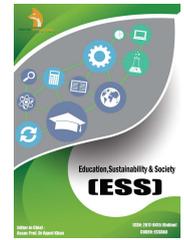


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RESEARCH ARTICLE

EFFECT OF ORGANIZATIONAL POLITICS ON JOB SATISFACTION IN EDUCATION SECTOR OF GHANA. A CASE STUDY OF CHRISTIAN SCHOLARS INTERNATIONAL SCHOOL, KWADASO

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ABSTRACT

The principal purpose of the study was to address the effect of organizational politics on job satisfaction in education sector by assessing the positive and negative organizational politics, assessing the connection between organizational politics and job satisfaction and identifying the major job satisfaction factors. The main research design was a case study. The study has a population of 36 with a sample size of 24 from all functions performed using systematic stratified random sampling. The data collection instrument used was questionnaire with a survey as data gathering technique. It was realized that organizational politics relates with job satisfaction in the education sector of Ghana. Also, positive political behavior can be advantageous to greater organizational equality and money, culture, working conditions and security are major factors of job satisfaction respectively.

KEYWORDS

Organizational, politics, job, satisfaction.

1. INTRODUCTION

The behavior in human interactions and method including authority and power is organizational politics [Park & Lee, 2020]. Political behaviour has been helpful to business groups and have contributed to organization growth and accomplishments worldwide (Hadi, Abd, & Rezal, 2014). There can be negative and positive effect of organizational politics on job satisfaction ("Organizational Politics: The Positive and Negative Sides," 2015). There is one way or the other politics in every business. When there is association between powerful managers and organization member, highly beneficial proposal may be easily considered but could be disregarded otherwise. In all likelihood, organization's culture has influence in organization's general political climate.

In Ghana, workers who join strong unions have power and authority to send their concerns for acceptance. Workers in Christian Scholars International School in general feel cheated but have no say. They are paid below the national minimum wage and are forced to accept due to the high unemployment rate in Ghana. Management of this school has taken advantage on the unemployment rate in Ghana to cheat workers. There is increase in labor turnover in this institution because of poor working condition and disrespect from superiors.

To be open, a teacher from one department associated with the Proprietress and has influenced her to promote him. He was promoted to become the headmaster when there was a vacant. Since this headmaster came into office, meetings have turned into one way. Decision making although involves all workers but contributions made by his former

department are final. Decisions that favors his former department are considered. This brought division among the school workers. To secure their job, they are forced to obey all decisions made by him (Akanbi, P. A. & Ofoegbu, O.E. 2013).

One worker who stood for other departments all the time was challenged personally and was finally demoted to make him silent. Laws were developed to make this person uncomfortable. Later, another law was passed to indirectly sack this worker who stood in for other departments. This person was sacked and has been a detriment for other workers not to challenge the decisions of the institution when it is bias. The best decision for the workers now is to apply for a different job. There can be negative and positive effect of organizational politics on job satisfaction. There is one way or the other politics in every business.

In Ghana, without job satisfaction, many workers work without interest and always seek for another job which in other way affects the growth of the firm. This is because, they are dissatisfied with their present jobs and that, they work as directed without thinking about the development of the organization. These people do not contribute in decision making forgetting that, when the organization grows, it will affect them.

Education sector because, teachers in Ghana feel cheated especially when they compare themselves to doctors. They end up saying; their reward is in heaven to comfort them. Most of them feel unhappy about their job so this research context will identify job satisfaction factors and the influence of organizational politics on education sector and its workers. Many workers and institutions appear to have negative perceptions about

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organizational politics but this is not always true. It is of great importance to research into organizational politics effect on satisfaction of job in Ghana's education sector at Christian Scholars International School for effective work, among other empirical and managerial benefits. The population, sample size, sector and place were different from other studies since this study focused on the education sector of Ghana.

The current study seeks to evaluate the positive and negative organizational politics, the connection between job satisfaction and organizational politics and identify the major factors of job satisfaction. The management of Christian Scholars International School will use the results and findings that will be described in this study to furnish with authentic view and measure for portraying and assessing the degree of job satisfaction of their teaching and non-teaching staffs. It will identify the effect of organizational politics on the institutions' performance and individuals' interest. It will also serve as a priceless source of information to bring intentions of their respective workers and to identify dimensions of satisfaction that workers consider as important as well as their correlation with workers' intention to switch to other jobs.

It will again provide a justifiably valid and reliable guide to design job satisfactory strategies for reducing labor turnover, improving productivity, maximizing profit, ensuring loyalty of workers and sustaining the institutional growth. The teaching and non-teaching staffs of Christian Scholars International School would benefit; as the study will furnish with priceless information which will permit them to give beneficial contributions to the factors of job satisfaction of their respective works.

Again, to academics and researchers, this research will give a point of reference and very useful addition to discussions on the contextual application of the current study. Lastly, to the government agencies like Ghana Education Service and the Ministry of Education, the results and findings of this case study will give a more suitable guide and priceless insights to monitor the current study in Ghana's education sector. It will again be a benchmark for achievement of their corresponding policy goals, objectives and purpose.

2. LITERATURE REVIEW

Concept Review is an option meeting for initial process stage applicants and seeking staff consultation on a rezoned, Planned Area Development (PAD), Industrial Use Permit (IUP), Special Use Permit (SUP), Comprehensive Plan Amendment or Wireless Communication Facility requests (Al-Qatawneh I. M. 2014). This review contains the concept of the study. Greater political conduct can result from human resource practices, suchlike impression management, through the association. *Democratic decision making* heads to more political conduct. As more persons have a say in decisions making process, there are many persons open to be influenced (Gull, S. & Zaidi, A. A. 2012).

Organizational politics is related with trust issues (Bodla, M. A., Danish, R. Q., & Nawa, M. M. 2011). Trust frequently shakes the behavior of persons and workers are more probable to be doubtful of the intents of others if they toil in a little trust environment (Harris, J.K. 2014). It marks in informal greatly political behavior. Data-driven workers who depend on solid actualities will have a cooler time dispersing political conflicts in time of conflict. Continually seeking for the top welfares of your firm is a sure way to cover that your incentive will stay unchallenged (Brian, H. 2013).

The following are the ways to handle office politics; *1. Do not Gossip*: Other persons like gossiping about others and stay in a continual state of negativity. It is hard to prevent so, permit your colleagues when they gossip about the office but do not join in. If it gets on top of you, just make them aware that you are not interested in hearing it (Karen, Cacciattolo, D. Soc. Sci. (Leic.), M.Sc. (Tang & HRM) (Leic.) 2015). *2. Be Positive*: Try to retain a positive state of mind so that you can stand out from the others when your employer notices office politics (Turner, T., & Ryan, L. 2020). *3. Communicate*: You can speak confidentially to someone to offer you some advice and support and then add to what you have. To communicate with people in the workplace when the politics gets to you or that someone tries to sabotage your job (Khan, M. A. & Hussain, D. N. 2014).

The following are job satisfaction factors; *1. Money*: is a factor of job satisfaction. Every worker expects money as either a salary or a wage or allowance from their efforts. If workers are well paid from their effort, they

will be satisfied (Kumari, N. 2011). *2. Culture*: Culture is the way people in the organization do their activities. How things are done can lead to job satisfaction when workers understand and accept the norms in the firm. When workers develop personal relationships and relate with co-workers they ordinarily are happier at work (Kodisinghe, K. 2010). *3. Working Conditions*: Organizations should provide spacious work areas, comfortable work place, and free transportation to work, free lunch, promotions, and engaging workers in decision making and providing suitable tools to aid workers achieve tasks efficiently and effectively contributes to job satisfaction (Lencioni, P. M. 2006).

4. Respect from Co-Workers: Respect is reciprocal so, if workers show respect to their mates but receives disrespect from them is unbearable. Workers must be told which deeds are not allowed when relating with colleagues. Superiors must resolve conflict amicably (Luqman, M. K., Javaid, M.F. & Umair, T. 2015). *5. Relationship with Supervisors*: Employees demand good relationship with superiors which will help them feel free at the work place. This will promote innovation and concerns can be discussed when raised (Patel, L., Khan, Z., & Englert, T. 2020). *6. Career Path*: Workers want sponsorships from the firms they work to further their education and improve on their skills when the need arise to receive higher wage and assume larger duties.

The degree of job satisfaction decreases when workers are laid off because their service do not meet new strategy established especially, the usage of digital at a paper used organization (Robbins, S.P., Judge, T.A. & Sanghi, S. 2008). *7. Security*: Going to work knowing perfectly that your job is secured make workers satisfied. In Ghana, many people prefer government organization to private because of a secured job. Great employees are one organization's key resources (Robert, M. 2007). Keeping workers satisfied with their jobs reliefs a company in the following ways: *1. Lower Turnover*: Turnover is among the greatest expenses ascribed to the Human Resource Department. Maintaining employees aids generate a better environment and makes it simple to employ different skills needed and save resources. Satisfied workers are naturally less likely to leave.

2. Higher Productivity: Satisfied employees work with zeal, passion, positive mindset, much effort and seek for the organization success. Productivity will increase when workers become satisfied with their task because they will work hard. *3. Profit Maximization*: When workers become satisfied and work well to improve productivity, profit will maximize. Satisfied workers are efficient in performing their task which helps to maximize profit. *4. Loyalty*: Firms should protect the interest of workers. When workers sense that their interest are recognized at their work place, they work to protect and recognize the interest of the firm. When workers feel that they are protected and cared for, they will dedicate their life for the organization success. *5. Positive impact on life as a result of flexible work*: A 2016 Flex Jobs survey publicized that 97% of respondents believe that flexible work will impact positively on workers life, 87% believe it will lower stress and 79% believe the flexibility encourage healthy living (Miao, S., Fayzullaev, A. K. ugli, & Dedahanov, A. T. 2020).

3. METHODOLOGY

3.1 Research Design

A study of persons, events, decision, and others that are studied holistically by one or more methods is a case study. In this research, case study was the main research design. This case study is a closed quantitative research. This is because the researcher wants to analyze workers in education sector of Ghana on their job satisfaction under the influence of organizational politics.

3.2 Population and Sampling

In this current study, population comprises teachers, other staffs and management in the education sector of Ghana. But this is concerned with the teachers, other staffs and management of Christian Scholars International School, Kwadaso - Kumasi (Ashanti Region of Ghana). It is not easy to recognize structures of the sample which it grasps, so the outcomes can be altered in wider population for education sector in Ghana. Sample has been chosen for accessible population, for example; headmasters with related individualities. Some of the proprietress, the head masters, female and male teachers and other male and female staffs

form the sample. These help in administering the institution for a successful gain and also work at Christian Scholars International School, Kwadaso - Kumasi in Ghana.

The total population is about 36 employees performing different functions in this school. This case study constituted the size of population and sample which is (24). Questionnaires will be disseminated using systematic stratified random sampling to the sample size from all functions performed. Respondents will be picked randomly by balloting using numbers; 1, 2 and 3. Those who will choose 1 and 2 will be considered to answer the questionnaire. For it to be representative, the sample included members from each positions and jobs and that is how these respondents are selected for this study. This quantitative method was applied to get adequate sample size. The categories are three; Management, Teachers and the other Staffs which help in achieving their stated goals.

3.3 Data Collection and Analysis

Data was gathered using a survey as a technique. The appropriate instrument applied for this survey was a closed questionnaire by issuing to them, options to choose from for high answer ratio. Questionnaire was used so that every respondent received the same question with one format. This will warrant standardized data collection. The questionnaire was a self-developed one and the structure was based on the objectives of this case study. The questionnaire was in four categories. Category one searched the demographic variables. Category two searched the association of job satisfaction with organizational politics in education sector of Ghana. Category three searched the positive and negative organizational politics.

Lastly, category four searched the major factors of job satisfaction in the education sector of Ghana. After the oral test (pre approach), questionnaires were circulated. This is mainly made to notice any fault in the research design. The oral test was to remind and subtle questionnaire change. The pre approach was fully spent on three category of the respondents out of the population but they were expelled from the finishing study to prevent bias. The pre approach was made to inspect feasible mistakes in the instrument. The questionnaires were then delivered in hard copy form to every respondent and were received as soon as they finished.

The method of thoroughly using logical techniques or statistical techniques to define, summarize, demonstrate, assess data and review is data analysis. The questionnaires were coded before entering the data into statistical envelope for employees in this sector for analysis. The data was shown in tables, figures and charts using Microsoft word (docx). The data analysis included percentages to look for the associations among the different variables tested in the present study.

4. RESULTS OF THE STUDY

Background analysis of the data describes respondents' age, level of education, gender, and work experience. The datum below show the profile of the respondents that is vital for analyzing and understanding the results of the study.

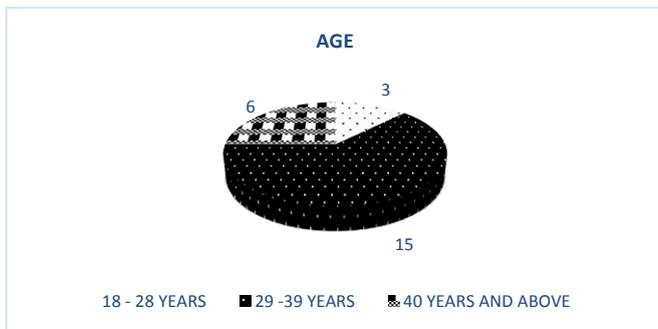


Figure 2: Age of the teachers, other staffs and management.

The pie chart above shows that, 6 worker's ages range from 40 and above, 15 workers' ages range from 29-39 years and 3 workers' ages range from 18-28 years.

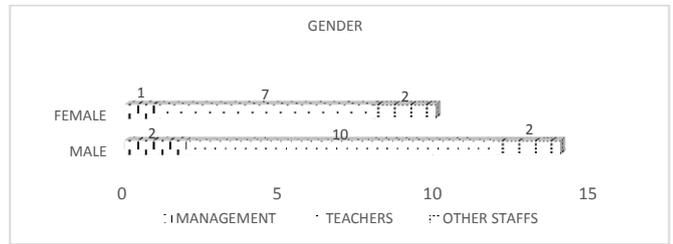


Figure 3: Gender of the teachers, other staffs and management.

The bar chart above shows that, there are 2 males and 1 female at management, 10 males and 7 females as teachers and 2 males and 2 females as other staffs.

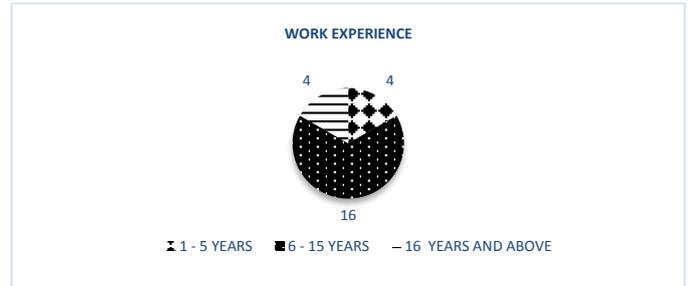


Figure 4: Work experience of the teachers, other staffs and management.

The pie chart above shows that, there are 4 workers who have worked for 1 year or 5 years or between. There are 4 workers who have worked for 6 years or 15 years or between. There are also 16 workers who have worked for 16 years or above.

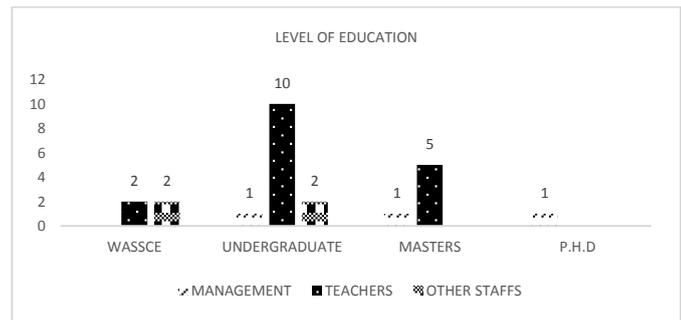


Figure 5: Level of education of the teachers, other staffs and management.

The column bar chart above shows that, there are 2 teachers and 2 other staffs holding WASSCE certificate. There are 10 teachers, 1 management personnel and 2 other staffs holding undergraduate certificate. There are 5 teachers and 1 management personnel holding masters certificate. There is also 1 management personnel's holding P.H.D certificate.

This disclosed outcome received from respondents founded on the objectives. The data received from the respondents were the results as shown below.

| | Response | Frequency | Percentage |
|------------|--------------|-----------|-------------|
| Question 1 | Yes | 22 | 91.7% |
| | No | 2 | 8.3% |
| | Total | 24 | 100% |
| Question 2 | Yes | 14 | 58.3% |
| | No | 10 | 41.7% |
| | Total | 24 | 100% |
| Question 3 | Yes | 18 | 75% |
| | No | 6 | 25% |
| | Total | 24 | 100% |
| Question 4 | Yes | 20 | 83.3% |
| | No | 4 | 16.7% |
| | Total | 24 | 100% |
| Question 5 | Yes | 15 | 62.5% |
| | No | 9 | 37.5% |
| | Total | 24 | 100% |

The table above presents the responses of the respondents on organizational politics and job satisfaction connection in education sector of Ghana for which they participated. Below are the findings for every question;

- A sample of 91.7% respondents approved that organizational politics relates with job satisfaction in the education sector of Ghana.
- A sample of 58.3% respondents approved that job satisfaction will correlate with perceived organizational politics negatively.
- A sample of 75% respondents approved that job satisfaction will correlate negatively with general political behavior.
- A sample of 83.3% respondents approved that job satisfaction will correlate negatively with get ahead behavior.
- A sample of 62.5% respondents approved that job satisfaction will negatively correlate with promotion and pay policies.

| Table 2: The assessment of positive and negative organizational politics. | | | |
|---|-------------------------|-----------|-------------|
| | Response | Frequency | Percentage |
| Question 1 | A. intensely approve | 17 | 70.8% |
| | B. approve | 6 | 25% |
| | C. disapprove | 1 | 4.2% |
| | D. intensely disapprove | 0 | 0% |
| | Total | 24 | 100% |
| Question 2 | A. intensely approve | 17 | 70.8% |
| | B. approve | 6 | 25% |
| | C. disapprove | 1 | 4.2% |
| | D. intensely disapprove | 0 | 0% |
| | Total | 24 | 100% |
| Question 3 | A. intensely approve | 8 | 33.3% |
| | B. approve | 14 | 58.3% |
| | C. disapprove | 2 | 8.4% |
| | D. intensely disapprove | 0 | 0% |
| | Total | 24 | 100% |
| Question 4 | A. intensely approve | 20 | 83.3% |
| | B. approve | 4 | 16.7% |
| | C. disapprove | 0 | 0% |
| | D. intensely disapprove | 0 | 0% |
| | Total | 24 | 100% |
| Question 5 | A. intensely approve | 19 | 36.4% |
| | B. approve | 5 | 30.3% |
| | C. disapprove | 0 | 12.1% |
| | D. intensely disapprove | 0 | 21.2% |
| | Total | 24 | 100% |
| Question 6 | A. intensely approve | 21 | 87.5% |
| | B. approve | 2 | 8.3% |
| | C. disapprove | 1 | 4.2% |
| | D. intensely disapprove | 0 | 0% |
| | Total | 24 | 100% |
| Question 7 | A. intensely approve | 18 | 75% |
| | B. approve | 4 | 16.7% |
| | C. disapprove | 1 | 4.2% |
| | D. intensely disapprove | 1 | 4.1% |
| | Total | 24 | 100% |
| Question 8 | A. intensely approve | 8 | 33.3% |
| | B. approve | 12 | 50% |
| | C. disapprove | 1 | 4.2% |
| | D. intensely disapprove | 3 | 12.5% |
| | Total | 24 | 100% |

The above table presents the responses of the respondents on the assessment of positive and negative organizational politics in education sector of Ghana. The findings show that respondents' majority were

satisfied for every question with assessment of positive and negative organizational politics in education sector of Ghana. Below are the findings for every question;

- A sample of 70.8% respondents intensely approved that positive political conduct can be beneficial to larger organizational equality.
- A sample of 70.8% respondents intensely approved that organizational politics can occasionally be used to track rightful finishes.
- A sample of 58.3% respondents approved that political behavior may be necessary in recognition and status, personal attainment, advancement of career, position and enhanced power and organizational goals.
- A sample of 83.3% respondents intensely approved that work political environments are perceived negatively by persons and might cause injustice, inequity and deprivation sense.
- A sample of 36.4% respondents intensely approved that within political environments, workers incline to sense endangered by the ambiguity, self-interest actions and uncertainty that happen with persons.
- A sample of 87.5% respondents intensely approved that culture with no trust will possibly not boost knowledge transfer person to group.
- A sample of 75% respondents intensely approved that even persons who are indirectly affected by the main political action can have negative consequences from political climate.
- A sample of 50% respondents approved that organizations frequently are crippled by organizational politics.

| Table 3: The major factors of job satisfaction in the education sector of Ghana. | | | |
|--|-------------------------|-----------|-------------|
| | Response | Frequency | Percentage |
| Question 1 | A. intensely approve | 20 | 83.3% |
| | B. approve | 4 | 16.7% |
| | C. disapprove | 0 | 0% |
| | D. intensely disapprove | 0 | 0% |
| | Total | 24 | 100% |
| Question 2 | A. intensely approve | 16 | 66.7% |
| | B. approve | 8 | 33.3% |
| | C. disapprove | 0 | 0% |
| | D. intensely disapprove | 0 | 0% |
| | Total | 24 | 100% |
| Question 3 | A. intensely approve | 17 | 70.8% |
| | B. approve | 7 | 29.2% |
| | C. disapprove | 0 | 0% |
| | D. intensely disapprove | 0 | 0% |
| | Total | 24 | 100% |
| Question 4 | A. intensely approve | 19 | 79.2% |
| | B. approve | 4 | 16.7% |
| | C. disapprove | 0 | 0% |
| | D. intensely disapprove | 1 | 4.1% |
| | Total | 24 | 100% |
| Question 5 | A. intensely approve | 20 | 83.3% |
| | B. approve | 3 | 12.5% |
| | C. disapprove | 1 | 4.2% |
| | D. intensely disapprove | 0 | 0% |
| | Total | 24 | 100% |
| Question 6 | A. intensely approve | 21 | 87.5% |
| | B. approve | 3 | 12.5% |
| | C. disapprove | 0 | 0% |
| | D. intensely disapprove | 0 | 0% |
| | Total | 24 | 100% |
| Question 7 | A. intensely approve | 24 | 100% |
| | B. approve | 0 | 0% |
| | C. disapprove | 0 | 0% |
| | D. intensely disapprove | 0 | 0% |
| | Total | 24 | 100% |

The table above presents the responses of the respondents on the major factors of job satisfaction in the education sector of Ghana for which they participated. Below are the findings for every question;

- A sample of 83.3% respondents intensely approved that money is a key factor of job satisfaction in education sector of Ghana.
- A sample of 66.7% respondents intensely approved that culture is a key factor of job satisfaction in education sector of Ghana.
- A sample of 70.8% respondents intensely approved that working conditions are key factor of job satisfaction in education sector of Ghana.
- A sample of 79.2% respondents intensely approved that respect from co-workers is a key factor of job satisfaction in education sector of Ghana.
- A sample of 83.3% respondents intensely approved that relationship with supervisors is a key factor of job satisfaction in education sector of Ghana.
- A sample of 87.5% respondents intensely approved that career path is a key factor of job satisfaction in education sector of Ghana.
- A sample of 100% respondents intensely approved that security is a key factor of job satisfaction in education sector of Ghana.

4.1 Discussion of the Results and Findings

Discussion of the results and findings discusses the results from the respondents and the findings. Findings are the conclusions depicted from the results of the study. It was concluded from the study results that organizational politics has effect on job satisfaction in education sector of Ghana since majority of the respondents contented with the objectives of the study. Research solicited the main findings for a whole impression of the study according to the objectives.

- The connection between job satisfaction and organizational politics.

About 91.7% respondents approved that organizational politics relates with job satisfaction in the education sector of Ghana. In addition, 58.3%, 83.3%, 75% and 62.5% respondents approved that job satisfaction will negatively correlate with perceived organizational politics, get ahead behavior, policies of promotion and pay and general political behavior in education sector of Ghana respectively.

- The assessment of positive and negative organizational politics.

About 70.8%, 70.8%, 58.3% and 83.3% respondents intensely approved that positive political conduct can be beneficial to larger organizational equality, organizational politics can occasionally be used to track rightful finishes., political behavior may be necessary in recognition and status, advancement of career, power enhanced and position, organizational goals, personal attainment and that work political environments are perceived negatively by persons and might cause injustice sense, inequity and deprivation in the education sector of Ghana respectively.

About 36.4%, 87.5%, 75% and 50% respondents also intensely approved that within political environments, workers incline to sense endangered by the ambiguity, self-interest actions and uncertainty that happen with persons, culture with no trust will possibly not boost knowledge transfer from person to group, even persons who are indirectly affected by the main political action can have negative consequences from political climate, organizations frequently are crippled by organizational politics in the education sector of Ghana respectively.

- The major factors of job satisfaction in the education sector of Ghana.

About 83.3%, 66.7%, 70.8%, 79.2%, 83.3%, 87.5% and 100% respondents intensely approved that money is a key factor of job satisfaction, working conditions are key job satisfaction factor, culture showed a key job satisfaction factor, respect from co-workers showed a key job satisfaction factor, career path is a key factor of job satisfaction, security is a key factor of job satisfaction and relationship with supervisors is a key job satisfaction factor, in education sector of Ghana respectively.

5. SUMMARY

In summary, the problem of dissatisfaction among employees in education sector of Ghana can be solved by many factors without excluding organizational politics. The consequences of job satisfaction have been highlighted in the previous literature. Thus, it is essential to consider organizational politics in any issue related to job satisfaction at any industry sector.

Research establish that most of the sample size approved that organizational politics relates with satisfaction of job in Ghana's education sector. Majority intensely approved that positive political conduct can be beneficial to larger organizational equality, organizational politics can occasionally be used to track rightful finishes., political behavior may be necessary in recognition and status, advancement of career, power enhanced and position, organizational goals and personal attainment and that work political environments are perceived negatively by persons and can cause injustice sense, inequity and deprivation in the education sector of Ghana. Majority strongly approve that money is a key factor of job satisfaction, working conditions are key job satisfaction factors, culture is a key factor of satisfaction of job, respect from colleagues is a key factor of job satisfaction. The sample of the study is based on one of the private schools in Ghana which is Christian Scholars International School, Kwadaso. Questionnaire was used to collect information from respondents.

5.1 Conclusion

The research has prepared an important addition in the present group of information concerning the association between perception of employment satisfaction and organizational politics. Worker's grievances will be heard through organizational politics. Grievances about good relationship with supervisors, security, career path, working condition, respect from co-workers and culture. If employees feel that their expectations are met, then they become satisfied.

Research concluded that even persons who are indirectly affected by the main political action can have negative consequences from political climate. Positive political conduct can be beneficial to larger organizational equality in the education sector. Research also examined that culture with no trust will possibly not boost transmission of knowledge from the person to the group in the education sector. Outcome from the questionnaire signified that there is an important association between satisfaction of job and gender. Outcome from the questionnaire also signified that there is insignificant relation between job satisfactions and age and income.

5.2 Implications

This study imply that organizational politics must be valued in every business especially education sector. Organizational politics has to be considered when making policies about job satisfaction and ensuring practices. The implication of the study to academics/researchers refers to the increasing literature in organizational politics effect on satisfaction of job. It also confirms other past research findings, the application of a theory to organizational politics effect on satisfaction of job and refining a theory.

The implication of the study to teaching and non-teaching staffs refers to their understanding in organizational politics and the need to be satisfied with jobs. The implication of the study to management and government agencies refer to recommendations to managers and policy makers. I recommend that, managers and government agents must consider organizational politics when they want to ensure job satisfaction in to increase productivity and profitability and to sustain the existence of the business.

5.3 Recommendations

Organizations' administrators must make human resource aware of damages caused by organizational politics. Experts in organizations like organizational psychologists should be engaged to handle and identify distresses in their institutions. So employees' work and needs should be recognize for the benefit of the organizational atmosphere. Development curriculum should be handled occasionally to assist superiors to yield on time corrective actions and understand the political atmosphere.

Staffs should be engaged in management and workplace settings. Success should be shared with staffs at lower level. Workers should be used for enhancing their loyalty and be gratified upon achievement of an exact task. Employees should sensitively and psychologically associate with their institutions. Human resources should be helped feel excellent and motivated to work effectively and efficiently for reaching greater satisfaction. Orientations must be arranged for new employees to assist them to study their job responsibilities.

5.4 Suggestions

Research suggests that, usage of these studies on different populations in the education sector should be done to help the generalization of organizational politics effect on satisfaction of job in education sector of Ghana. Research also suggests that this studies should be used on different population at two or more different institutions and in an unlike time zones for solid empirical conclusions on how organizational politics effects on satisfaction of job in education sector.

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