



**Sosyal Bilimler
Enstitüsü**

T.C.
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SOSYAL BİLİMLER ENSTİTÜSÜ
İŞLETME (İNGİLİZCE) ANABİLİM DALI
İŞLETME (İNGİLİZCE) BİLİM DALI

**EXAMINATION OF THE EFFECT OF MANAGER’S POLITICAL BEHAVIOUR ON
EMPLOYEE PERFORMANCE THROUGH BURNOUT IN A SYRIAN NON-
GOVERNMENTAL ORGANIZATIONS LOCATED IN TURKEY**

Yüksek Lisans Tezi

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2	Jüri Üyesi		
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ÖZET

Yöneticilerin politik davranışları, kendi performanslarını ve çalışanların performanslarını iyileştirmeyi amaçlasa da, çalışanın performansını ve diğer özelliklerini etkileyebilme potansiyeli de vardır. Bu çalışma, yönetici politik davranışı ile çalışan performansı arasındaki ilişkiyle ilgili olarak öne sürülen birden fazla bakış açısı olduğundan, çalışan performansı ile bölüm yöneticilerinin işyerinde sergilediği politik davranış arasındaki ilişkiyi özetlemeyi amaçlamaktadır. Bu çalışma özellikle yönetici kesimin politik davranışlarının çalışan tükenmişliği üzerindeki etkisini ve çalışan verimliliği üzerindeki etkisini belirlemeyi amaçlamaktadır. 320 katılımcıdan oluşan bir örnekleme Yönetici Vasıfları, Ekip Yönetme Becerisi ve Performans (çalışma ortamının farkındalığını ve çalışanların kişisel becerilerin farkındalığı) olmak üzere üç başlık altında verilen anketin çalışan tükenmişliği, bundan kaynaklı rahatsız edici bir çalışma ortamının var olması ve çalışanların teknik vasıflarının yöneticiler tarafından bilinmemesi konularıyla ilişkilendirerek doldurmaları istenmiştir. Araştırmaya göre çalışan tükenmişliği, hem kurum dışı hem de kurum içi çeşitli faktörler nedeniyle gerçekleşebilir. Ancak, bu faktörlerin çoğu yöneticilerin politik davranışlarından kaynaklanmaktadır. Ayrıca, çalışma ortamının farkındalığı ile çalışma ortamından rahatsızlık duyma arasında güçlü bir negatif ilişki vardır. Ayrıca, ekip niteliklerinin bilinmemesi ile çalışma ortamının farkındalığı arasında pozitif bir ilişki vardır. Son olarak, bu çalışma kişisel becerilerin farkındalığı ile süpervizör nitelikleri arasında orta derecede güçlü bir ilişki olduğu sonucuna varmıştır. Yöneticilerin teknik süper vizyonu, kişisel becerilerin farkındalığı ile pozitif olarak ilişkilidir.

Anahtar Kelimeler: Yöneticilerin politik davranışları, işyerinde tükenmişlik, işyerinde performans

ABSTRACT

Even though managers' political behaviour is meant to improve employee performance, it can potentially affect employee performance and other characteristics as well. The objective of this study is to outline the relationship between employee performance and the line manager's political behaviour at work, as multiple perspectives regarding the relationship have been reported. Specifically, the study seeks to determine the impact of management teams' political behaviour on employee burnout, and the effect on employee effectiveness.

A sample of 320 respondents was used where the participants were issued questionnaires to fill information regarding their opinions on managers' political behaviour which include Supervisor Qualifications as well as Manager Technical Supervision, and its effect on Burnout uncomfortable work environment and a lack of knowledge about the team's qualifications. and Performance at workplace which include the awareness of the work environment and awareness of personal skills.

According to the study, employee burnout can happen because of a variety of factors, both external and internal factors to the organization. However, most of those factors stem from managers' political behaviour. Moreover, there is a strong negative correlation between awareness of the work environment and uncomfortable in the work environment. In addition, there is a positive correlation between the unknown of team qualifications and the awareness of the work environment. Lastly, this study concludes that there is a moderately strong correlation between awareness of personal skills and supervisor qualifications. Managers' technical supervision is positively correlated with awareness of personal skills.

Keywords: Political behaviour, burnout at workplace, Performance at workplace

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MOHAMAD YAMAN SAMMANI

İstanbul, 2022

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ABBREVIATIONS

BAW	Burnout at workplace
CEO	Chief Executive Officer
HR	Human Resources
ICT	Information Communication Technology
ICVA	International Council of Voluntary Agencies
IDP	Internally Displace People
INGO	International Non-Governmental Organization
MPB	Managers Political behaviour
NGO	Non-Governmental Organization
PAW	Performance at workplace
PTSD	Post-traumatic stress disorder
SSRN	Science Research Network
UK	United Kingdom
UN	United Nations

1. INTRODUCTION

This study aims to outline the relationship between the employee performance and the line's manager political at the workplace, as there are several perspectives reported concerning the relationship between the two, where some stated them as strongly related, where other claim no significant relation (Lau et al., 2017). It also examines whether a toxic work environment motivates employees, or the employees affect performance whilst the managers show a different type of political behaviours. As identified by researcher Nesher and Sonnentag, (2020), the political behaviour of managers may lead towards the employee burnout, which is a work concerning stress (may be psychological or physical exhaustion), resulting in decreased productivity and morale of an employee.

By conducting surveys with national and international staff from Syria and local NGO in Turkey, the researcher will investigate the effect of manager's political behaviour on employee performance through burnout in a Syrian Non-Governmental organization located in turkey. As part of the study, the representative organization and the response they provide will not be evaluated, but the effect of managerial political behaviour on employee performance will be examined.

1.1 Research Objectives

This study aims to contribute to the fledgling literature on Managers political behaviour at the workplace from the perspective of employees, while taking into consideration the burnout levels as well by examining the following objectives:

- To determine whether the managers' behaviour at the workplace affects the performance of staff through burnout in Syrian NGOs in Turkey.

1.2 Research Questions

To achieve the above objectives, this study aimed to develop a theory in response to the following research questions:

- What is the relationship between burnout at workplace, Managers political behaviour and burnout levels at workplace?
- Does staff performance relate to their manager's behaviour at workplace? In what ways? Which factors are involved?

1.3 Background of the Syrian NGO in Turkey

After 11 years of war, the Syrian crisis has led to unprecedented suffering and humanitarian needs, according to the European Civil Protection and Humanitarian Aid Operations. Approximately 6.9 million Syrians are internally displaced, and another 5.6 million refugees are abroad. Additionally, hostilities continue to take place in various parts of the country (European Commission, 2021).

Since then, Syrian refugees have sought refuge in neighbouring countries. Turkey (located in northern Syria) has been a major refugee destination. According to the Social Science Research Network (SSRN), Turkey country denotes them as guests and not refugees and ensure necessary accommodations for their stay in the country (Donelli, 2018). The government of Turkey has spent around \$4 billion on the healthcare facilities of these refugees in the year 2018 as reported by SSRN. Turkey follows an open-door policy for the refugees and some prominent NGOs have established facilities for obliging these refugees (Keysan & Şentürk, 2021). These organization are working closely under the supervision of the authorities and provide services for both Syrian and most vulnerable Turkish.

Having many Syrians as refugees or Internally Displaced People IDPs imposed an urgent need for bodies and organizations to provide support and assistance to them. These NGOs are providing the essential resources to these Internally displaced people IDPs, refugees and host communities and preventing them from the dire consequences of the war and displacement. Turkey and other Syrian neighbouring countries provided an ideal environment for these organizations to thrive and provided assistance for IDPs and refugees. Almost 700 organizations are working on the Syrian issue in Turkey after almost 11 years of the Syrian crisis in which 20% to be active inside of Syria (ICVA, 2021). In most cases, these organizations are newly established and lack the essential managerial and administrative skills (Dixon et al., 2016).

1.4 Political Behaviour at Workplace

Adjusting refugees among the citizens of host countries is one of the greatest challenges faced by governments (Sunata & Abdulla, 2020). It becomes extremely difficult to integrate them into the labour workforce of the country. Both the Turkey government and the international development community realizes the need for this integration. This becomes significantly difficult in regions with economic depression where the unemployment rate is around 13%. The locals see the refugees as mere competition for their jobs and show resistance (Holbein, Schafer & Dickinson, 2019). This resistance is being evident shown in the workplace environment where thresholds are being uplifted to hire refugees as employees.

In March 2019, 31,000 Syrian refugees in Turkey had official work permits. This represents only 1.5% of the whole refugee population in Turkey. The increased level of red-tapism is making it difficult for the governments to acquire jobs for refugees resulting in informal or irregular jobs for them (Priyadarshi & Premchandran, 2019). These unofficial jobs are below the minimum payroll and endure dire working conditions since they are not acquainted with any form of supervision by the government.

Political behaviours at workplace relates to the behind-the-scenes or informal efforts by the managers or employees' efforts to increase their power, influence the organisation or achieve other targeted objectives. Political behaviours in an organisation stems from a diversity of competing interests, which must be addressed in one way or another. Rational decision making cannot solve the conflicting interests if they are fundamentally incongruent; hence, political behaviours arise in the organisation. In modern workplaces, work requires skill in shifting power bases and handling conflicting agendas within the organisation. effecting political behaviours in the modern organisations does not focus on winning but maintaining useful relationships while achieving the desired results (Abbas and Awan, 2017). Organisational politics have become a critical part of organisational life since organisations consists of different interests that need to be aligned. Abbas and Awan, (2017) found that about 93% of managers agreed that politics exist in their organisations, while 70% of them believed that they needed to engage in organisational politics to be successful.

Different managers in an organisation use different techniques of political behaviours to fulfil both personal and organisational goals. According to Jovanović (2019), the sources of various political behaviours at the workplace are based on individual, organisational and managerial reasons. Organisational and managerial reasons are based on the relationships between employees and their managers, such as presence of

affectionate behaviour between the employees and their superiors. In that regard, the managers could form close relationships with the employees, manage information and connect with people from outside the organisation with an aim of using these contacts to achieve career success or organisational goals. Individual reasons are based on the managers possessing some personal traits or characters that lean towards political behaviours (Jovanović, 2019). For instance, a manager trying to protect themselves from unacceptance by the employees and other stakeholders and trying to convince others that they are crucial to the organisation.

Political skill is one of the most exclusive ingredients to survive in the organizational life. A theory was put forward Simon Bddeley and Kim James in 1987, which elaborated the political skills for managers in a descriptive model (Hartley, 2020). This model defines the characteristics of people and categorized them into four following animal group:

- Sheep: these people are politically naïve and act in favor of the group. They are considered loyal and highly devoted people. They are not cunning or very proactive in terms of political strategies.
- Donkeys: they are similar to sheep's and are politically naïve. They act in self-interest and they are considered inept.
- Owls: the owls are wise and are politically aware of the situation. They are loyal to the organization and work in alignment of organizational goal.
- Foxes: they are people who are politically aware but act in self interest. Their goals can vary from organization as long as it is beneficial for them.

1.5 Staff Performance and Burnout

The study by Abedi et al. (2019) identified job burnout as the situation where the causes from the continuous exposure to the incidents regarding work or job stress, categories by recognized physical, cognitive and emotional exhaustion. It has also been identified by Palenzuela, Delgado, and Rodríguez (2019) that this job burnout is affecting many workers in multiple organizations, which is not only causing harm to the abilities of an individual but also resulted as the negative influences on the overall performance of an organization, along with positing unwanted effects on related employee members. The risk factors, which are associated with the above-discussed condition involve insufficient motivation, lack of support of organization, ineffectiveness and ambiguity, Impractical expectations and stressed responsibilities (Lee, Wu & Du, 2019). Its indicators involve the symptoms of withdrawal, personal controversy, low morale, decreased performance, family issues and health challenges. Hence, the study by Rafiei et al. (2019)

recommended to all the managers for devising and implementing a strategic plan, which could help them in the provision of a conducive work environment for the protection of employees from the problems related to burnout. Moreover, it is also observed that job burnout is recognized as constant stress and may make develop the “lack of power” feeling among the workers (Abedi et al., 2019). Burnout is often found in jobs, where the workers spend a higher time dealing with the customers, as they experience anxiety and stress and psychological pressure, however, all these challenges resulted in the decreased functioning of an employee. Another study by Saeidi, Izanloo and Izanlou (2020) identified burnout as a multidimensional disease related to the mental tiredness, exhaustion and cynicism that is causing decreased personal accomplishment, which is also known as low personal effectiveness.

To cope up with the issue and increase employee performance, it is identified that the plan for dealing with burnout is associated with the person or the company (Zaid, 2019). Personal plans for preventing burnout have common activities for increasing job efficiency, various relaxation therapies and mental exercises, determining the goal management and time planning, creative rational and ignorance related to passive thinking, engaging with humor, maintaining support base and self-evaluation. However, on the organizational level, it involves, re-devising the duties, reducing job demands, providing training and other engaging activities (Han, Bonn and Cho, 2016).

1.6 Shape and Scope of the Research

The following researches are primarily focused on the effect of managers' political behaviour on the performance of employees, however, the scope of the following research is limited to the examination of the Burnout factor, moreover, the research is also specific to the Syrian Non-Governmental Organization, which is situated in Turkey. Furthermore, the research included a quantitative method (correlation) for testing the relationship between the identified variables political behaviour, employee burnout and employee performance. However, the data was collected from 250 to 350 staff members of NGO and senior managers. Additionally, the findings of the following study have the scope to contribute to the identification of the key related challenges of the employee, assessing the extent to which burnout affect the performance and thus presenting the solutions to manage the certain situation.

1.7 Structure of the Research

The following research is divided into six chapters, where the first chapter provides the introduction of the study, where it stated the aim, key objectives and the question of the research. Moreover, the chapter also

presents an overview of the key concept and the related background of the subject. The research then proceeded towards analysing the literature from past research, reports, covering all the key aspects of the objectives, namely “Literature review”. Chapter three of the research discusses the methodology of the research, where it selects the design, sample size and sampling method, data collection and analysis, along with giving justification of each of the choices. Once the plan has been devised, the research present chapter four as "Findings", where it interprets the key findings of the survey. Following the findings, chapter five “Discussion”, discussed the results and link them with key objectives and past research, This chapter will also present the conclusion and summary of the results of the overall research, along with the presentation of challenges, limitations and suggestions.



2. LITERATURE REVIEW

2.1 Historical Development of Political Behaviour at the Workplace

Eldor (2017) defines politics in organizational setting as a force, or potential which can affect events and involves behaviour and activities by which power is cultivated and used in institutional structures. Simply put, organizational politics are unofficial, casual and sometimes behind-the-scenes attempts to influence the organization, sell ideas, develop power or accomplish other set objectives.

Today, organizations across the globe require their workers to be equipped with skills that will help them in handling incompatible agendas that conflict with the goal or strategies of the organization and deal with shifting bases of power (Srivastava & Mohsin, 2020). In short, politics that is effective is not at all about winning at any cost but more so about sustaining relationships as well as achieving results.

Though time and again organizational politics is portrayed negatively but they are not essentially bad. Rather it is vital to be conscious of the possibly damaging features of organizational politics so that their negative effects can be minimized. Needless to say, employees in an organization are likely to waste their time by engaging more than required or needed in organizational politics. This point is supported by Chandani et al. (2016) in their review paper which concluded that 20% of a manager's time from their working hours is wasted in managing politics. Simply stated, since organizations are composed of interests that differ from each other and need to be aligned therefore politics are an integral part of the organization. A survey reported that 93% of managers that were surveyed agreed with the fact that politics subsist in their organization while 70% of the surveyed managers reported that engaging in politics is required to be successful (Ferris, Harris, & Russell, 2018).

Following the Syrian civil war crisis, Turkey started welcoming Syrian refugees in 2011 and today, has become the host country to the largest number of Syrian refugees. But unfortunately, there are issues in the NGOs working in Turkey like acknowledgement, trust and cooperation that have arisen due to different perceptions of responsibilities and roles of managers and workers (Memisoglu & Ilgit, 2017). These tensions have gradually given a rise to politics in the NGOs which is resulting in managers and employees of the NGOs being under serious stress and burning out at a rapid rate. The managers are prioritizing their political interests over the purpose of the NGOs and their employees and if things keep playing out at the same trajectory, the NGOs will lose the essence of their purpose and become ineffective in reaching their goal.

2.2 Themes of Different Political Behaviour

Government politics and organizational politics are two majors of politics, according to Fikry (2021), the literal meaning of politics is government activities that consist of party's involvement and relation of respective countries. However, apart from that, politics can also be defined as an organizational activity associated with power and personal status. The politics that are present in any organization are a process of social influence in which behaviours is designed in such a way that it makes the best use of short- and long-term self-interest (Hallward, 2019).

The fact that politics exist in a workplace, or an organization cannot be denied, it is a natural part of organizational life, but managing the levels of political behaviours in the workplace is important. The organization in which the level of negative political behaviours is high will face low employee commitment, less job satisfaction and it will gradually increase the levels of anxiety and depression among the workers (Bhatnagar, 2016).

The field of research on the topic of organizational politics covers the behaviours of organizational politics that is influenced by certain factors, that can be categorized as work environment or structure followed by an organization. The other factor that can influenced the behaviours of organizational politics is bonding and understanding among employees (Stroup,2017).

The theories on organizational/Management politics have expanded rapidly in recently. There is relatively little information about organizational/ Management politics in and around teams. Few studies specifically deal with organizational politics within teams or workgroups (Kralj, 2021). However, there is a small doubt on the existence of internal politics, and it is common in every organization, as there is very limited information available regarding this context and it natures.

The factors that influence the Behaviour of organizational politics are categorized as structure followed in the organization, work environment. The last factor that influenced the Behaviour of politics is employees bonding and understanding among themselves (Abedi et al., 2019).

The other kinds of politics that exist in the organization is managers and employee's politics. Somewhat, they both contain factors the same as organizational politics. According to Kralj (2021), when the need to gain good status and reputation within the organization or to spoil colleagues' reputation and position raises, employees indulge themselves in negative politics. Moreover, these individuals get involved in politics to get fame, recognition easily. Sometimes they get to indulge in negative politics to get something in a short

period that is not in their reach and control play politics for immediate fame, recognition and to achieve something beyond their control.

As per Chandani, et al, (2016), an organization's management lose its reputation when its employees started playing dirty politics games, as this whole situation makes it hard to concentrate on work for those individuals who are not indulging in any kind of dirty politics. It is the responsibility of managers to identify and evaluate such situations and try to solve the problems.

The role and responsibilities of managerial politics include, that managers must assign work and tasks according to the interest and educational qualification of every individual because the mismatch and mismanagement introduce politics in the organization. The politics that involves people from higher positions create much more negativity in the organization if not handled well. Managers must control their employees when they are trying to harm their fellow workers (Staerklé, 2015).

The negative politics played by the people on managerial levels can harm the organization in many ways, as many of them promote their favourite employees without considering the requirements of that promotion. When the promotion of employees is not done according to the requirements and standards it will demotivate the employees. Transparency is required at every step taken by the managers (Stroup, 2017).

The two dimensions in which organizational politics is divided are "legitimate and illegitimate". The everyday and normal political practices in the organization is known as legitimate political Behaviour. It includes complaining to the supervisor about any employee or ignoring the command, forming groups of people who will benefit you in any way within the organization or challenging policies and decisions, or developing new relations through professional activities outside the company (Gangai, 2016).

The other dimension of organizational politics is illegitimate political Behaviour which is considered to be an extreme kind of Behaviour that violates the rules made for the organizations. It includes causing trouble for the company such as calling in protest and working for days (Stroup, 2017). There are at least more than five conditions that usually encourages political Behaviour in the organization. When the objectives and goals of organizations are not clearly defined the chances of unhealthy politics get maximized, which is not a good thing as it spread negativity among employees and in this worker sometimes pursue and prioritize their personal goals and present the whole situation as they are pursuing organizational goals (Gangai, 2016). The other condition in which negative politics surfaces is the allocation of resources when the company have access to limited resources. To avoid such a situation organization must make sure that they have an ample amount of resources available (Bhatnagar, 2016). Every organization tries to avoid the type of environment which raises the illegitimate political Behaviour.

It is observed that changing environment and technology of organizations increase political Behaviour. As the nature of internal technology is conventional and standard across the organization and the external environment is complex which raises uncertainty and triggered political Behaviour by people who are more interested in following certain actions (Jafariani, 2019).

This is the fact that one cannot eliminate politics completely from the organization, but managers can neutralize its negative aspect to some extent by carefully monitoring the work environment and taking relevant actions where needed. However, there are several strategies to identify and manage organizational politics. By reducing the uncertainty in the organization and clarifying the job responsibilities of every employee and evaluating their performance and rewarding the best performer of the month (Ferris, Harris, & Russell, 2018). Moreover, political Behaviour at the workplace, employee performance, and burnout, shape and historical development of political is Behaviour. Similarly, they are the factors that affect the relationship between political Behaviour and employee performance.

The relationship between employee performance and managers' political Behaviour, the risk factors, which are associated with the above-discussed condition involve insufficient motivation, lack of support of organization, ineffectiveness, and ambiguity, impractical expectations, and stressed responsibilities. According to Sharkey (2018), when the uncertainty levels are low in the system it will directly impact the political Behaviour by reducing it. Moreover, managers can help in decreasing interpersonal rivalry by utilizing the resources according to the given standards and allocating them to those who need them to fulfil organizational goals.

Political behaviour is legitimate if it is done using legitimate goals and means, and it can be developed to influence the interactions between the managers and employees in an organisation. On the other hand, political behaviour is considered illegitimate if organisational members use illegitimate goals and means. However, it is difficult to ascertain the legitimacy of political behaviour since the goals of political behaviour can be either individual or group, and both of them are interconnected.

Table 2.1 Types of political behaviour within an organisation

Influence of goals			
		Approved	Not approved
Influence of means	Approved	I Business behaviour	II Organisationally dysfunctional behaviour
	Not approved	III Potentially organisationally functional behaviour	IV Organisationally dysfunctional behaviour

From table 2.1 above, field I represent business behaviour, or rather, non-political behaviour approved by an organisation. Field II includes any type of political behaviour based on misuse of power within the position that an individual holds in the organisation. Such behaviours are considered dysfunctional in the organisation aspect since internal resources are used to fulfil goals that are not aligned with the organisational goals (Jovanović 2019). The organisation can adopt principles, rules and clearly defined responsibilities to prevent any dysfunctional behaviour.

Such behaviour is also included in field IV since it is opposing the organisational goals and leads to unprofitable utilisation of internal resources. Based on the illustration in the table above, Jovanović (2019) pointed out that political behaviour can be concluded to be neither negative nor positive on its own. Kapoutsis, I. and Thanos (2016), also made a similar conclusion and outlined that means and goals are two fundamental criteria for classifying organisational behaviour as either legitimate or illegitimate. In addition, they concluded that political behaviour legitimacy is context-dependent; hence, legitimate behaviour in one organisation or culture is not necessarily legitimate in a different organisation or culture.

Politics in an organisation is an increasingly demanded and elusive ingredient of organisational success and survival. As already mentioned, Baddeley and Kim (1987) developed a theory to illustrate people's political behaviour in an organisation. They used four animals, fox, a donkey, an owl and a sheep to provide a vivid visual illustration of four behavioural styles in organisations.

Each of the four animals acts as a visual representation of an individual or a group of people who exhibit certain characteristics in relation to politics in the organisation. It is fundamental for people in an organisation to understand which category each manager or colleague fits in, to have an idea of how these people will approach situations and the roles that fit them in a project (Bancroft-Turner, 2015). A sheep represents people who are politically naive but act to uphold the interest of the group since they believe it

is the right thing for the people and the organisation. This category of people is usually industrious, and loyal but needs to be led because they lack key leadership qualities and rely on authority (Doldor, 2011).

In addition, people in this category rarely network, don't know how to seek support, and strictly adhere to organisational and professional rules. A donkey also represents people who are politically naive, but they act out of self-interest, unlike sheep. People in this category hate to be ignored, they are usually unethical, unprincipled and like to associate with authority (Bancroft-Turner, 2015). They are people who will challenge their colleagues to decide what they want and make it look like it is what everyone in the organisation or group wants. An owl represents people in an organisation who are politically aware of the environment and the situation, but usually consult how to handle a task or situation for the people and the overarching goal.

These people possess integrity, are loyal to the organisation and are respected by their colleagues (Bancroft-Turner, 2015). Lastly, a fox represents people who are politically aware but act out of self-interest. Hence, these people put their interests before other people and even before the organisation (Doldor, 2011). This category of people ensures they get things done, even if they are doing it for their personal gain. Therefore, foxes are very useful as managers in an organisation if they are motivated and their self-interest aligns with the organisational goals.

2.3 The Linkage between Political Behaviour and Leadership

Organizational politics and Managerial Politics are so closely tied to leadership and management, It directly impacts professional relationships, processes, and resolutions. The function of an individual as a leader or manager is inextricably linked to the organisation political atmosphere.

The political behaviour in an organization emerges when an individual or a specific group of people pursues their own agenda or interests without considering that how their actions will influence the organization, and organizational politics arise. They employ manipulation and self-serving behaviours to advance their own interests, sometimes at the detriment of others and sometimes at the price of the company's objectives. To gain power or personal prominence, such acts might take the shape of power battles and personal disputes (Staerklé, 2015). When an employee, for example, utilizes deceptive and secret means to improve their career, this is referred to as organizational politics.

The linkage between leadership and managerial politics can be assumed by understanding leadership as an event that occurs in the shape of groups. In this situation, the activities of a leader influence their subordinates, causing them to cooperate freely to accomplish organizational objectives (Hallward, 2019).

The ability of how leaders use their power determines the political atmosphere within the organization. At workplace, In most cases, politics behaviours cannot be avoided. Whether it's for a improved job opportunity or because of a personality characteristic, there are always someone or a group of individuals that uses the workplace for their personal goals and consider it as a battleground (Jafariani, 2019). The company's political atmosphere totally depends on the determination of leaders and how they handle it. The decisions made by the leaders establish the agendas and, the objectives that they set, and how they engage and inspire employee are all important factors in controlling the political environment of the organization (Tunca, 2021). To have the understanding of political behaviours and employing the leadership style required to guide employee toward company goals is crucial to overcoming organizational politics and growing individual reliability as a leader (Haas, 2016). This might be achieved by paying close devotion, maintaining a reasonable and impartial viewpoint, leading/setting an example, and maintaining people's focuses on the big picture: working in the organization's best interests rather than their own (Çevik et al., 2020). As a leader, they have the most authority and influence in the business; abusing that power can lead to a toxic workplace. Taking credit for colleagues' ideas and accomplishments to promote their career, for example, may lead to resentment and retaliatory conduct from those employees (Staerklé, 2015). Researchers have historically found that research related to the Behaviour of managers in the workplace is extremely important since management Behaviour in the workplace plays an important role in leading an organization and its employees to outstanding success. The political Behaviour in an organization can lower the morale of the employees and can create an unproductive work environment. It is a responsibility of a leader to understand the reason behind the political Behaviour and then take relevant steps and strategies to solve the problem and close it, so the employees can focus on their work and goal to achieve good outcomes for the company (Downe, 2016).

The linkage between leaders and political Behaviour can be further explained through taking a closer look at the administration development in Syrian organizations is a unique opportunity to examine the consistency of employee-manager relationships in an environment of non-governmental organizations. This is in part due to the modernity of Syrian organizations on the one hand, and their need to expand on the other hand, which imposed upon them a functional and administrative diversity that may be beyond the scope of their abilities (Prakash, 2021).

The fact that some leaders prefer to adopt a more formal method of dealing with their employees, some managers prefer to engage their employees in more participatory methods. While both of these models are effective in leading organizations, the performance of employees may be directly correlated with their relationship with their managers. It is also the degree of comfort that exists in this relationship and the amount of freedom that employees have to carry out tasks in a different way or to be creative that they usually have to do traditionally (Chandani, 2016).

2.4 Political Behaviour in NGO's

Adjusting refugees among the citizens of host countries is one of the greatest challenges faced by governments (Sunata and Abdulla, 2020). It becomes extremely difficult to integrate them into the labor workforce of the country. Both the Turkey government and the international development community realizes the need for this integration. This becomes significantly difficult in regions with economic depression where the unemployment rate is around 13%. The locals see the refugees as mere competition for their jobs and show resistance (Holbein, Schafer and Dickinson, 2019). This resistance is being evident shown in the workplace environment where thresholds are being uplifted to hire refugees as employees.

Contemporary NGOs just like other organisations are highly political entities. However, the degree and intensity of political behaviour in NGOs differ significantly among individual organisations. In some NGOs, political behaviour is rampant and overt, while in others, organisational politics plays a minimal role in influencing outcomes (Abbas and Raja, 2014). Power and politics play a vital role in NGOs, from determining how employees interact with their colleagues and managers to governing how decisions are made. Abbas and Raja, 2014 established that the impact of political behaviour in an organisation, regardless of its size, is largely dependent on whether the stakeholders use negative or positive behaviour to influence others. Hence, politics, power and political Behaviour can give both positive and negative impacts on an organisation. A study by Julius et al. (2017) pinpoints that organisational politics has numerous possible consequences on work outcome, and can impact organisational processes, including decision making, rewards promotions among others either negatively or positively.

Orgad (2013) argued that organisational politics in NGOs is fundamental because it helps in understanding the informal processes of co-operations and conflicts, and their effect on the performance of the organisation. Julius et al. (2017) had a contrary observation and established that organisational politics can have a negative impact of organisation performance if it involves self-interests that are not aligned with the organisational goals.

2.5 Employment Performance and Burnout

This study aimed to recognize the employment performance and burnout which impose the impact on the organization through a practical study on workers of Syrian NGOs in Turkey (Aqel et al., 2021). NGOs did not be focused as a community for academics according to the nature of the mission, but workers are humans even they work in NGOs or private-public. The population contains NGO workers who work in technical and administrative positions. Similarly, is a statistically important effect of job burnout between the employees in NGOs on organizational silence by 63.3%. This means that the majority of workers in organizations go silent about critical issues affecting them or their workplaces when they feel overworked or overloaded. This also specifies that job burnout in NGOs was at 44.72%, divided into (Professional efficacy, 44.16%, Emotional exhaustion, 55.33%, Cynicism is 34.68%). The higher percentage (55.33%) went to emotional exhaustion which is a direct result of burnout. AL-Abrow (2022) supported these results by suggesting that employees who felt they were not able to talk openly about their work experiences had lower job satisfaction ratings than those who reported feeling comfortable discussing their work with others. This may lead to less creativity and innovation, as well as reduced productivity. Additionally, workers who feel like they cannot express themselves freely are more likely to experience stress and anxiety at work, which can also negatively affect their performance.

Furthermore, there is a less scope for the employee performance in the organizations to accord success as the existing personnel are not mentally prepared to develop a better understanding of the critical situation in Syria. However, there are more chances for the employees to suffer from citing burnout excessive workload and general reluctance in activities under many conditions.

Kattenbach et al. (2010) suggested that employee burnout can have a negative impact on employment performance. Specifically, employees who are feeling burned out may be less productive and more likely to make mistakes in their work. This could lead to decreased morale within the organisation overall, which in turn could lead to lower productivity and increased turnover rates among staff members. Although there is evidence to suggest that employee burnout can have a negative impact on employment performance, it is important to note that this effect may be particularly pronounced in certain situations (for example, when the workload is high). Therefore, it is important for employers to take into account all of the factors surrounding an individual worker's situation before making any decisions about their job status or productivity.

2.6 Employee Performance Measurement

In the study by Oware, and Mallikarjunappa, (2021) the employee performance is the evaluation of an individual based on work which is primarily on the quantitative metrics, and objectives. It is very difficult to understand the professionally developing employees and in what way they are contributing to your NGOs. Overall the NGOs can measure their performance through making performance indicators and then collecting the information associated with these indicators.

Similarly, most of the performances utilized indicators by the NGOs in cost, incorporating efficiency, effectiveness, fundraising, beneficiaries, and audits. Furthermore, there are five definite types of methods that define and identified, and applied through the case of NGOs working in Turkey, output, input, quality, efficiency, and outcome (Alkhater, 2021).

According to Oware and Mallikarjunappa, (2021) which conflicts with the goals of performance and purposes appraisal policy frequently exist when implemented. The policy of performance must be part of a performance organization policy that highlights constant coaching and communication to motivate the employee.

The main challenge in the implementation of performance of employee policy is neglected frequently. Although performance policy may increase the performance of the employee, contend that commitment from the organization to achieve a performance policy properly which is important. Similarly, this contains technical and logistical support, ongoing training, and in-depth job study (Alkhater, 2021).

Durgun, Günden and Ünal, (2021), argued that the administrators and managers may fail to provide accurate and timely feedback and expectations to workers regarding performance. When the feedback is given, it is frequently communicated incorrectly thus decreasing the morale. Furthermore, reducing the performance of the employee. Also, groups of employees often oppose the performance implementation policy.

The main problem of fairness and accuracy appraisal policy is one of the main keys in HR administration. In the field of HR administration, the appraisal of performance might be used to measure the performance of the employee (Alkhater, 2021).

Furthermore, the aim of measuring the performance of an employee is not to show only where things are ongoing according to the plan but also to categorize why the things are ongoing well so that stages can be taken to make a success. Similarly, the goal of performance of expectation and appraisal is to summarize and access the performance of the employee and improve the future work, performance of expectation, and goals (Durgun, Günden & Ünal, 2021).

According to Armstrong Oware, and Mallikarjunappa, (2021), employee performance measurement is a combined process that contains both the employee and supervisor, who classify the common goals, which correlate to the advanced goals of the NGOs. Similarly, if the employees are effectively appraised, then the NGO will experience improved performance and output quality.

Furthermore, for the efficient utilization and development talent of the human, the employee performance appraisal policy plays a main role since it allows NGOs to classify the objects of the strengths of employees and weaknesses. The NGOs will then be capable to give guidance to employees to improve their weaknesses. Which will help the employees to contribute positively to the fulfilment of the NGO objectives (Alkhater, 2021).

Individual employee performance is a core concept in the success of an organisation. Numerous scholars in the past have tried to evaluate the concept of employee performance and developed several theories to illustrate what contributes to the performance. One of the most common and widely used theory that illustrates employee performance is the motivation theory. Motivation theory seeks to understand what drives an individual towards a particular outcome or goal. According to Asim (2013), a motivated employee is more productive and a higher performance index. Hence, the motivation theory is critical in the study of employee performance because it illustrates the factors that contribute to employee motivation. The theory consists of numerous branches, but it is based on two factors at its simplest, that is intrinsic and extrinsic factors. In extrinsic factors employees are motivated to perform better by external factors, such as promotion, a sanction for failing to meet the target and a bonus for extemporary performance. On the other hand, in intrinsic factors, employees are motivated by a desire to satisfy their personal needs, such as achieving personal goals. Asim (2013) noted that majority of the employees are motivated by a combination of intrinsic and extrinsic motivation factors. In addition, they established that employees have distinct traits and characteristics; hence, there is no single way to motivate all employs in an organisation. Therefore, it is essential for the manager to invest time to understand their staff and get to know the combination of factors that can motivate the employees to perform better.

2.7 Importance of Employee Performance

The most important factor in the performance of an employee is goals achievement. Similarly, the successful employees meet the deadlines, create sales, and make the brand via the interactions of the positive customer. Whenever the employees did not perform efficiently, the consumers feel that the NGO is apathetic to their needs and will help to seek (Abohousene & Student, 2021).

Furthermore, the main concept of performance of an employee is that how an employee of team fulfil their duties in their role, which behave in the working area and complete the required task which helps the employee to reach their potential, and also increase the overall performance. Which is also a positive effect on confidence and the quality of work (Wisetsri et al., 2021).

The following are a benefit of employee performance management which highlights the needs of training, boosts morale, helps define career paths and identify the right employees for promotion, which supports the planning of the workforce, which increases the employee accountability retention to deliver greater employee autonomy (Abohoussene & Student, 2021). The term “employee performance” means the achievement of an individual’s tasks after applying the necessary struggle on the job which is connected throughout the getting a meaningful effort, employers around/ compassionate colleagues, and engaging profile (Yıldızbaşı et al., 2021)

According to Cavaliere, et al., (2021), developing and utilizing HR fully and augmenting organizational achievement, the actual performance of the employee system of management is vital for a business organization. Although the performance of ambitious goals is likely probable to be affiliated with the NGO procedures so that the whole procedure changes from being event-driven to develop more deliberated and a people-centric perspective. The performance is a concept and idea of multicomponent on the essential level which can differentiate the procedure aspect of performance, which is interactive engagements from a predictable outcome. Similarly, the individual’s capability to adapt and deliver the essential support to the profile of the job in a energetic work situation is stated as an adaptive performance (Abdulkadir, Isac & Dobrin, 2021).

When the employees develop a specific perfection in their allocated responsibilities usually they try to adapt their Behaviour and attitude to the various obligations of their tasks (Halis, Çambıbel & Bükey, 2020). Although efficient and effective adaptive performance requires an employee's ability to effectively deal with the volatile conditions of works for example the restricting of organization, technological transformations, and changes in one’s core assignment of job (Cavaliere, et al., 2021).

In the study of Altay, Alhamoud and Dedeoğlu, (2017), employees are also probable to adjust their interactive Behaviour in such research and perspectives business, therefore, change in the conditions and situations to work effectively with a variety of subordinates and peers. In the perspective of the wholesome performance of work, but the reactivity and adaptability to one’s role of the job are important to address the indefinite environment.

2.8 Main Factors Affecting Employee Performance

According to Diamantidis and Chatzoglou (2019), due to the prevalent stressing conditions of the business environment, one of the key aspects related to employees is often left neglected and that is burnout or in simpler terms exhaustion faced by the employees both physically and mentally. It is further stated by Buil et al. (2019), employee burnout is considered to share a proportional relationship with job satisfaction and subsequently is found to influence the general morale of the employee working in a NGO. Furthermore, the author's further state that due to lack of morale citing stressful conditions in the workplace, there is a considerable amount of depersonalization that has been accorded on the employees, which is evidenced from the fact that there is lack of consensus and understanding with the organization. Such acts of depersonalization serves the objective of reducing their commitment with their organization and thus also compromises the overall personal accomplishment of the organization (Diamantidis & Chatzoglou, 2019).

Reiterating further on employee burnout, it is considered to be a result of the exposure to the employees to their working conditions. However, within an NGO context, Sabuhari et al. (2020) points out that the employees are exposed to such conditions that are regarded to be more stressful since it demands more of their engagement and participation. Moreover, not only does it demand more participation but also requires the workforce to focus on each individual's specific needs and their requirements and have to provide them help within their respective parameters.

According to Maamari and Saheb (2018), other factors that are considered to affect employee's performance within an organization are its co-workers, its management, and the corresponding employee experience with these stakeholders. However, within the burnout context, Jawabreh et al. (2020) mentions that these variables are found to exert considerable influence on the employee and affect their performance and thus shares a proportional relationship with the employee performance. For instance, decreased co-workers' attitude such as lack of engagement and reluctance to collaborate, will levy a negative impact on an employee.

Despite the increase in the number of Syrian NGOs located in Turkey and their recent successes, most of them are facing unprecedented challenges. Some of the main challenges facing these NGOs are a lack of timely and sufficient funding and distrust from donors (Yıldızbaşı et al., 2019). As a result, these NGOs are unable to offer their employees lucrative remuneration like in the private sector. According to Rusu et al. (2016), a good salary is one of the main motivating factors that motivates employees to give their best performance at work and strive towards achieving the organisational goals.

A study by Sunata and Abdulla (2020) linked employee performance in Syrian NGOs in the Turkish context with employee motivation. The study examined that employee satisfaction in NGOs is significant since it helps the employees to grow and achieve their full potential as they meet the expected results and help the organisation to accomplish its objectives. Nevertheless, the study did not examine further the various factors contributing to employee motivation or demotivation in the NGOs. The findings of a research by Yıldızbaşı et al. (2019) supported that job satisfaction among organisations' employees is a pre-condition for employee performance, and that the relationship between job satisfaction and staff performance is not unexpected or unambiguous.

Within the Syrian context, Demir and Budur (2019) dictates that the situation is regarded to be more intense for the employees since the country has been embroiled in a civil war since the preceding decade. Regarding the difficulties faced by the management working in Syrian NGOs, Muhammad et al. (2020) elucidates regarding the NGOs networks are found to suffer from lack of coordination; exacerbated through both violence as well as the limitations posed by the geographical situation of the country. Along similar lines, the author's further state that since there are difficulties posed to the managers, it is deemed a prerequisite to implement such strategies on ground that can reduce any additional issues that can add to the already existing stressing conditions of the employees.

Considering the stressful conditions presented to the respective Syrian NGOs workers in Turkey, Muhammad et al. (2020) remark that these conditions are primarily posited by volatile security conditions, unpredictable expectations warranted by the local populace, and lack of any clarity regarding the ground situation of the country. Bilgin et al. (2017) noted that Turkey's civil society lacked competence and knowledge of HR professionals, which are crucial in protecting the rights of employees within the civil society and addressing their grievances. As result, employees within the Turkish civil society, including those working in Syrian NGOs feel somehow isolated and victimised affecting their performance significantly. Besides, the dearth of available positions and the horizontal, non-hierarchical structure of NGOs cause an absence of career plans similar to those in the private business (Sunata and Abdulla, 2020). As a result, employees in these Syrian NGOs in the Turkish context grow discontent since they can hardly make plans for the future of their careers, which affects their performance. Reiterating back on the employee burnout scenario, this notion has been subjected to significant debates and as per the views of Al Adem et al. (2018), the effects of job burnout are considered to be myriad, one of which is the reduction in their functional efficiency in the workplace. According to Jamila and Atanb (2020), one of the major factors of employee burnout is excessive workload that leads to both physical and emotional exhaustion.

Moreover, another factor that is regarded to be a contributory factor in employee burnout in Syrian NGOs situated in Turkey is the lack of engagement between the workforce and is further explained by Ghreiz (2020), due to lack of coordination between the workforce, there is a general lack of consensus between the workforce that leads to widening the gap between the management and the employees. As per the study of Singh et al. (2021), within the Syrian context, the concept of employee burnout is also attested to the external conditions of the country such as more exposure to such situations such as dealing with casualties, treatment, which may render the workforce to be vulnerable to a host of issues and medical ailments that serves the objective of accelerating their burnout with their work detail respectively.

2.9 Employee Performance in NGOs

Specifically, within the NGOs context, it can be inferred that there is a significant amount of changes occurring in the business environment since the country in question i.e. Syria has been in a turmoil since the last decade and thus has witnessed considerable changes (Jamila and Atanb, 2020). Concerning the changes observed in Syria; Gürlek (2021) mentions that due to war, there has been a considerable amount of impact levied on communities, economic and geopolitical conditions of the country and other underlying factors subsumed within these categories. It can be implied that the social and economic fabric of Syria has been undermined in the past decade and has thus levied additional pressure on the NGOs working in Syria to mitigate such despairing circumstances.

BouChabke and Haddad (2021) states that the role of NGOs in Turkey have been transformed and are now required to develop more engagement and critical decision making to resolve the issues at hand along with the deteriorating security and economic conditions of the country. Such pressure to maintain constant engagement has led to additional pressure and is thus evidenced by the toll it takes on the employees associated with them. Since there is a significant pressure on the NGOs, it is found to impact the employee performance of NGOs as well since due to the precarious condition of the country, there has been more infusion of NGOs and thus has subsequently increased the intensity of the competition as well (Saad, 2020).

Commenting on the competition present to the NGOs, Mohammad et al. (2021) remarks that due to the external pressure to maintain the quality of its services, there is a considerable pressure from within the organization as well such as increasing workload and duties to the personnel. In addition, there is a lot of discrepancy held by the employees in terms of allocating capital resources to specific sectors and departments within the organization and such action is found to serve the purpose of reducing morale of the employees citing lack of inclusion from the management.

However, as stated by Abdulkadir et al. (2021), such practices due to competition is regarded to be a proponent of organizational politics and is stipulated to accord a crucial role in regulating employee burnouts. The reason organizational politics is found to share a strong correlation with employee performance is based on the fact that in an event where the policies implemented in the organization or in this case non-governmental organizations, are perceived from a favourable standpoint, Belhoste and Nivet (2020) points out there is a high chance that the employee will not suffer from extensive or short term burnout. Such policies are regarded to serve the objective of reducing employee turnover ratio in the organization and ensure their association with the organization in the long run. Syrian NGOs situated in Turkey are facing stiff competition from the private sector that is more lucrative to employees. Gürlek (2021) recounts that most Syrian NGOs in the Turkish context are facing challenges related to funding constraints and legal perspectives. As a result, these NGOs pay their employees at lower rates compared to the private sector risking poor employee performance due to a lack of sufficient motivation. Gürlek (2021) further noted that another fundamental problem that Syrian NGOs face in Turkey is the lack of designated human resource departments or executives. As a result, employees lack an interlocutor in this area causing them to feel victimised and isolated, which affects their performance negatively.

According to Saada et al. (2019) however, negative consequences of workplace politics are found to be far more pronounced and holds the potential of levying more damage on the workforce and their commitment stands compromised with each resignation and dissociation with the NGO. In terms of the Syrian context, the situation is regarded to be exacerbated since there is different set of responsibilities apart from the conventional organizations since the NGOs are more susceptible to personal threats to their life and their security stands compromised (Kenny & Mamuji, 2019).

Another obstacle that seems difficult to surmount in this context is also considered to be compromised since as mentioned by AbduRazak et al. (2019), despite the provision of training that can be provided by the NGO is not found to guarantee any shred of security to the personnel. Under such duress condition, there is a significant chance that the employee's performance is degraded and more often is deemed imperative that their functional capability will falter under such extreme conditions (Abdel-Samad and Flanigan, 2019).

2.10 Employee Burnout

Extending further on the point mentioned above, Fierros et al. (2017) remarks that the main reason employees working under such conditions are prone to physical and mental exhaustion are based on their own personal commitments to their families. Clarifying further, such employees are found to suffer from a

notable disadvantage that includes constant threats to their wellbeing and personal security, thus also reduces any scope for any encouragement to their colleagues as well (Rizkalla & Segal, 2019). Adding further on employee's burnout from a mental health perspective, Navajas-Romero et al. (2020) infers that since there is lack of coordination and support from any external environment, the employees stand central to the possibility of being traumatized and thus are rendered depressed and is evident from their work performance (Othman et al., 2018). Moreover, it is stated by Bassim (2019), who claimed that the notion of employee burnout also suffers from organizational politics as well since there is a general lack of organized structure that can be followed by the employees to lay their concerns.

Since such concerns are not addressed, there is a considerable sense of disparity amongst the workforce and thus widens the gap between the management and the workforce, leading to employee burnout. Regarding the lack of organizational structure in place, Foo et al. (2021) mentions that the absence is felt by the fact that any traumatic experience is not dealt with and there is a lack of sagacious attempt to address such concerns (Hamid & Durmaz, 2021). Such absence of good leadership skills, it imparts a negative impact on the employees and at times are also considered to further worsen their respective condition for example depression.

In line with the views of Scior and Williams (2019), employee burnout is also evidenced by the fact that there is a general lack of understanding of the employees regarding their own management and are bereft of their laid goals and objectives. As mentioned earlier regarding allocation of capital resources, which leads to negative perception of the management, it can be stated that the main objective behind such allocation is unbeknownst to the employees that could be for any major reason for example scarcity of funds allocated to the non-governmental organizations itself (Çevik et al., 2020).

Joseph et al. (2020) mentions that such unbeknownst situation of the employees, there is less scope for the organizations to accord success since their existing personnel are not mentally prepared to apply an enhanced understanding of the impending situation, which in this case is the dire situation of Syria, and thus there are more chances for the employees to suffer from burnout citing excessive workload and general reluctance to partake in activities under such duress conditions. In accordance with the study of Bogotch and Kervin (2019), the model of employee burnout is also built on the idea that there is an increased amount of pressure levied on the employees to meet their respective deadlines as well as restricted time schedule is considered to impact the employees in a negative manner.

Under such circumstances, there is an increasing demand for the workforce to exert additional pressure onto themselves to mitigate the competition present both from the external and internal aspects of the

organizations and thus affects their overall job performance as well as commitment (Agostini et al., 2018). There is a constant need for the organizations to develop a sound democratic setup that can address the concerns of its workforce and alleviate any issues presented to their employees in the form of burnout (Zubairu, 2019). Such democratic setup should involve the provision of obtaining critical feedback from the workforce and to implement the changes as required whereas on the other hand, due to a democratic setup, Preena (2021) states that it is the duty of the NGO to inform the main rationale that has culminated as their business decisions for example allocation of capital resources.

2.11 Managers' Political Behaviour and Its Linkage to Employee's Performance

2.11.1 Factors of Political Behaviour that Affect the Relationship between Managers and Staff Performance

There are two categories of political factors that influence the behaviour of employees which as a result affect the relationship between managers and the employees. These are:

- Individual factors
- Organization factors

2.11.1.1 Individual Factors

The characteristics of an individual greatly determine if he will engage in the organization's political process or not. These characteristics are:

Political Skills

Block, (2016) define political skills as the personal style of an individual which includes his capability to self-monitor, conduct himself in a mannerly way – especially with others, appropriately react to the situation he is in as well as his ability to boost self-confidence and reassurance. Research (Syed and Khan, 2015) shows that employees with developed political skills are more efficient as well as effective in their workplace. They also happen to have a more substantial influence on the ratings their supervisors give to them with regard to their work performance.

Internal Locus of Control

Workers with an internal locus of control are of the opinion that the product of their performances results from their own skills and talent hence they are capable of making an alteration in the organizational outcomes. Employees of this opinion leave no stone unturned to improve the impression of their performance in front of their supervisors (Kulachai & Tedjakusuma, 2020). For this reason, there is a high chance of employees with internal control of locus engaging in political behaviour since they believe that everything is in their hands and revolves around them. Supporting the point, research indicates that such workers have greater success in the discernment of the political stance in their environment (Gangai, Mahakud & Sharma, 2016)

The Investment Level in the Organization

An individual's level of investment in his organization also influences their political behaviour. If the individual is – whether financially or emotionally, invested in his organization, they will have greater motivation to take part in political behaviour since they would have more interest in the fate of their organization as compared to the others (Chinomona & Dhurup, 2016). These individuals are characterized by the commitment of the organization.

Expectations of the Employee

The expectations of an employee concerning his as well as of his organization is an important factor that determines if he will engage in politics in the organization or not. In the case of an employee believing that it can affect the results of the firm and that it will have a direct impact on the rewarding system then the employee will have greater motivation to take part in the politics of the organization (Kakabadse, Bank & Vinnicombe, 2018). But if the employee believes that chance will not affect the results then he will not waste his resources and time in influencing the change (Kakabadse, Bank & Vinnicombe, 2018).

2.11.1.2 Organizational Factors

Individual factors aside, organizational factors also play an significant role in the manifestation of behaviour of political nature. These are:

Lack of Resources

Inadequacy of resources promote political behaviour in the organisation. When monetary incentives and resources become limited, and promotions are not given to employees based on their merit, the employees start regarding their workplace as a political field (Buchanan & Badham, 2020)

Roles that are Vaguely Specified

Job roles that are not specified and have vague description along with job positions and tasks that are not defined increases the probability of political behaviour being exercised in the organization (Malik, et al, 2019). The vague nature of job roles gives the employees room to redefine and negotiate their roles (Kakabadse, Bank & Vinnicombe, 2018). In his research states that when employees are not clear about their responsibilities they start leaning towards political behaviour.

Assessment of Performance

Obscurity might happen even during the assessment of work performance and promotion of the workers (Ferris, et al, 2018). Such obscurity often time leads to the exhibition of political behaviour in the organization by means of information management or impression management etc.

Democratic Decision Making and Promotions

Democracy in decision-making in an organization plays an essential role in initiating political behaviour in the organisation. As the name says, in democratic decision-making, several people are taking roles in the decision-making development. The more the number of people involved in the decision-making stage, the greater will be the degree of access to employees available to be influenced (Bauer & Erdogan, 2016).

Uncertainty in Business

Uncertainty in the business of an organization is also a factor of the political behaviour of managers and employees that influences the relationship between them. Undefined goals and standards of an organization, political, controlling and scheming behaviour of supervisors, vague responsibilities of employees, unclear and uncertain advancement possibilities, scarcity of resources, unachievable targets and high competition, all these contribute to uncertainty in the business of the organization which consequently gives rise to political behaviour in the employees (Ferris, et al, 2018).

The goal should be to create an interconnected community in the organization that eliminates communication barriers between the colleagues as well as conflicts and distrust (Malik, et al, 2019). Employees should be given work tasks and responsibilities that are clearly specified and they should have the knowledge of assessment criteria and the result of their assessment. To decrease organizational efficiency and effectiveness, managers should avoid inequality, favouring one over the other and unfair behavior (Kakabadse, Bank, & Vinnicombe, 2018)

2.12 The Linear Relationship between Employee Performance and Managers Political Behaviour

In today's market-driven environment and unsteady economic environment of Turkey, it has become highly important for employers to retain their valuable employees as well as increase their productivity (Abbas & Awan, 2017). These circumstances have affected the Behaviour and attitudes of the employees working in Syrian NGOs in Turkey toward their work which in turn has affected their work performance. By understanding this, many organizations are now adopting policies to benefit their employees which have, as a result, benefitted them in return (Syed & Khan, 2015).

Employees' relationships with their managers can be a major determinant of their success or failure at work. A manager can influence an employee's performance in a variety of modes, including performance feedback, Behaviour modelling, and constructive feedback. The manager must, however, understand the motivations of his employees if these approaches are to be successful. As compared to managers who allow their employees some autonomy to some extent, command-and-control leadership is not necessarily effective at motivating employees to be productive and loyal (Diamantidis & Chatzoglou, 2019).

Researchers have established that employees with low levels of commitment to an organization are more likely to be involved with organizations that are overly driven by politics, have a low level of job satisfaction, abnormal levels of work anxiety, and lower levels of job satisfaction (Kulachai & Tedjakusuma, 2020).

Alternatively, researchers argue that employee attitudes and behaviours towards politics within an organization are influenced by norms, traditions, and cultures in the country where the organization operates (Ferris, et al, 2018). These factors need to be considered when conducting research into organizational politics.

As a result of this new perspective, managers must practice their political Behaviour, which is an important cause in an organization's climate, without bias and only for achieving the set goals. Managers in many

organizations evaluate employee performance using political Behaviour and personal motives. For example, they increase or decrease their employees' performance scores based on their personal objectives or the interests of particular individuals or groups (Lampaki & Papadakis, 2018). In this way, the employees are treated unfairly, since their performance is not assessed fairly, and many deserving employees are denied work promotions because of this. Employee motivation is also decreased as a result of this unfair practice, which negatively impacts the efficiency of the organization.

Furthermore, when managers fail to provide feedback and encouragement to their employees regarding their performance, this contributes to the perception of politics being practiced within the organization, resulting in reduced employee morale and diminished performance (Diamantidis & Chatzoglou, 2019).

The consequences of managers practicing political Behaviour unjustly and for personal gain are inflexibility and unresponsiveness (Jovanović & Milica, 2019). Employee participation is also reduced (Block, 2016). The relationship between employee performance and managerial Behaviour can be summarized as follows: how management practices political Behaviour determines the nature of the relationship between employee performance and management Behaviour. It is likely that the manager will engage in political Behaviour for his own gain and ignore the needs of his employees, resulting in a negative relationship. As long as the manager practices fair political Behaviour and only practices it to achieve the organization's goals and influence decisions for the better, a positive relationship will exist between them.

2.13 Why Does Political Behaviour at the Workplace Matter?

Organizational politics is an inevitable part of the organizational structure and endures in almost every organization irrespective of its size and complexity (Schwartz, 2017). Political behaviour can be both positive and negative. The positive political behaviour can include volunteering in a particular campaign or presenting a powerful image and so on. This could also include complementing someone or maintaining relationships with important persons in the office dynamics, but one of these factors would negatively affect the workplace environment (Hariri & Lassen, 2017). Similarly, there are various factors which can implicate negative impacts at the workplace and politics is one of them. The North Syrian employees are facing highly volatile situations because of the unpredictable security concerns in the region (Bdaiwi, et al., 2020). The conflict is resulting into challenges for staff movement. Some of the reasons to why political behaviour can impact the workplace is as follows:

2.14 Organizational Productivity

People who are actively involved in playing politics in an organization usually pay less attention to the work and its quality (Kirkland & Coppock, 2018). This reduces the overall organizational productivity as most of their time is usually spent on focusing on the negative aspects of the organization and how this could be negatively used for some individuals in the organization to benefit him in return. Some activities would include backbiting, leg-pulling or creating serious issues about religion or country patriotism.

2.15 Demotivated Employees

If the workplace environment endures a specific ambiance or regulatory conduct which creates favouritism pertaining to a specific group of people, the other employees might feel that their efforts are useless (Clayton, et al, .2020). This could affect their self-esteem and in return could negatively impact the work behaviour of these employees. This could also drive the fear of job loss at some point in time and might encourage some ethical work behaviour in the workplace.

2.16 Misinterpretation of Information

The people who are involved in politics do not demonstrate the right information to their superiors. This includes giving a wrong picture regarding a situation or a scenario. This is especially harmful when the managers or some in authority is wrongfully endured in the politics of the workplace (Ferris, et al, .2018). This creates more harm for the organization as the deserving people usually end up getting promoted and those who are deserving do not get the credit for the job done.

2.17 No alignment with the Organizational Goals

When an individual is working for his best interest in an organization, he doesn't incorporate the impact on the organization itself. This means that the employee behaviour becomes biased and his goals are no longer in sync with the organizational goals (Moniz & Wlezien, 2020). This could result in resistance to change of a particular system which can benefit the organization in the long run or an influential proactive decision towards policies or workplace dynamics that can create productivity and innovation. The problem is substantiated when the individuals indulged in workplace politics are in power and can alter the decision of the recognition.

2.18 Workplace Diversity

The increased level of globalization has transformed the workforce structure of organizations all around the world (Citrin & Stoker, 2018). Large multinationals usually hire a diverse workforce to comprehend a sustainable impact on organizational performance. People from different backgrounds can implicate various skills into the workplace creating innovations and creativity. If politics prevail in the organization, there are chances that the workforce might feel unsafe by their office policies inflicted upon them. This will make their work ineffective as they will always be in fear of getting unfairly terminated or demoted.

2.19 Other Case Studies

A famous case of George Floyd death was addressed all around the world. This included the report from the BBC news in Washington (2020). The people of colour have always been repressed in the United States and have a history that represents racism in the socio dynamic culture of the country (Ransby, 2018). After this incident, various police officers came forwards with their stories pertaining to unjust political behaviours in their workplaces only due to their skin colour. Some police officers stood by the protestors supporting anti-racism. This reflects a clear case of workplace politics and workforce diversity (Williamson, Trump and Einstein, 2018). The police department endures various African Americans and they have always been grieved regarding the subject of lower pay scales, lower opportunities of growth and promotions and certain regions even demonstrate evident differences in the attitudes of people being approached by the police personals only because of their race. Not to mention the admission of people into the force in some places like St. Louis is as low as 30%. Things are now changing for the country because people are raising voices to the injustice system inflicted towards the African Americans, but the people who are working within the office environment are still subject to biasness due to the politics prevailing in the workplace.

Similarly, other renowned cases represent the challenges faced by individuals all around the world being faced by political agendas (Dave, et al.,2020). According to the motivational theories discussed by theorists like Herzberg and McClelland, employees require acknowledgement and appreciation to be productive and efficient in the workplace. The indulgence of politics prevents the chance of equal opportunities for individuals and create discrepancies in the workplace (Jamil, et al.,2021). It affects people's performance and attitude towards work. Therefore, it is very important to endorse the culture in an organization and ensure t only embeds positive political which create constructive competition amongst employees.

Summing up the entire chapter, it can be concluded as follows, political behaviour at the workplace, staff performance, and burnout, shape and historical development of political is behaviour. Similarly, the factors that affect the relationship between political behaviour and staff performance.

The linear relationship between employee performance and managers' political behaviour, the risk factors, which are associated with the above-discussed condition involve insufficient motivation, lack of support of organization, ineffectiveness, and ambiguity, impractical expectations, and stressed responsibilities.

Furthermore, employee burnout is considered to share a proportional relationship with job satisfaction and subsequently is found to influence the general morale of the employee working in an NGO. Moreover, the background on the Syrian NGO in Turkey and the theoretical literature reviews highlights the important aspects and concepts of staff performance and burnout concerning.

The shape and scope of the research and in the structure of the research discuss the important political behaviour at the workplace which highlight the themes of different political behaviour and relation between political behaviour and leadership, political behaviour in NGO. It can be concluded that different factors affect the performance of the employee in NGO and the importance of employee performance also the measurement of the performance of employees this result shows that the importance of employees' performance and improvement, learning, growth of the employees.

Additionally, the results indicate a relationship between the line manager's performance and the political behaviour of their staff, as multiple perspectives were reported regarding this relationship between the two.

3. METHODOLOGY

Political behaviour, burnout at workplace and its effect of employee's performance have been a great area of interest for many researchers, therefore, it's important to examine the factors that's affect the relations the increase the employer burnout or productivity and it's related to different types of managerial political behaviour. In additional, The Mangers attitude played a critical role in maintain a healthy relationship with the employees and improve their performance. Considering these issues, the aim of this study is:

- To determine whether the managers' behaviour at the workplace affects the performance of employee through burnout in Syrian NGOs in Turkey.

3.1 Research Objective:

3.1.1 Theoretical Framework of the Research

A conceptual framework is suggested based on the hypothesis that Manager Political Behaviour (MPB) influences Burnout at Workplace (BAW) and Performance at Workplace (PAW), whereas Burnout at workplace (BAW) is only affecting Performance at workplace (PAW).

In the figure3.1, the research model is shown in a simplified form:

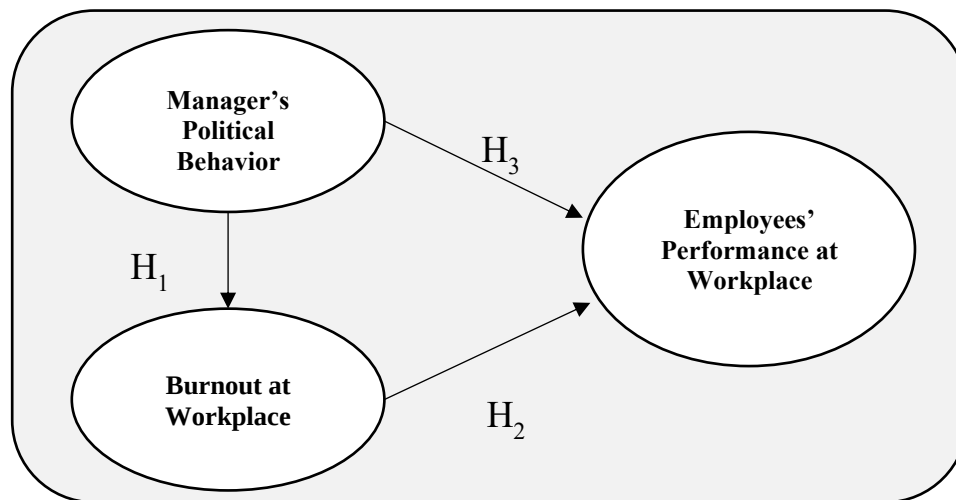


Figure 3.1 Proposed Research Model

The Hypotheses that were tested in this study is as the following:

H₁: Manager's Political Behaviour has a direct effect on Employee's Burnout at workplace

H₂: Employee's Burnout at workplace has a direct effect on Employee's Performance at workplace.

H₃: Manager's Political Behaviour has a direct effect on Employee's Performance at workplace.

3.1.2 Sampling and Data Collection

The data was collected using a unified questionnaire (Annex 1) designed using Google Docs online survey. The questionnaire was conducted among employees of Syrian NGO offices located in Turkey, and it was disseminated through social channels and email to HR personal in the targeted organizations.

The data collection process was implemented and finalized in July 2022. The purpose of this study was to characterize the situation of Syrian employees working in Turkey, so answers submitted by employers of other types of organizations were eliminated from this study. A total of 320 employees responded to the questionnaire anonymously and voluntarily. Participants were asked to complete the same questionnaire form, regardless of their position. As a next step, the survey begins by asking deeper thematic questions, which aimed to determine if any patterns emerged in terms of employee position and manager Behaviour. In order to reach the widest range of employees, the survey was conducted in Two languages, English, and Arabic. As this study aimed at undesigning the situation of Staff working in Syrian Organisation working in Turkey, the answered that were submitted from employers who were at other type of organisation was eliminated. The acquired data were uploaded and analysed and evaluated with SPSS¹ data analysis software.

3.1.3 Design of the Questionnaire

In this study, a questionnaire was chosen as a data collection instrument. Questionnaires are commonly used to collect data and provide an effective method of collecting responses. They can be divided into two types: self-administered questionnaires and interview. Participants usually answer the same set of questions when using this method (Morrison et al, 2010). In order to conduct a quantitative study, the author has chosen to use self-administered questionnaires. This method also saves time because all questionnaires can be

¹ The Statistical Package for Social Sciences SPSS is a The SPSS software suite is a statistical tool for data management, advanced analytics, multivariate analysis, and business intelligence.

distributed at the same time, collected after completion, and answered at the same time by respondents (Liyberg, et al., 2012).

The questionnaire designed for this study consists of four parts. The first section concerns basic information about the individual, such as gender, age, and educational background. This might help to discover any patterns related to education background or sex/age. In Section two, three and four, information regarding performance, support from managers, burnout at work, and problems encountered was assessed. The questionnaires included questions about knowledge and views about work motivation. The questionnaires were accompanied by instructions for guiding the participants on how to circle or mark the responses they chose. This information could assist the researcher when interpreting the results, for example, whether their burnout level is related to their time management skills or their manager's behaviour.

Likert scales were selected over other scales in this study. In the questionnaire, respondents indicate their degree of agreement or disagreement with each statement (Fishbein and Ajzen, 1975), which is considered the preferred scaling method for obtaining attitude information. Since Likert is a "subject-centered" scale that scales respondents, instead of objects (McIver and Carmines, 1981), it is most appropriate for this research context. Additionally, Likert scales provide the most information by limiting the amount of leniency (Meric, 1994). As a result, they are easy to construct, understand, and administer (Malhotra, 2006).

In this study, each construct is measured using the five-point Likert scale. Respondents were asked to select from a range of response categories ranging from 1 (strongly disagree) to 5 (strongly agree). Hair et al. (2007) suggest that it is necessary to balance the need for a higher degree of precision with the demands placed on respondents when using the Likert scale. The researchers found that respondents exposed to scaling questions less often could respond more easily to scales with fewer categories, indicating that respondents must possess practical training to handle information associated with a greater number of categories.

The variables were measured using three different scales. In the first one, Baddeley and James' Political Skills Model (1987) was used to assess the type of political behaviour a manager would exhibit at work. The second one is to assess the burnout level of employee at their workplace is adapted from Conceptual Model of Job Burnout (Jayarathna, 2017). In the third one, the overall performance of the employees will be assessed Adapted from the Motivation theory (Asim, 2013). As part of this study, patterns will be identified that can link the three scales.

In order to ensure a high response rate, questionnaires were distributed digitally to respondents. The questionnaires also took less time and energy to administer. Furthermore, subjects' names were not required on the completed questionnaires, so as anonymity as possible. The questionnaires were in English and Arabic, to enable those who did not understand English to complete them in Arabic and to allow the inclusivity for all employees working in the Syria NGO in Turkey.

3.2 Survey Instrument

3.2.1 Demographic information

As part of the survey, the participants were asked to provide basic demographic information, including their age group, gender, education level, organization type, years of experience (both in the current organization and in the organization sector in general), position, and whether they have a line manager and his/her gender. However, their names and the names of organizations were not asked as a matter of confidentiality, thus allowing them to answer questions honestly.

- Gender: Male/Female
- Age Group: Participants chose an option from 18-25, 26-35,36-46,45-60 and above 60.
- Level of Education: Participants chose their level from: High school graduate, University degree, Master's degree, PhD degree or other.
- Type of NGO: Participants chose their level from: UN Agency, INGO, Local Syrian/Turksih NGO, Turkish NOG.
- Experience in the current/ general NGO sector: Participants chose their level from Less than one year, 1 - 3 years, 3 - 5 years, 6 - 10 years, more than 10 years.
- Current Position: Assistant, officer, Coordinator, Manager, CEO and other.
- Availability of line manager: Yes – Male, Yes – Female, and NO.

3.3 Managers Political Behaviour (MPB) factor scale

The Managers Political Behaviour Scale adapted from Baddeley and James' Political Skills Model.

Factor	Item	Abbreviation
Manager Political Behaviour	My manager is a good role model and I aspire to be like him someday.	MPB1
	My relationship with my manager is good.	MPB2
	My manager provides feedback accurately and timely.	MPB3
	My manager uses appropriate strategies to communicate especially when giving feedback.	MPB4
	My manager actively engages employees in decisions regarding their tasks.	MPB5
	My manager assigns tasks to employees according to their qualifications.	MPB6
	My manager promotes employees according to their performance without favouritism.	MPB7
	My manager is transparent in all activities regarding the organisation.	MPB8
	My manager provides equal opportunities for training for all employees.	MPB9
	My manager allocates the available resources to employees equally without discrimination.	MPB10
	My manager clarifies job responsibilities to every employee before they commence any task to avoid collision.	MPB11
	My manager evaluates all employees' performance using equal measures for people in the same job category.	MPB12
	My manager does not credit his juniors' accomplishments and ideas for his personal gain.	MPB13

3.4 Burnout at Workplace (BAW) factor scale

The burnout scale was adapted from the Conceptual Model of Job Burnout (Jayarathna, 2017) scale.

Factor	Item	Abbreviation
Employees burnout at workplace	I get enough support concerning my job from my manager	BAW1
	I have control over my job and the immediate decisions concerning my daily tasks	BAW2
	I am demotivated to work and feel good when out of the office.	BAW2
	I feel mentally tired at the end of every working day and I am contemplating visiting a mental health officer someday.	BAW3
	My manager has impractical expectations of employees	BAW4
	My manager allocates excess workloads to employees within restricted deadlines	BAW5

3.5 Performance at Workplace (PAW) factor scale

The Performance at workplace scale was adapted from Motivation theory scale.

Factor	Item	Abbreviation
Employees Performance at work	My career path is clear and I can project my position in the next five years.	EAW1
	I am satisfied with my work and I could not prefer working in another organisation.	EAW2
	I am aware of the structure for laying my complaints in my workplace and I have proved it effective.	EAW3
	My manager has essential leadership skills and offers all the support I need.	EAW4
	I receive ongoing training on my job and therefore I have all essential skills concerning my role.	EAW5
	My job is secure and I can focus on my tasks without uncertainty.	EAW6
	I fulfil my duty effectively according “to the organisational goals.	EAW7
	I reach my full potential while performing tasks in the office.	EAW8
	I am confident in the quality of work I deliver in my workplace.	EAW9
	My morale is always high and I look forward to new challenges in the office.	EAW10

3.6 Data Analyses Method

Bryman defined quantitative research as a method of conducting social research that combines natural science with social phenomena (Bryman, 1984). Basically, quantitative research refers to experiments and surveys. It emphasizes objectivity and causality through the collection of numerical data. The advantage of quantitative analysis is the ability to keep the results objective by analysing a large amount of data. A quantitative researcher is said to collect numerical data and to have an objective conception of social reality, as well as a deductive view of the relationship between theory and research. Furthermore, quantitative research methods enable scholars to study the relationship between dependent and independent variables in detail, in addition to measuring, analysing and interpreting data (Joker & Pennink, 2010). Furthermore, since the data is objective, researchers cannot manipulate it in a subjective manner, ensuring accuracy and preventing bias. As quantitative methods use statistics, they can be used to examine hypotheses (Allan et al, 2008).

Although quantitative research methods have many advantages, they have major limitations as well, including the fact that they do not take into account the experiment and research contexts, which will prevent people from distinguishing between personal and social and nature experiences (Cecez-Kecmanovic, 2013). Another limitation is that the research must involve a large sample population because quantitative methods do not tend to examine variables in a natural setting or discuss the meanings which things have for different individuals. In general, the more people studied, the more accurate the results would be (Kuada, 2012). In this study the questionnaire was divided into four sections, each question to provide a set of answers for each of the main three study themes (Manager Behaviour, Performance and burnout). Frequency distribution analysis, a descriptive statistics method, was used to analyse demographic information of the samples.

4. FINDINGS

The chapter includes the presentation of findings upon the analysis of data collected. The results are presented in tabular form and the findings discussed where their relationship with existing literature is explained. The section describes the findings on whether there are relationships between manager's political Behaviour and employees' burnout, between manager's political Behaviour and employee performance and between employee burnout and their performance.

4.1 Descriptive Statistics for Demographic Variables

4.1.1 Gender

In the following table, it is shown that almost 69.4 % of survey respondents are male.

Table 4.1 Gender Distribution

Gender	Frequency	%
Male	222	69.4
Female	98	30.6
Total	320	100.0

4.1.2 Level of Education

In the survey, 66.9% of respondents held a university degree and 29.4% held a master's degree.

Table 4.2 Level of Education Distribution

Level of Education	Frequency	%
High school graduate	8	2.5
University degree	214	66.9
Master's degree	94	29.4
PhD degree	4	1.3
Total	320	100.0

4.1.3 Age Group

Nearly half of the survey respondents (55.6%) are between the ages of 26 and 35, as shown in the following table.

Table 4.3 Age Group Distribution

Age	Frequency	%
18-25	12	3.8
26-35	178	55.6
36-45	116	36.3
45-60	12	3.8
over 60	2	0.6
Total	320	100.0

4.1.4 Experience in the current NGO

With almost 11.9% of survey respondents having less than one year of work experience in the current NGO, the minimum experience is less than one year, while 22.5% have been working there for six to ten years. In the survey, almost half of the respondents 40% have been working in the organization for one to three years.

Table 4.4 Employees' work experience (in current NGO) Distribution

Experience – Current	Frequency	%
Less than one year	38	11.9
1-3 years	128	40.0
3-5 years	82	25.6
6-10 years	72	22.5
Total	320	100.0

4.1.5 Employees' work experience in NGO sector in general

More than half of the survey respondents (58.1%) have worked in the NGO sector for at least six to 10 years.

Table 4.5 Employees' work experience (in general) Distribution

Experience – Over all NGO	Frequency	%
Less than one year	4	1.3
1-3 years	34	10.6
3-5 years	84	26.3
6-10 years	186	58.1
Total	320	100.0

4.1.6 Current Position

Almost a third (31.9%) of the survey participants are officers, and the rest (20.0, 21.9, 26.3%) are assistants, coordinators, and managers, respectively.

Table 4.6 Current Position Distribution

Experience – Over all NGO	Frequency	%
Assistant	64	20.0
Officer	102	31.9
Coordinator	70	21.9
Manager	84	26.3
Total	320	100.0

4.2 Factor and Reliability Analyses

Data reduction techniques such as factor analysis are used to identify a smaller number of factors underpinning multiple observed variables. In factor analysis, variables whose correlation is high and which are largely independent of other subsets of variables are combined together. In order to determine the number of dimensions perceived by the respondents on the scale and to eliminate items that weren't perceived as appropriate and to test the hypothesis, factor and reliability analyses were conducted (Durmuş, Yurtkoru, & Çinko, 2011). As a result of factor analysis, items with the same factor loading value in multiple factors, or with a factor loading value less than 0.50, or with items with inconsistent meanings were eliminated. To determine the internal consistency of scales, the Cronbach Alpha method was used (Tavakol & Dennick, 2011). Factors that scored below 0.70 Cronbach's Alpha were eliminated.

Reliability is the overall consistency of a measure. Reliability analysis determines the proportion of systematic variation in a scale to determine whether it produces similar results under consistent conditions. In reliability analysis, scores obtained from different administrations can be compared in order to determine whether the scale yields consistent results and therefore is reliable.

The measure of sampling adequacy was conducted to establish whether the sample used in the study was adequate based on the population size. However, the sample size in research is considered inadequate if the KMO is below 0.6.

As a result of applying factor analyses, the scope of the study has been updated, and each variable has been divided into two sub-constructs.

4.2.1 Factor and Reliability Analysis for Employee Burnout

This factor analysis was done to determine the factors that qualify for factor analysis. Factors that scored a KMO of above 0.6 were considered acceptable. In this study, none of the factors was eliminated since all the factors had an above 0.6 score

Table 4.7 Factor Analysis for Employee Burnout at Workplace (BAW)

Factor Name	Item	Factor Loading	Variance Explained (%)	Cronbach's Alpha
Uncomfortable work environment	I am demotivated to work and feel good when out of the office.	0.798	36.07	0.720
	I feel mentally tired at the end of every working day, and	0.765		
	I am contemplating visiting a mental health officer someday.			
	I get enough support concerning my job from my manager	0.702		
Unknown of team qualifications	I have control over my job and the immediate decisions concerning my daily tasks	0.646	26.29	0.708
	My manager allocates excess workloads to employees within restricted deadlines	0.878		
	My manager has impractical expectations of employees	0.856		
		Total Variance Explained		62.36
		KMO		0.615
		Bartlett's Test Chi Square		429.77
		df		15.00
		p-value		0.00

4.2.2 Factor analysis for Performance at Workplace

The KMO and Bartlett's Test analysis intended to determine the factors under the category of workplace performance that would be considered for factor analysis. Factors with a KMO value less than 0.6 would be eliminated. The factor on clear career path and reaching the full potential were eliminated since their scores of 0.589 and 0.567 respectively fall below the 0.6 mark.

Table 4.8 Factor Analysis for Performance at the Workplace

Factor Name	Item	Factor Loading	Variance Explained (%)	Cronbach's Alpha
Awareness of work environment	I am aware of the structure for laying my complaints in my workplace and I have proved it effective.	0.822	38.11	0.876
	My manager has essential leadership skills and offers all the support I need.	0.811		
	I receive ongoing training on my job and therefore I have all essential skills concerning my role.	0.773		
	My job is secure and I can focus on my tasks without uncertainty.	0.696		
	I am satisfied with my work and I could not prefer working in another organisation.	0.684		
	My career path is clear and I can project my position in the next five years.	0.589		
Awareness of personal skills	I am confident in the quality of work I deliver in my workplace.	0.897	27.82	0.817
	I fulfil my duty effectively according to the organisational goals.	0.819		
	My morale is always high and I look forward to new challenges in the office.	0.639		
	I reach my full potential while performing tasks in the office.	0.567		
		Total Variance Explained		65.93
		KMO		0.899
		Bartlett's Test Chi Square		1726.95
		df		45.00
		p-value		0.00

4.2.3 Factor analysis for Manager's Political Behaviour

The KMO and Bartlett's Test analysis intended to determine the factors under the manager's political behaviour category that would be considered for factor analysis. Four items were eliminated on the basis they had a score of below 0.6. These factors were manager's transparency, favouritism, equal opportunities and fairness with KMO values of 0.597, 0.562, 0.544 and 0.501 respectively.

Table 4.9 Factor Analysis for Manager's Political Behaviour

Factor Name	Item	Factor Loading	Variance Explained (%)	Cronbach's Alpha
Qualification of supervisor	My manager provides feedback accurately and timely.	0.813	32.29	0.871
	My manager uses appropriate strategies to communicate especially when giving feedback.	0.780		
	My manager is a good role model and I aspire to be like him someday.	0.745		
	My relationship with my manager is good.	0.725		
	My manager actively engages employees in decisions regarding their tasks.	0.660		
Technical supervision by manager	My manager does not credit his juniors' accomplishments and ideas for his personal gain.	0.784	26.76	0.867
	My manager allocates the available resources to employees equally without discrimination.	0.671		
	My manager clarifies job responsibilities to every employee before they commence any task to avoid collision.	0.615		
	My manager assigns tasks to employees according to their qualifications.	0.600		
	My manager is transparent in all activities regarding the organisation.	0.597		
	My manager promotes employees according to their performance without favouritism.	0.562		
	My manager provides equal opportunities for training for all employees.	0.544		
	My manager evaluates all employees' performance using equal measures for people in the same job category.	0.501		
		Total Variance Explained	59.04	
		KMO	0.913	
		Bartlett's Test Chi square	2272.67	
		df	78.00	
		p-value	0.00	

The summarized reliability scores of all extracted factors are summarized in Table 4.10 where all the extracted constructs are found to be consistent and reliable.

Table 4.10 Cronbach Alpha for reliability test

Construct	Sub-Constructs	Cronbach's Alpha	No. of items
Burnout at workplace BAW	Uncomfortable work environment	0.720	4
	Unknown of team qualifications	0.708	2
Performance at the Workplace	Awareness of work environment	0.876	6
	Awareness of personal skills	0.817	4
Manager's Political Behaviour	Qualification of supervisor	0.871	5
	Technical supervision by manager	0.867	8

According to the factor and reliability result previously explained, Figure 4.1 illustrates the modified research model.

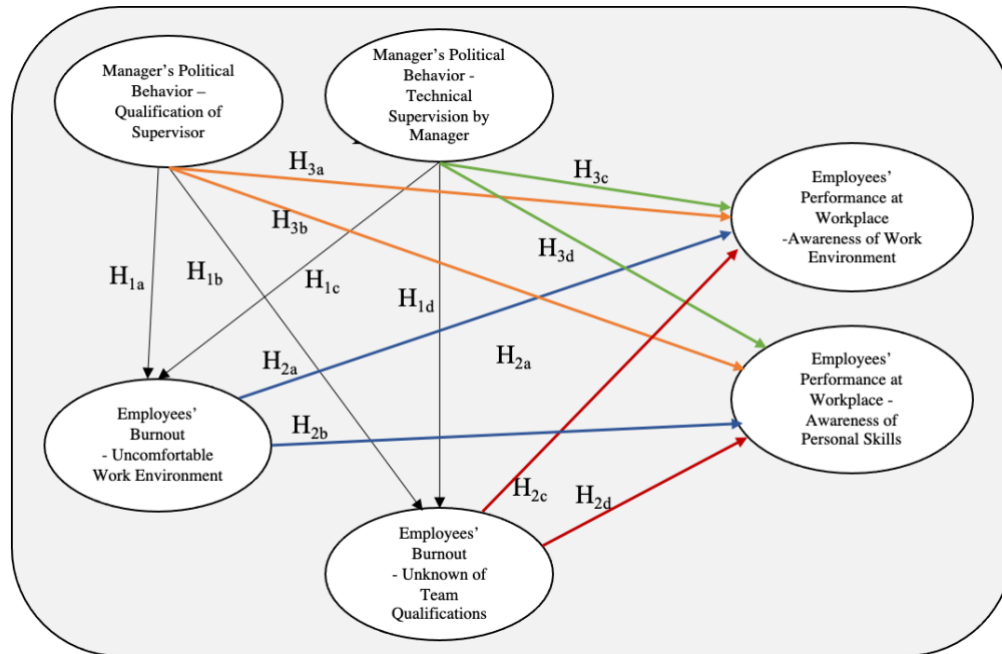


Figure 4.1 Modified Research Model

The modified hypotheses that were tested in this study are as following:

H_{1a}: Qualification of supervisor has a direct effect on Uncomfortable work environment

H_{1b}: Qualification of supervisor has a direct effect on Unknown of team qualification

H_{1c}: Technical supervision by manager has a direct effect on Uncomfortable work environment

H_{1d}: Technical supervision by manager has a direct effect on Unknown of team qualification

H_{2a}: Uncomfortable work environment has a direct effect on Awareness of work environment

H_{2b}: Uncomfortable work environment has a direct effect on Awareness of personal skills

H_{2c}: Unknown of team qualification has a direct effect on Awareness of work environment

H_{2d}: Unknown of team qualification has a direct effect on Awareness of personal skills

H_{3a}: Qualification of supervisor has a direct effect on Awareness of work environment

H_{3b}: Qualification of supervisor has a direct effect on Awareness of personal skills

H_{3c}: Technical supervision by manager has a direct effect on Awareness of work environment

H_{3d}: Technical supervision by manager has a direct effect on Awareness of personal skills

4.3 Correlation Analysis and Regression Analyses

In bivariate analysis, the Pearson Correlation measures the direction of the relationship between two or more variables. In terms of the strength of relationship, the value of the correlation coefficient varies between +1 and -1. A value of ± 1 indicates a perfect degree of association between the two variables. Those with a negative value have a negative correlation. Those with a positive value have a perfect positive correlation, and those with a zero value have no correlation at all.

4.3.1 Correlation Analysis Results

The Pearson Correlation results in table 4.11 show that all the variables were significant at 95% confidence interval. The results indicate a negative strong association between the awareness of work environment and uncomfortable work environment ($r = -0.761$). The awareness of the work environment is also affected by unknown of team qualifications ($r = 0.270$).

Table 4.11 Correlation Analysis Results

	1	2	3	4	5	6
1. Awareness of personal skills	1					
2. Awareness of work environment	.665**	1				
3. Uncomfortable work environment	-.589**	-.761**	1			
4. Unknown of team qualifications	-.128*	-.173**	.270**	1		
5. Qualification of supervisor	.459**	.694**	-.706**	-.260**	1	
6. Technical supervision by manager	.417**	.632**	-.616**	-.340**	.691**	1

** Correlation is significant at the 0.01 level (2-tailed).

* Correlation is significant at the 0.05 level (2-tailed).

These results agree with Dyrbye et al. (2019) who noted that the more employees are aware of their work environment, the more they are likely to push the management to improve it and thus the more comfortable it would be. The author argues that if employees are aware of potential problems with their working conditions (e.g., dirty bathrooms or dangerous equipment), they might be more inclined to voice any concerns they have about those conditions to their supervisors or co-workers. In turn, if many people are voicing concerns about a particular workplace situation, management may take notice and attempt to address the issues accordingly. Besides, the findings support those of Prentice & Thaichon (2019) who noted that there is a relationship between the awareness of work environment and the unknown level of team qualifications. The more aware employees are of their workplace, the better equipped they will be to identify potential problems early on in order to prevent them from becoming larger issues down the line. In addition, having accurate information about team members' skills and abilities can help teams function at their best when it comes to collaborating and working together as a unit.

4.3.2 Multiple Regression Analyses Results

A multiple regression analysis was used to test the hypotheses of the study by measuring the effect of independent variables on dependent variables.

The results of multiple regression analyses were shown in the Tables from 4.12 and 4.15.

Table 4.12 indicates that qualification of supervisor and technical supervision by manager have negative effect on uncomfortable work environment. The overall explanatory power of the model is 51.6% ($R=0.718$, $R^2=0.516$, $F=169.819$, $p<0.001$). Qualification of supervisor ($\beta=-0.556$) has a moderate negative effect on uncomfortable work environment, whereas technical supervision by manager ($\beta=-0.200$) has a weak negative effect.

Table 4.12 Multiple Linear Regression of Uncomfortable Work Environment

Dependent variable: Uncomfortable Work Environment				
Independent variables:	Stand. Beta	t-value	p-value	VIF
Qualification of Supervisor	-0.556	-9.445	0.000	2.269
Technical Supervision by Manager	-0.200	-3.399	0.001	2.269

Table 4.13 indicates that only technical supervision by manager have negative effect on uncomfortable work environment. The overall explanatory power of the model is 11.5% ($R=0.340$, $R^2=0.115$, $F=20.693$, $p<0.001$). Qualification of supervisor has no statistically significant effect ($p>0.05$) on uncomfortable work environment, whereas technical supervision by manager ($\beta=-0.330$) has a weak negative effect.

Table 4.13 Multiple Linear Regression of Unknown of Team Qualifications

Dependent variable: Unknown of Team Qualifications				
Independent variables:	Stand. Beta	t-value	p-value	VIF
Qualification of Supervisor	-0.013	-0.169	0.886	2.269
Technical Supervision by Manager	-0.330	-4.142	0.000	2.269

Table 4.14 shows the multiple linear regression of four independent variables on awareness of personal skills. Out of four effects proposed only uncomfortable work environment has statistically significant ($\beta=-0.522$) negative moderate effect on awareness of personal skills. The overall explanatory power of the model is 35.5% ($R=0.596$, $R^2=0.355$, $F=43.291$, $p<0.001$). Unknown of team qualifications, qualification of supervisor and technical support by manager constructs have no statistically significant effect ($p>0.05$).

Table 4.14 Multiple Linear Regression of Awareness of Personal Skills

Dependent variable: Awareness of Personal Skills				
Independent variables:	Stand. Beta	t-value	p-value	VIF
Uncomfortable work environment	-0.522	-8.002	0.000	2.081
Unknown of team qualifications	0.051	1.056	0.292	1.139
Qualification of Supervisor	0.044	0.568	0.568	2.911
Technical Supervision by Manager	0.080	0.262	0.262	2.459

Table 4.15 reflects the findings of multiple linear regression of awareness of work environment. All the proposed effects were found to be statistically significant. The overall explanatory power of the model is 64.4% ($R=0.803$, $R^2=0.664$, $F=142.706$, $p<0.001$). Only uncomfortable work environment ($\beta=-0.524$) has a negative moderate effect on the dependent variable, whereas the rest of the independents have positive but relatively weak effects: Unknown of team qualifications ($\beta=0.085$), qualification of supervisor ($\beta=0.212$), and technical supervision by manager ($\beta=0.179$).

Table 4.15 Multiple Linear Regression of Awareness of Work Environment

Dependent variable: Awareness of Work Environment				
Independent variables:	Stand. Beta	t-value	p-value	VIF
Uncomfortable work environment	-0.524	-10.812	0.000	2.081
Unknown of team qualifications	0.085	2.356	0.019	1.139
Qualification of Supervisor	0.212	3.699	0.000	2.911
Technical Supervision by Manager	0.179	3.396	0.001	2.459

4.4 Summary of Hypothesis

As a result of the analyses performed, H₁ is partially supported since one dimension of manager's political support (qualification of supervisor) was found to have no statistically significant effect on employee's burnout – uncomfortable work environment dimension. H₂ was partially supported, too. Unknown of team qualification has no statistically significant effect on awareness of personal skills. Finally H₃ was partially supported. None of the dimensions of manager's political behavior have a significant effect on awareness of personal skills.

Table 4.16 Summary of Hypotheses

Hypothesis	Results
H _{1a} : Qualification of supervisor has a direct effect on Uncomfortable work environment	Supported
H _{1b} : Qualification of supervisor has a direct effect on Unknown of team qualification	Not supported
H _{1c} : Technical supervision by manager has a direct effect on Uncomfortable work environment	Supported
H _{1d} : Technical supervision by manager has a direct effect on Unknown of team qualification	Supported
H _{2a} : Uncomfortable work environment has a direct effect on Awareness of work environment	Supported
H _{2b} : Uncomfortable work environment has a direct effect on Awareness of personal skills	Supported
H _{2c} : Unknown of team qualification has a direct effect on Awareness of work environment	Supported
H _{2d} : Unknown of team qualification has a direct effect on Awareness of personal skills	Not supported
H _{3a} : Qualification of supervisor has a direct effect on Awareness of work environment	Supported
H _{3b} : Qualification of supervisor has a direct effect on Awareness of personal skills	Not supported
H _{3c} : Technical supervision by manager has a direct effect on Awareness of work environment	Supported
H _{3d} : Technical supervision by manager has a direct effect on Awareness of personal skills	Not supported

5. DISCUSSION AND CONCLUSION

In the conceptual model, The Model has three simple factors: Manager political behaviour, burnout at the workplace, and performance at the workplace. As a result of the factor and rehabilitation analysis, it was found that participants responded differently to their manager's behaviour, and as a consequence, it affected their burnout level and their performance on a number of sub-factors. The structure of the survey also indicated this direction and provided a way to identify subfactors under each of the suggested factors. The study model was thus adapted/expanded to accommodate the presence of sub-factors.

Therefore, two sub-dimensions were developed for each of the three factors. Manager political behaviour resulted in Supervisor Qualifications as well as Manager Technical Supervision. In Performance at workplace, the awareness of the work environment and awareness of personal skills emerged, while burnout at workplace left an uncomfortable work environment and a lack of knowledge about the team's qualifications.

The Hypothesis from H_{1a} to H_{1d} refers to the Manger political behaviour sub-dimensions on performance at workplace sub-dimensions. Multiple linear regression results show that Qualification of supervisor has a direct positive effect on Uncomfortable work environment but no effect on unknown of team qualification.

The results indicate that supervisor qualification and technical supervision by managers have negative effects on the work environment. The overall explanatory power of the model is 51.6%. Qualification of supervisor ($\beta=-0.556$) has a moderate negative effect on uncomfortable work environment, whereas technical supervision by manager ($\beta=-0.200$) has a weak negative effect.

Similarly Technical supervision by manager has a direct effect on Uncomfortable work environment as well as Unknown of team qualification. However, we reject the hypothesis that Qualification of supervisor has a direct effect on Unknown of team qualification. The result indicates that only technical supervision by manager have negative effect on uncomfortable work environment. The overall explanatory power of the model is 11.5% ($R=0.340$, $R^2=0.115$, $F=20.693$, $p<0.001$). Qualification of supervisor has no statistically significant effect ($p>0.05$) on uncomfortable work environment, whereas technical supervision by manager ($\beta=-0.330$) has a weak negative effect

In The Hypothesis from H_{2a} to H_{2d} covers the Performance at workplace sub-dimensions on the Burnout at workplace sub-dimensions.

The study tested the hypothesis that Uncomfortable work environment has a direct effect on Awareness of work environment and Awareness of personal skills. The correlation analysis results revealed that there is a strong negative relationship between the awareness of work environment and the uncomfortable work environment. The findings were consistent with Dyrbye et al. (2019) who noted that the more employees are aware of their work environment, the more they are likely to push the management to improve it and thus the more comfortable it would be.

The study also tested the hypothesis that Unknown of team qualification has a direct effect on Awareness of work environment. The findings show that there is a positive correlation between unknown of team qualification and the awareness of work environment. The findings support those of Prentice & Thaichon (2019) who noted the more aware employees are of their workplace, the better equipped they will be to identify potential problems early on in order to prevent them from becoming larger issues down the line.

For Hypothesis H_{2a}, H_{2b}, H_{2c}, H_{2d}, the regression analysis results shows that the multiple linear regression of four independent variables on awareness of personal skills. Out of four effects proposed only uncomfortable work environment has statistically significant ($\beta=-0.522$) negative moderate effect on awareness of personal skills. The overall explanatory power of the model is 35.5% ($R=0.596$, $R^2=0.355$, $F=43.291$, $p<0.001$). Unknown of team qualifications, qualification of supervisor and technical support by manager constructs have no statistically significant effect ($p>0.05$).

The more uncomfortable the work environment is, the less the employees' awareness of the work environment. On the other hand, the more unknown the team qualifications and qualification of the supervisor, the more aware employees are of their work environment.

The findings agree with Prentice & Thaichon (2019) and Dyrbye et al. (2019) which maintained that uncomfortable work environments and the level of skills and qualifications of the manager have a bearing on the awareness of the work environment. In addition, Dyrbye et al. (2019) argued that a positive relationship between the awareness of an employee's work environment and their manager's political behaviour. Managers who are aware of their employees' work environments are more likely to behave in a politically appropriate manner, which may encourage employees to feel comfortable discussing any concerns they have about their working conditions. Conversely, managers who fail to take notice of their

employees' work environments may be less likely to address any issues that arise, potentially leading to greater tension and conflict within the workplace.

In The Hypothesis from H_{3a} to H_{3d}, covers the manager political behaviour sub-dimensions on Performance at workplace sub-dimensions.

The study tested the hypothesis that Qualification of supervisor and technical supervision by manager has a direct effect on Awareness of work environment.

Hypothesis H_{3a}, H_{3b}, H_{3c}, H₃, the findings reflected from the multiple linear regression of awareness of work environment. All the proposed effects were found to be statistically significant. The overall explanatory power of the model is 64.4% ($R=0.803$, $R^2=0.664$, $F=142.706$, $p<0.001$). Only uncomfortable work environment ($\beta=-0.524$) has a negative moderate effect on the dependent variable, whereas the rest of the independents have positive but relatively weak effects: Unknown of team qualifications ($\beta=0.085$), qualification of supervisor ($\beta=0.212$), and technical supervision by manager ($\beta=0.179$).

This means that the more the supervisor's qualification, the more the Awareness of work environment. Similarly, Chong et al. (2022) observed that there is a positive relationship between the employees' Awareness of work environment and the manager's qualification. If employees are aware of their own work environment, they may feel more confident in using them to improve their performance. This confidence could lead to increased productivity and improved morale within the organization. The study also tested the hypothesis Qualification of supervisor and technical supervision by manager doesn't have direct effect on Awareness of personal skills.

Regardless of the direction of the effect, the manager's political Behaviour plays a significant role in influencing how organizations run, and the ultimate outcome of the production processes as this study establishes. Age and education level of management team did not have a significant effect on the nature and effect that managers' political Behaviour had on employee burnout and Performance at the workplace. Essentially, both variables were found to have a weak correlation with the managers' political Behaviour. The findings differ with Turabik and Baskan (2020) who established that education influences organizational democracy by helping managers understand the most efficient management approaches that reduce the effects of their practices on the employees. By so doing, education neutralizes the managers' political Behaviour and thus influence their interactions with employees. More so, Kapoutsis and Thanos (2016) identified education as a neutralizer to the social Behaviour that individuals express during their

interactions. It is the social mobility associated with education that changes individuals' view of things and their approach to social responsibilities.

The results also agree with Vischer (2007) who observed a growing body of research that suggests an uncomfortable work environment can have negative effects on employees' awareness and use of their personal skills. For example, researchers found that workers who reported feeling stressed at work were less likely to perceive themselves as good problem-solvers. This reduced ability to solve problems may lead to decreased productivity and job satisfaction. In another study, McLaughlin et al. (2017) showed that employees with high self-awareness (a trait associated with effective problem solving) are more likely to feel satisfied in an uncomfortable workplace because they know how well they're coping overall. However, if the environment becomes too unpleasant or stressful, this increased self-awareness can also lead employees to withdraw from tasks or relationships outside the office setting altogether. However, the study findings disagreed with Turabik and Baskan (2020) and Diamantidis & Chatzoglou (2018) who found a significant relationship between awareness of personal skills and unknown team qualification and technical supervision by manager.

The findings coincide with Chong et al. (2022) who observed that there is a positive relationship between the employees' awareness of personal skills and the manager's qualification. However, Turabik and Baskan (2020) stated that the relationship between the awareness of employee personal skills and the manager's qualification can be positive or negative. If employees are aware of their own personal skills, they may feel more confident in using them to improve their performance. This confidence could lead to increased productivity and improved morale within the organization. Conversely, if managers do not have thorough knowledge about individual employee strengths and weaknesses, it could impede effective communication and decision-making. In either case, a better understanding of each other would likely lead to greater success for both parties involved. Also, the findings of the study agreed with Diamantidis & Chatzoglou (2018) who suggested that a manager's technical supervision would have an impact on employees' awareness of their personal skills. This is because managers are typically responsible for ensuring that employees comply with company guidelines and adhere to best practices within their field. Li et al. (2016) added that as such, they may be more likely to provide training or education related to personal skills if they believe that these are necessary for success at work.

The study concluded that the burnout employees experience at the workplace has no significant influence on their work effectiveness. Employee burnout in an organization is caused by a wide range of factors that

are external or internal to the organization. However, most of the factors contributing to employee burnout at work result from managers' political behaviours. The study concluded that the political behaviours analysed significantly impacted employee burnout at work. A considerable percentage of the study participants felt exhausted at the end of each working day, which was an indication of burnout. The study established the significant role of role ambiguity and impractical expectations in facilitating employee burnout. Employees have higher chances of experiencing work-related stress if their managers set impractical expectations or when they do not understand their tasks or what is expected of them.

There is a strong negative relationship between the awareness of work environment and the uncomfortable work environment. The more employees are aware of their work environment, the more they are likely to push the management to improve it and thus the more comfortable it would be. There is a positive correlation between unknown of team qualification and the awareness of work environment. The more aware employees are of their workplace, the better equipped they will be to identify potential problems early on in order to prevent them from becoming larger issues down the line.

There is a moderately strong correlation between the awareness of personal skills and the supervisor's qualification. The more the supervisor's qualification, the more the awareness of personal skills. If employees are aware of their own personal skills, they may feel more confident

Managers and business owners need employees who have the capacity to perform their roles effectively and efficiently because employee performance is critical to the overall organization success. As a result, organizational managers should understand the key factors influencing employee performance and address them because they affect their employees' productivity. The following specific recommendations were made

- I. It is recommended that managers conduct frequent employee performance analyses and investigate any cases of reduced performance. One of the critical factors that have been found to affect employee performance is burnout. Although this study found no significant relationship between employee burnout and their Performance at work, managers should address any cases of employee burnout swiftly because they have negative implications on employees' psychological conditions and consequently performance.
- II. Managers in organizations should implement employee support systems, set and communicate clear and practical expectations, and assign roles based on experience and expertise to prevent role ambiguity.

- III. The study did not evaluate the effects of employee burnout or other performance components, such as workers' retention, motivation, and desire to help managers accomplish organizational goals. Hence, future studies can focus on assessing the relationship between employee burnout and their motivation to put all their energy into helping their managers achieve organizational goals and commit to the organization in the long term.
- IV. Organizations should establish clear and detailed procedures on how their management teams should run their affairs to establish control over their behaviours. External control can be a great way of influencing actions and decisions in individuals.
- V. Organizations should develop and create managerial cultures that encourage a focus on organizational objectives rather than personal interests in order to curtail the Behaviour and practices of their managers. Organizational culture is central to the management practices adopted by different management teams and can highly determine individuals' Behaviour.

The study used a limited sample of 320 participants while the results were expected to provide a clear image of what happens across all organizations. Besides, the study targeted a selected category of organizations. Usually, organizations differ in policies and cultures, and the atmosphere within which employees work, some elements of which are related to factors other than management.

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APPENDIX

Examination of the Effect of Manager's Political Behaviour on Employee Performance through Burnout
in a Syrian Non-Governmental Organizations Located in Turkey

This survey contains four sections. Kindly respond to all of them.

Intro:

The purpose of this questionnaire is to assist the researcher in obtaining a master's degree in business administration from Marmara University.

General information:

- 1- This survey contains four sections. Kindly respond to all of them.
- 2- This questionnaire should take between 5 minutes to complete.
- 3- All your responses are completely anonymous, no sensitive or personal information will be collected.

Thank you for your help.

Section one (Tick in the box)

- Gender: Male Female
- Age Group: 18-25, 26-35, 36-45, 45-60, Above 60
- Education Level: High school graduate, University degree, Master's degree, PhD degree, Other.
- What is the type of NGO you are currently working in : UN Agency, INGO, Local|
Syrian/Turkish NGO, Turkish NGO , Other
- Years of experience working with current: NGOs Less than one year , 1-3 years, 3-5 years, 6-10
years , more than 10 years.
- Years of experience working with NGOs: Less than one year , 1-3 years, 3-5 years, 6-10 years ,
more than 10 years.
- Your current Position on NGO: Assistant, Officer, Coordinator, Manager, CEO
- Do you have a line Manager: Yes (male), Yes (female), NO

Section Two: (Mangers' Political Behaviour)

Using the following scale 1 (Strongly Disagree) 2(Disagree) 3(Neutral) 4(Agree) 5(Strongly Agree),
How much do you agree with the following statements

Feature	Scale
1. My manager assigns tasks to employees according to their qualifications.	
2. My manager effectively controls employees' conflicts.	
3. My manager promotes employees according to their performance without favouritism.	
4. My manager is transparent in all activities regarding the organisation.	
5. My manager provides equal opportunities for training for all employees.	
6. My manager allocates the available resources to employees equally without discrimination.	
7. My manager clarifies job responsibilities to every employee before they commence any task to avoid collision.	
8. My manager evaluates all employees' performance using equal measures for people in the same job category.	
9. My manager rewards employees fairly and just according to their performance.	
10. My manager does not credit his juniors' accomplishments and ideas for his personal gain.	
11. My manager put organisational goals before his personal interests.	
12. My manager is a good role model and I aspire to be like him someday.	
13. My relationship with my manager is good.	
14. My manager provides feedback accurately and timely.	
15. My manager uses appropriate strategies to communicate especially when giving feedback.	
16. My manager actively engages employees in decisions regarding their tasks.	

Section Three: Burnout level at workplace

Using the following scale, how much to you agree with the following statements regarding your burnout level at workplace (When using a mobile phone to fill out this questionnaire, swipe left and right next to each question for multiple options)

Statement	Rating
1. I get enough support concerning my job from my manager	
2. I have control over my job and the immediate decisions concerning my daily tasks	
3. My manager has impractical expectations of employees	
4. My manager allocates excess workloads to employees within restricted deadlines	
5. Majority of my roles at work are ambiguous.	
6. I have stressed responsibilities at my workplace.	
7. I am demotivated to work and feel good when out of the office.	
8. I feel mentally tired at the end of every working day and I am contemplating visiting a mental health officer someday.	

Do you think the above factors affect your performance at workplace?

Yes No

If Yes, allocate a number between 1 and 10, to represent how much it affects your performance. (1 represents the least impact and 10 the highest impact on performance)

Section Four: Performance in the workplace

Using the following scale 1 (Strongly Disagree) 2(Disagree) 3(Neutral) 4(Agree) 5(Strongly Agree), How much do you agree with the following statements

, how much to you agree with the following statements regarding your efficiency in the workplace (When using a mobile phone to fill out this questionnaire, swipe left and right next to each question for multiple options).

	Rating
1. I fulfil my duty effectively according to the organisational goals.	
2. I reach my full potential while performing tasks in the office.	
3. I am confident in the quality of work I deliver in my workplace.	

4. *My morale is always high and I look forward to new challenges in the office.*
5. *My career path is clear and I can project my position in the next five years.*
6. *I am satisfied with my work and I could not prefer working in another organisation.*
7. *I am aware of the structure for laying my complaints in my workplace and I have proved it effective.*
8. *My manager has essential leadership skills and offers all the support I need.*
9. *I receive ongoing training on my job and therefore I have all essential skills concerning my role.*
10. *My job is secure and I can focus on my tasks without uncertainty.*

Kindly tick the strategies you use to cope with organisational conflict between you and other employees and the managers.

	Tick here
<i>Relaxation therapy</i>	
<i>Mental exercise</i>	
<i>Increasing job efficiency</i>	
<i>Engaging in humour with friends and workmates</i>	
<i>Ignoring the conflicts</i>	
<i>Maintaining a strong support base</i>	
<i>Self-Evaluation</i>	
<i>Goal Management</i>	
<i>Time planning and management</i>	

In your opinion, does your manager manage conflicts effectively?

Yes No

If No, on a scale of 1-10, rate the urgency of organisational intervention in equipping managers with organisational conflict management skills. (With 1 not urgent and 5 very urgent)

Write the Number here:

Thank you for your participation.

