**Appendix A: Figure 1 Managers: I try to seek employees’ input when making decisions.**

**Appendix B: Figure 2 Workers: I have a voice in the organizational decision-making process.**

**Appendix C: Figure 3 Workers' attitude to their jobs**

**Appendix D: Figure 5 Employee Responses Organizational Politics evidence**

**Appendix E: Figure 5 Workers: I feel comfortable voicing my concerns to senior managers.**

**Appendix F: Figure 6 Managers: I consider myself an approachable manager.**

**In-text Citation:**

(Yamaguchi, 2005)

(Hynes, 2012)

(Awad & Alhashemi, 2012)

(Sirén, Patel & Wincent, 2016)

(O'Kane & Cunningham, 2012)

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