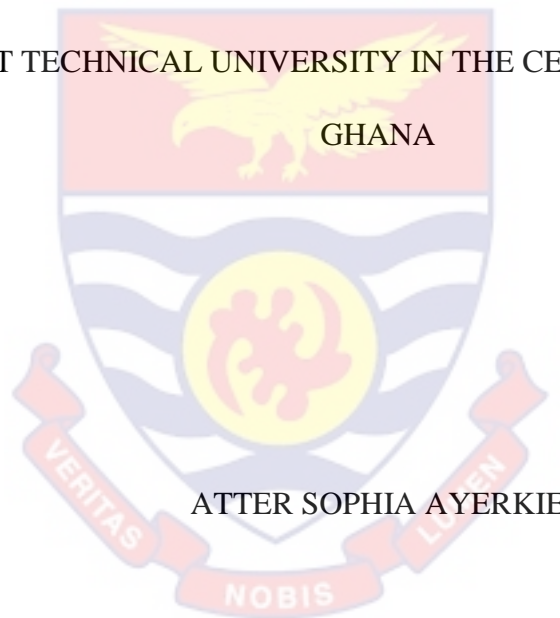


UNIVERSITY OF CAPE COAST

ORGANISATIONAL POLITICS AND JOB SATISFACTION AT CAPE
COAST TECHNICAL UNIVERSITY IN THE CENTRAL REGION OF

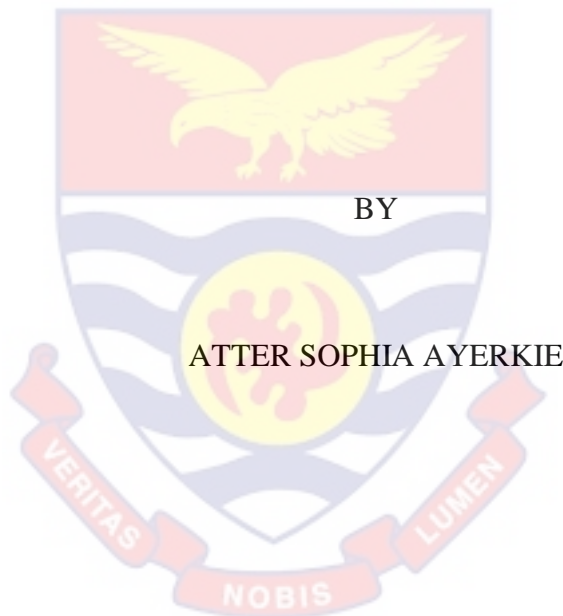


ATTER SOPHIA AYERKIE

2024

UNIVERSITY OF CAPE COAST

ORGANISATIONAL POLITICS AND JOB SATISFACTION AT CAPE
COAST TECHNICAL UNIVERSITY IN THE CENTRAL REGION OF
GHANA



Dissertation submitted to the Department of Human Resource Management of
the School of Business, College of Humanities and Legal Studies, University
of Cape Coast in partial fulfilment of the requirements for the award of Master
of Business Administration degree in Human Resource Management

MARCH 2024

DECLARATION

Candidate's Declaration

I hereby declare that this dissertation is the result of my own original research and that no part of it has been presented for another degree in this University or elsewhere.

Candidate's Signature Date

Name: Sophia Atter Ayerkie

Supervisor's Declaration

I hereby declare that the preparation of the dissertation was supervised in accordance with the guidelines on supervision of dissertation laid down by the University of Cape Coast.

Supervisor's SignatureDate.....

Name: Prof. Felix Kwame Opoku

ABSTRACT

The study sought to examine how organisational politics influence job satisfaction at Cape Coast Technical University in the Central region of Ghana. Specifically, the study sought to assess the effects of relationships on employees' job satisfaction, examine how communication affects job satisfaction, evaluate how resources impact job satisfaction, analyse the effect of reputation on employees' job satisfaction and analyse the influence of decisions on the job satisfaction of employees at the Cape Coast Technical University in the Central region of Ghana. The study employed an explanatory research design because the approach to data analysis was quantitative. A sample of two hundred (200) employees were selected and convinced to participate and they were convinced to participate and was surveyed through self-administration of the questionnaire. Analyses on how relationships, communication, resources, reputation and decisions influences job satisfaction were done using regression of IBM SPSS Statistic version 27. The study's findings revealed that relationships, communication, resources, reputation and decisions have a positive relationship with job satisfaction and was statistically significant. It is also recommended that that organizations' administrators must make human resource aware of damages caused by organizational politics. the study recommended that more frequent coaching, mentoring and counselling of a subordinate, especially employees, should aid individuals to develop an improved comprehension of the supervisor's priorities and help refine what is expected of the employees if they are to be successful

KEYWORDS

Organisational Politics

Relationships

Communication

Resources

Reputation

Decisions

Job Satisfaction

Cape Coast Technical University

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DEDICATION

To my dad and mum.

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LIST OF ACRONYMS

OP	Organisational Politics
JS	Job Satisfaction
CCTU	Cape Coast Technical University
SPSS	Statistical Package for the Social Science

CHAPTER ONE

INTRODUCTION

Researchers have lately increased their focus on human resource management and organisational politics, particularly examining the insights this domain offers about individuals and society (Abdullah et al., 2021; Rodriguez-Sanchez et al., 2020). Public organisations in developing countries operate within a complex social framework significantly influenced by political variables (Dappa et al., 2019). University employees experience significant levels of internal and external stress. This study aimed to ascertain the impact of office politics on employee job satisfaction at Cape Coast Technical University. This chapter establishes the foundation for the subsequent analysis. This study has the following sections: introduction, field overview, issue description, aims, research hypothesis, importance, scope, limits, and structure of the study.

Background to the Study

Workplace dynamics have evolved to include a large element known as organisational politics, which may profoundly influence workers' attitudes, behaviours, and overall satisfaction. Moreover, work satisfaction is generally acknowledged as a crucial determinant of employee well-being, performance, and the overall efficacy of an organisation. Considering the significance of organisational culture, employee engagement, and productivity at Cape Coast Technical University, a tertiary institution in Ghana's significant region, the correlation between organisational politics and work satisfaction has emerged as a significant concern.

Organisational politics is pervasive in contemporary workplaces, as noted by Kanta and Srivalli (2017). Employee testimonies, intuition, and comprehensive statistics have all substantiated the previously described conclusion (Hassan, Vina & Ithnin, 2017). Budiasih et al. (2020) similarly describe organisational politics as the use of power and influence inside the workplace of a company. As individuals often enter their workplaces without a predetermined objective, organisational politics remains a constant influence, fostering both collaboration and competition (Chinomona & Mofokeng, 2016).

Munyeka and Setati (2022) assert that their definition emphasises the pursuit of power inside an organisation for individual progress rather than for the collective good of the institution. Chinomona and Mofokeng (2016) acknowledge that although organisational politics may yield detrimental consequences, it may also provide beneficial outcomes when aligned with the objectives of the organisation and its personnel. The capacity to affect the behaviour of others and to enhance one's financial and immaterial welfare are two consequences that may arise from politically beneficial endeavours (AL-Abrrow, 2022). Nonetheless, it is essential to recognise that office politics may result in conflicts and hinder the overall effectiveness of workplace cooperation and information exchange (Lam & Xu, 2019).

Analysing internal political dynamics is essential for cultivating a favourable political environment for organisations (Murtaza et al., 2022). Almatrodi (2023) argues that it is impractical to disregard organisational politics. A lubricant facilitates the efficient operation of an organization's internal mechanisms, and Mehmood, Macky, and Le Fevre (2023) draw a compelling comparison between the two. An company may become stagnant if

lubrication is not prioritised. According to Thompson (2008), political action entails the use of power to influence choices, hence prompting people to pursue power to elevate their standing within a certain group.

Substantial office politics often adversely impacts organisational operations in the professional environment, characterised by the concrete allocation of authority (O'Driscoll & Randall, 1999). Fast et al. (2014) suggest that politics may diminish worker morale. Research (Agbozo, Owusu, Hoedoafia & Atakorah, 2017; Davidescu, Apostu & Casuneanu, 2020) indicates that work satisfaction is a crucial determinant in motivating people to achieve their goals and enhance the organization's overarching objectives. Goetz et al. (2016), Lee (2017), Wu & Ye (2017), and Yousef (2017) concur that employees' subjective perceptions and assessments of both the intrinsic and extrinsic dimensions of their work and the organisations they serve constitute job satisfaction.

Job satisfaction and work morale are crucial factors influencing employee retention or attrition in lower- and middle-income nations (2017). Amabile and Pratt (2016) and Fischer, Malycha, and Schafmann (2019) assert that internal and extrinsic influences influence motivation, a phenomenon arising from psychological and transactional processes. Enhanced productivity results directly from content and driven employees that have pleasure in their job (Amabile & Pratt, 2016; Boye & Kwesi, 2016; Lale, 2020). Elements like employee personalities, financial circumstances, working environment, organisational structure, and job responsibilities significantly influence job satisfaction (Hertel & Zacher, 2015; Zhang, Kaiser, Nie & Sousa-Poza, 2019).

Cortellazzo, Bruni, and Zampieri (2019) discovered that content employees are more inclined to exceed expectations in safeguarding sensitive data. Consequently, employees exhibit more loyalty to the organisation. According to Albrect et al. (2015), individuals are more inclined to exceed expectations when engaged in a fulfilling occupation. Research indicates that individuals who experience job satisfaction are less prone to absenteeism, exhibit reduced inefficiency, and demonstrate increased effectiveness (Czarnota-Bojarska, 2015; Latif et al., 2015; Mudaly & Nkosi, 2015). Organisational politics and job satisfaction are hence closely linked.

Insufficient pleasure from engaging in high-level political activities might adversely affect trust, stress, and attention (Mudaly & Nkosi, 2015). Political engagement is essential for career management; however, effective leadership and the practice of constructive political behaviours may enhance well-being (Zhang, Kaiser, Nie & Sousa-Poza, 2019). Organisational politics may influence any educational institution, especially Cape Coast Technical University (Akyin-Mensah, 2018; Sibanda et al., 2014). Organisational politics, an intricate network of power relations, conflicts, and opposing interests, may significantly impact both the workplace and workers' well-being and satisfaction.

Employees' perceptions of organisational politics and their job satisfaction may get intertwined as they navigate these complex relationships. Their perceptions of their roles, colleagues, supervisors, and the organisation overall may be shaped by the nature of these interactions. Political problems influence the organisational culture and personnel at Cape Coast Technical University (Nyikayaramba & Mutimadye, 2014), similar to other educational

institutions. This research aims to examine how workers at Cape Coast Technical University view their relationship with organisational politics and their degree of job satisfaction. Brouer, Harris, and Kacmar (2011). This study seeks to elucidate the intricate dynamics that characterise the university work environment by examining the interplay between organisational politics, both beneficial and detrimental, and workers' job satisfaction.

The primary objective of the research is to elucidate university employees' perceptions of their employment and their experiences in order to formulate methods for enhanced job satisfaction and a more cohesive work environment. Given the increasing agreement that satisfied employees contribute to successful enterprises, it is essential to analyse the intricate relationships between workplace politics and job satisfaction. This research not only elucidates the internal dynamics of Cape Coast Technical University but also contributes to the expanding literature on organisational politics and its influence on employee job satisfaction. Consequently, the results of this research may assist university administrators and company leaders in fostering more pleasant and productive work environments that prioritise employee well-being and the attainment of organisational objectives. An thorough examination of the influence of politics on discontent levels is essential for the effective settlement of these challenges.

Statement of the Problem

Organizational politics, characterized by behaviors driven by self-interest rather than organizational goals, is an inherent aspect of most institutions, including universities. At Cape Coast Technical University (CCTU) in the Central Region of Ghana, anecdotal evidence and internal

reports suggest a growing concern over how organizational politics influences employee satisfaction. In academic institutions, where collaborative effort and dedication are key to success, political behaviors such as favoritism, backbiting, and power struggles can diminish trust, hinder teamwork, and reduce job satisfaction (Ferris et al., 2002). This is particularly troubling for CCTU, as job satisfaction among academic and administrative staff is essential for fostering a productive learning environment, employee retention, and institutional effectiveness.

While the topic of organizational politics has been widely studied, its impact on job satisfaction within tertiary institutions, particularly in Ghana, remains underexplored. Studies have shown that organizational politics can lead to feelings of inequity, stress, and dissatisfaction among employees (Vigoda-Gadot, 2007). At CCTU, perceptions of favoritism in resource allocation, promotions, and decision-making processes have reportedly caused dissatisfaction among employees, creating a toxic work culture. This issue is further exacerbated by limited channels for addressing grievances, a lack of transparency, and inconsistent communication. As a result, job satisfaction at CCTU is at risk of further decline, potentially affecting the university's performance and reputation.

Addressing organizational politics at CCTU is crucial for improving job satisfaction and overall institutional performance. Job satisfaction is a key determinant of employee productivity, commitment, and retention (Robbins & Judge, 2013). In the context of higher education, satisfied staff members are more likely to provide quality education, engage in meaningful research, and offer exceptional administrative support. Furthermore, managing

organizational politics effectively can lead to a more cohesive and inclusive work environment, enhancing employee morale and fostering a culture of trust. Given the university's strategic role in training skilled professionals for Ghana's workforce, mitigating the adverse effects of organizational politics will contribute to national development by ensuring that staff members remain motivated and committed.

Several studies have examined the relationship between organizational politics and job satisfaction. Vigoda-Gadot and Drory (2006) argue that organizational politics often leads to stress, job dissatisfaction, and a decline in employee performance. They highlight that employees who perceive a high level of political behavior within their organizations are less likely to feel valued, which diminishes their job satisfaction. Similarly, a study by Kacmar et al. (2007) found that perceptions of organizational politics were negatively correlated with job satisfaction, particularly when employees believed that rewards and recognition were distributed unfairly.

In a Ghanaian context, Boadu and Wen (2020) examined the impact of organizational politics on job satisfaction among public sector employees. Their findings revealed that favoritism in promotions, lack of transparency in decision-making, and the politicization of resources significantly reduced job satisfaction. They emphasized that institutions with high levels of political behavior experienced higher turnover rates, lower employee morale, and reduced productivity. Another study by Amponsah-Tawiah et al. (2019) focused on academic institutions and reported similar results, noting that political behaviors such as nepotism and unequal treatment negatively impacted both academic and administrative staff.

However, not all studies report a purely negative relationship. For example, Rosen et al. (2006) found that some employees who are politically skilled and adept at navigating organizational politics might experience higher job satisfaction. These individuals often use their political acumen to secure resources and advance their careers, leading to positive job outcomes. Nonetheless, the majority of employees view organizational politics as a source of frustration and stress, which overshadows any potential benefits.

Despite the growing body of research on organizational politics and job satisfaction, there is a significant gap in understanding this relationship within the context of Ghanaian technical universities. Most studies focus on public or private sector organizations without accounting for the unique challenges faced by academic institutions like CCTU. Additionally, existing research rarely explores the mechanisms through which organizational politics specifically affects job satisfaction, such as its impact on trust, collaboration, and resource allocation.

Furthermore, while several studies have highlighted the negative effects of organizational politics, there is limited empirical evidence on effective strategies for mitigating these effects within Ghanaian tertiary institutions. For example, how might leadership style, transparent decision-making, or improved grievance-handling mechanisms alleviate the impact of organizational politics at CCTU? Addressing these questions will provide a more comprehensive understanding of the problem and inform practical solutions tailored to the university's needs.

Purpose of the Study

The primary purpose of this study was to examine how organisational politics influence job satisfaction at Cape Coast Technical University in the Central region of Ghana.

Research Objectives

Specifically, the study seeks to:

1. Assess the effects of relationships on employees' job satisfaction at the Cape Coast Technical University in the Central region of Ghana.
2. Examine how communication affects job satisfaction at the Cape Coast Technical University in the Central region of Ghana.
3. Evaluate how resources impact job satisfaction at the Cape Coast Technical University in the Central region of Ghana.
4. Analyse the effect of reputation on employees' job satisfaction at the Cape Coast Technical University in the Central region of Ghana.
5. Analyse the influence of decisions on the job satisfaction of employees at the Cape Coast Technical University in the Central region of Ghana

Research Hypothesis

The following hypotheses have been formulated:

- H₁: Relationships have no statistically significant effect on job satisfaction.
- H₂: Communication has no statistically significant influence on job satisfaction.
- H₃: Resources have no statistically significant impact on job satisfaction.

H₄: Reputation has no statistically significant effect on job satisfaction.

H₅: Decisions have no statistically significant impact on job satisfaction.

Significance of the Study

This study on the relationship between organizational politics and job satisfaction at Cape Coast Technical University (CCTU) is significant for several reasons. By investigating how organizational politics affects the job satisfaction of academic and administrative staff, the study contributes to a deeper understanding of the dynamics within tertiary institutions in Ghana. The findings will be particularly relevant for policymakers, university administrators, and human resource practitioners seeking to improve employee well-being and institutional effectiveness.

First, the study provides valuable insights for university management and leadership. Organizational politics is often an inevitable aspect of any workplace, but its impact can be mitigated with effective policies and practices. This study will identify specific political behaviors that influence job satisfaction at CCTU, such as favoritism, inequitable resource allocation, and inconsistent communication. Armed with this knowledge, university administrators can develop strategies to promote transparency, fairness, and inclusivity within the institution. This, in turn, can foster a more cohesive and productive work environment that enhances employee morale and organizational performance.

Second, the study is significant for improving employee retention and performance at CCTU. Job satisfaction is a critical factor that influences employees' decisions to remain in their roles or seek opportunities elsewhere. High levels of dissatisfaction caused by organizational politics can lead to increased staff turnover, low morale, and reduced productivity. By addressing the root causes of dissatisfaction, the university can enhance staff retention, ensuring that experienced and skilled employees contribute to the institution's goals. This will ultimately improve the quality of education and services provided by CCTU.

Third, this research will add to the body of knowledge on organizational politics and job satisfaction in the context of Ghanaian tertiary institutions. While numerous studies have explored these concepts in other sectors and regions, there is limited research focusing on technical universities in Ghana. This study will fill this gap by providing empirical evidence specific to CCTU, offering a localized perspective that can inform both academic discourse and practical interventions. The findings can also serve as a reference point for other technical universities and educational institutions facing similar challenges.

Additionally, the study has broader implications for public policy and governance in the education sector. As a public institution, CCTU is accountable to the government and other stakeholders for its operations and outcomes. Understanding the role of organizational politics in shaping employee satisfaction can help policymakers design interventions to promote effective governance and equitable practices across Ghanaian universities.

This aligns with national development goals, as satisfied and motivated staff are essential for achieving high-quality education and research outputs.

Lastly, the study will contribute to the personal and professional development of the university's staff. By highlighting the adverse effects of organizational politics on job satisfaction, the research will encourage employees to advocate for fair practices and better workplace conditions. It will also emphasize the importance of fostering trust, collaboration, and mutual respect among colleagues. This can create a healthier work culture, empowering staff to thrive both individually and collectively.

In conclusion, the significance of this study lies in its potential to improve the management of organizational politics, enhance job satisfaction, and contribute to the overall success of Cape Coast Technical University. The insights generated will benefit not only the university but also other educational institutions and stakeholders in Ghana's higher education sector. Through its practical and academic contributions, the study will pave the way for more equitable and effective workplace practices that prioritize employee well-being and organizational excellence.

Delimitation

While many things can affect job satisfaction on the job, this study zeroes in on organisational politics as a predictor of job satisfaction. So, it's suggested that this study should have included all types of colleges and universities in the country. But because it was seen to be a good place to look at job satisfaction, the study only included Cape Coast Technical University in Cape Coast, Ghana. Staff members at Ghana's technical universities were the primary subjects of the study, with a regional focus on Cape Coast Technical

University in the Central Region. In addition, the study did not include students or temporary workers because it only included permanent staff.

Staff members at Cape Coast Technical University in central Ghana were surveyed to determine the effect of office politics on their level of job satisfaction. Researchers selected people to be questioned utilising a structured questionnaire administration approach employing a convenience sample strategy. Because the data was analysed quantitatively, the study used an explanatory design. In order to analyse the precise objectives, questionnaires were used to collect primary data. The sample was selected because its size is statistically representative of the population of interest. Statistical Software for the Social Sciences (Version 25.0) was used for the analysis of the main data.

In order to achieve the study's specific goals, the main data was examined using statistical approaches such as descriptive statistics (frequency and percentages), inferential statistics (regression), and so on. In the end, tables and figures were used to summarise the results.

Limitations of the Study

Not all Ghanaian universities can be considered by the results. It would be premature to generalise the study's results to all universities because of its narrow focus. Furthermore, respondents may be unable to offer detailed accounts of their experiences if a quantitative research approach is used. In addition, the Heads' evaluation of organisational politics failed to provide accurate and objective data that adequately reflected the employees' views on their time at university. Data transformation techniques were applied to both the independent variable (organisational politics) and the dependent variable (job satisfaction) to create the composite variable. This makes it impossible to

assess the indicators' relative importance. However, they proved to be reliable when it came to evaluating their core concepts.

Organisation of the Study

There were five primary sections of the research. Subchapters in Chapter One include an Introduction, Problem Statement, Background, Purpose, Objectives, Hypothesis, Significance, Delimitation, Limitations, and Organisation of the Study, all of which deal with the introductory aspect of the study. The study's second chapter detailed the literature review. Examining the theoretical, conceptual, empirical, and conceptual framework aspects of the topic is the focus of this part. The methodology used to collect and analyse the main data in order to reach the conclusions for the study objectives that were tested is detailed in Chapter 3. Details on the scientific instruments, methods, procedures, and processes used in the empirical investigation were provided. The results and debate were covered in Chapter 4, while the summary, conclusion, and recommendations were presented in Chapter 5.

CHAPTER TWO

LITERATURE REVIEW

Introduction

Theoretical, conceptual, and empirical works pertaining to the research are covered in this chapter. Also included in this chapter are the takeaways from the literature review. There is a brief overview and thorough discussion of the study's conceptual framework in this chapter.

Theoretical Foundation of the Study

Here we lay out the theoretical framework that this research is based on. With all the serious problems with this study, Herzberg's two-factor theory seems to be the most promising. Thus, Herzberg's two-factor theory provided the theoretical groundwork for the research.

Herzberg Two-Factor Theory

In 1959, American psychologist Frederick Herzberg developed the Herzberg Two-Factor Theory, also called the Motivation-Hygiene Theory (Lamb, & Ogle, 2019). One of the author's most influential works, "The Motivation to Work," lays out a theory that divides the variables influencing workers' desire to do a good job into two distinct groups. Throughout the 1950s, Herzberg worked as a professor at two American universities: the University of Pittsburgh and Case Western Reserve University in Cleveland, Ohio. Both the hygiene factors (also called dissatisfiers) and the motivators (sometimes called satisfiers) are categorised by Herzberg (Chiat, & Panatik, 2019; Matei, & Abrudan, 2016). His study set out to identify the elements that workers feel most strongly about in relation to their jobs, both in terms of contentment and discontent.

Compensation, job security, working conditions, organisational policies, interpersonal dynamics, and supervisory practices are all part of the hygiene variables that affect the workplace (Barashev, & Li, 2019; Chu, & Kuo, 2015). Improving hygiene aspects is crucial for reducing unhappiness, but it won't automatically lead to more motivation or happiness at work. Motivators, on the other hand, are built into the nature of the work itself and include things like recognition, responsibility, opportunities for growth, a sense of accomplishment, and personal progression (Alshmemri, Shahwan-Akl, & Maude, 2017; Holmberg, Caro, & Sobis, 2018). Herzberg thinks that these factors are the primary drivers of contented and motivated workers. According to the idea, addressing hygienic issues is crucial for reducing unhappiness, but businesses should prioritise improving motivators if they want to see true motivation thrive (Andersson, 2017; Hur, 2018).

Organisations now approach and understand employee motivation and work satisfaction differently as a result of this perspective's profound impact on the field of organisational psychology and management. Rather than being on opposite extremes of a single continuum, Herzberg's Two-Factor Theory proposes that there are two sets of elements that influence job satisfaction and discontent (Andersson, 2017; Hur, 2018). Both motivators and hygienic elements influence employees' attitudes and behaviours in the workplace, although Herzberg argues that the two are separate (Lamb, & Ogle, 2019). In order to avoid being dissatisfied with one's job, the theory's main premise centres on hygienic factors. Compensation, job security, working conditions, organisational rules, interpersonal dynamics, and management supervision are all aspects that are listed above.

Workers may get dissatisfied and less motivated if there aren't enough or positive hygiene aspects. Even if these aforementioned elements are improved, it doesn't mean they will automatically lead to more motivation and job satisfaction. The purpose of hygiene elements is to lessen discontent, but they do not create happiness on their own. The idea of motivators is at the heart of Herzberg's theory (Chiat, & Panatik, 2019). Ambient factors like recognition, responsibility, advancement, and the nature of the work itself have a major impact on how happy and motivated an employee is in their job. The job's intrinsic qualities and its capacity to fulfil certain psychological demands, such as the urge to develop professionally and personally, are closely related to the aforementioned motivators (Matei, & Abrudan, 2016).

Motivational elements, in contrast to hygienic considerations, greatly boost job satisfaction and intrinsic motivation, which in turn encourages individuals to achieve in their professions. According to Herzberg's Two-Factor Theory, there are several sets of elements that contribute to employees being happy or unhappy with their jobs (Barashev, & Li, 2019). It is essential to address hygienic aspects in order to prevent unhappiness and create an acceptable work environment. True work satisfaction and substantial drive, however, can only flourish in an environment where motivators are present. According to this theory, it's crucial to create jobs and workplaces that remove things that make people unhappy and put things in place that make people happy and engaged (Chu, & Kuo, 2015).

Internal motivators and external hygienic elements are two sides of the same coin when it comes to the factors that influence employee motivation and job satisfaction; Herzberg's theory differentiates between the two

(Holmberg, Caro, & Sobis, 2018). With this knowledge in hand, businesses may adjust their approaches to boost engagement and happiness in the workplace by focusing on both aspects. According to the idea, instead of focusing on external incentives, which are called hygiene factors, people should go inward for motivation, which may be found in things like acknowledgment, accomplishment, and possibilities for growth (Alshmemri, Shahwan-Akl, & Maude, 2017). Workers actively seek out meaningful and satisfying work situations, according to Herzberg's thesis (Andersson, 2017). By focusing on what motivates their employees, businesses may create a work atmosphere that makes them feel good about themselves and their contributions, which in turn increases their job satisfaction.

Current ideas of professional development are in harmony with the theory's emphasis on the need of growth and progression possibilities (Hur, 2018). In order to help its staff grow professionally, companies might use incentives to design training programmes and career paths. Hygiene elements, according to the idea (Barashev, & Li, 2019), should be prioritised since they include meeting basic needs and reducing workplace sources of discontent. Equal pay, decent working conditions, and encouraging healthy interpersonal dynamics are a few ways in which businesses can reduce the likelihood of employee dissatisfaction. Matei and Abrudan (2016) cite Herzberg's theory as saying that organisational culture affects employee motivation.

Organisations may create an inspiring workplace by including intrinsic motivators and promoting a culture that values contributions, accountability, and advancement. The theory's findings can be usefully incorporated into organisational politics' planning and execution (Chiat, & Panatik, 2019).

While it's true that relying solely on external rewards might not be enough to keep people motivated, incorporating intrinsic motivators can boost performance and encourage long-term involvement. Employee retention can be greatly improved by incorporating both motivators and hygienic aspects (Barashev, & Li, 2019). Keeping a happy and engaged workforce increases the likelihood that a company will see lower turnover and the costs that come with it.

Job enrichment, according to the theoretical framework (Alshmemri, Shahwan-Akl & Maude, 2017), is promoted to positions that offer a variety of responsibilities, some autonomy, and opportunities to learn and grow in one's career. Applying these concepts could lead to more interesting and rewarding work experiences for individuals. Herzberg's approach challenges the conventional wisdom that financial incentives are the most effective motivators (Alfayad, & Arif, 2017). A holistic framework including both intrinsic and extrinsic elements is advocated for by the proposed strategy. By considering both hygiene factors and motivators, organisations can improve employee engagement. Employees that care about what they do for a living are more likely to go above and beyond, work efficiently, and take the initiative to help their company succeed (Prasad Kotni & Karumuri, 2018).

Herzberg's Two-Factor Theory, which highlights the importance of addressing both intrinsic and external aspects, has had a lasting impact on management practises (Thant & Chang, 2021). With this method, you may create a workplace that is good for your employees' health, happiness, and motivation. Despite its widespread impact, Herzberg's thesis has taken some heat from critics (Alrawahi et al., 2020). Oversimplification, reliance on self-

reported data, and lack of nuanced understanding of individual and contextual variability are some of the problems voiced by critics (Bhatt, Chitranshi & Mehta, 2022). Regardless of these limitations, the most important part of the theory is still relevant: in order to have engaged, motivated, and pleased employees, you need to focus on both the motivators and the hygiene elements (Siruri & Cheche, 2021).

Yousaf (2020) argues that applying Herzberg's theory to the modern workplace is the best way to gain a thorough grasp of employee motivation and job satisfaction. Organisations may create environments that promote employee well-being and success by recognising the limitations of the method and adapting its ideas to current situations. While not a panacea, Herzberg's theory does shed light on how to better manage and enhance employee experiences in a variety of organisational settings (Rai, Thekkekara & Kanhare, 2021). Because it can shed light on and improve many aspects of the workplace, employee well-being, and organisational effectiveness, the Herzberg Two-Factor Theory is of great societal importance (Miah & Hasan, 2022).

Employees are more likely to be fulfilled and invested in their work when the theory's emphasis on intrinsic motivators and job satisfaction is strong (Thant, 2023). When people are motivated and fulfilled in their work, it improves their health and quality of life. When employees' mental and emotional health is improved, it can have a ripple effect that affects their homes and communities as well. Organisations can reduce employee stress and negative emotions by addressing hygienic elements and creating a more satisfied workforce (Lamb & Ogle, 2019). Building a stronger and more

harmonious society is a collective effort that begins with making sure people have what they need at work and removing obstacles to their happiness.

Workers who are happy and fulfilled in their work are more likely to go above and beyond in their work and come up with creative solutions to problems. Employees are more likely to come up with creative solutions and make good contributions to society progress when they are motivated by internal motivations like the need for personal improvement and recognition. Opportunities for personal and professional development are key motivators according to Herzberg's theory (Abraham & Prasetyo, 2021). Employees are more likely to remain with a company that provides them with possibilities like these. Reduced personnel turnover promotes stability and continuity within organisations and industries, which has clear societal advantages.

Conceptual Literature

Looking over and analysing previously published material in order to find fresh knowledge about a subject is called a conceptual review in research (Atherton, 2018). This section of the review presents the literature's conceptual review. Two of the most important concepts that are explored in this research are organisational politics and work happiness.

Organisational Politics

There have been a plethora of research on organisational politics conducted over the last 30 years, mostly concentrating on an organization's capabilities and strengths (Vigoda & Drory, 2006; Bodla & Danish, 2010). Many authors have attempted to define "organisational politics" in their works. Organisational politics, according to some interpretations, is all about power struggles, arguments about who has the right to exert what kind of

influence, and the nature and extent to which leaders act in their own self-interest (Vigoda, 2002). Organisational politics, according to Sowmya and Panchanatham (2009), is also an effort to influence one's superiors or coworkers elsewhere in the company.

Furthermore, according to Hochwarter and Thompson (2010), the traditional understanding of organisational politics involves engaging in activities that are done for one's own benefit, rather than in service of the organization's objectives, and with the purpose to cause harm to either other individuals or the organisation itself. According to Kacmar and Baron (1999), individuals engage in organisational politics when they prioritise their personal interests over those of the organisation. An individual engages in organisational politics when he or she rises through the ranks of a company for reasons other than hard work and merit (Dubrin, 2010). An informal struggle for control inside an organisation is known as "organisational politics" (Winning, 1978). "Organisational politics" is the practise of climbing the corporate ladder by strategies other than natural ability and chance. It is never used for anything other than grabbing power unethically.

Gaining a better position in one's company, amassing a significant quantity of money or other resources, or securing highly lucrative projects are all ways to amass authority. Observation of authority in action (Pfeffer, 1981). There is more opinion than reality when it comes to organisational politics, say Ferris et al. (1989). According to the concept put forth by Ferris et al. (1989), there is a negative correlation between how individuals perceive organisational politics and the results of their beliefs and actions. In order to achieve one's goals in an organisation, one must engage in what is known as

"organisational politics" (Ferris et al., 2019; Pfeffer, 1981). When dealing with big groups of people, office politics are certain to arise (Dappa et al., 2019; Pfeffer, 2013).

According to Bodla, Danish, & Nawa (2011), office politics can lead to trust issues. People are more prone to doubt the intentions of their coworkers when trust is low in the workplace (Harris, 2014). A lot of political stuff happens in a casual atmosphere. Workers that are data-driven and rely on concrete facts may find it simpler to defuse the situation during times of political unrest. One surefire way to keep your reward safe is to keep your eye on the company's most important goals (Brian, 2013). Because upper-level management rarely penalises either individual or collective behaviour, organisational politics are unstable, according to Mintzberg (1983). But within the bounds of the corporation's defined framework, this kind of behaviour could incite rivalries across departments and personnel.

When an individual puts their own interests ahead of those of the company or its employees, this is known as organisational politics (Vigoda-Gadot et al., 2003). According to Zivnуска et al. (2004), there are two facets of organisational politics that need to be examined when looking at how employee attitude relates to office politics. To begin, the truth takes a back seat to the perspective and office politics. Second, office politics can have positive or negative effects on employees. According to Bodla and Danish (2010), "organisational politics" refers to the ways in which employees manipulate their bosses and coworkers for personal gain. Consequently, the way an organisation deals with internal politics might provide some insight into the results that an employee can expect.

It would be a mistake to think that office politics would have no positive effect on productivity in the workplace. To lessen the negative impact of office politics, managers should devise and implement innovative methods (Schneider et al., 2016). Employees may lack the drive to accomplish their best work when they believe their bosses do not have their backs (Nejad et al., 2011). Workers' opinions on the present political climate may, therefore, produce a wide range of responses (Schneider et al., 2016). Organisational politics can be seen as a subjective power struggle within an organisation, depending on your point of view.

Political considerations include policies and perceptions of individual motives as factors in changes in interest or personality (Alhamdi et al., 2019; Sharafi & Seyedameri, 2019). Managers' and employees' trust in one another, as well as their capacity to rally and execute well, can be dampened by this misunderstanding (Zhang et al., 2019). According to research conducted by Kanta and Srivalli (2017), Miller et al. (2008), and Munyeka and Setati (2022), there is a negative correlation between office politics and employee happiness. Job satisfaction with their careers declines when office politics increase. Alnoor (2020) notes that office politics also affects employees' discretion and loyalty. Aziri (2011) and Robb (2011) found that it has an effect on how workers feel about their jobs and coworkers.

Organisational politics may also exacerbate manager-employee relationships by decreasing loyalty and increasing disengagement (Bender & Sloane, 1998). When workers feel content in their roles, they are more inclined to provide suggestions and stick with the organisation. Neglect, bad opinions, lower decision-making quality, and higher withdrawal are some of

the consequences that might arise when employees perceive organisational politics and management as unsatisfactory. This causes them to be abused and have an unpleasant reaction to pain (Al-Abrrow et al., 2019; Boroff & Lewin, 1997). A number of studies have demonstrated that office politics reduce morale (AL-Abrrow et al., 2018; Hassan et al., 2017).

There is a negative correlation between organisational politics and engagement (Bergeron & Thompson, 2020), loyalty (AL-Abrrow et al., 2021; Ishaq & Khalid, 2014), inactivity (AL-Abrrow et al., 2018), and turnover (Ishaq & Khalid, 2014).

Component of Organisational Politics

The effects of organisational politics, both good and bad, are multifaceted. While it got some people what they wanted, too much office politics is bad for morale, productivity, and trust in the workplace as a whole. Here are the elements that make up organisational politics:

Power Dynamics: In organisational politics, power plays a key role. In order to further their own interests and goals, various individuals and groups strive to gain and maintain power. Positional authority, subject matter knowledge, financial clout, and personal connections are all sources of power.

Influence Tactics: Decisions, outcomes, and other people can be swayed by a variety of strategies employed by individuals and groups. From subtle methods like networking and coalition building to more direct strategies like pressure and confrontation, these tactics cover the gamut.

Networking and Alliances: One aspect of organisational politics is forming alliances and partnerships with other people. The ability to connect with

others, share resources, and work together towards shared objectives are all benefits of building networks.

Information Control: A strategic approach to organisational politics can involve controlling and selectively disseminating information. Those in possession of important knowledge may try to influence others' opinions or get an unfair advantage.

Rumour and Gossip: Within an organisation, rumours and gossip can be spread to shape perceptions and views. Individuals may resort to these strategies in order to sabotage rivals or sow confusion.

Perception Management: In order to obtain favour, influence, or safeguard their interests, individuals may control how others view them. Certain habits, attitudes, and mentalities can be projected in this way.

Coalition Formation: One way to increase one's political clout is to form coalitions or alliances with other entities. When people form alliances, they usually do it to help each other out and work together to accomplish goals.

Resource Allocation: When it comes to allocating resources (such funds, initiatives, and promotions), office politics can be a factor. Those with political clout may be able to get resources for their groups.

Impression Management: People may purposefully portray themselves in a manner that boosts their renown and credibility. Included in this can be highlighting your abilities, affiliations, and achievements.

Manipulation of Rules and Norms: People can be crafty and use formal rules and conventions to further their own agendas. Taking advantage of loopholes or ambiguities in current processes is one way to achieve this.

Conflict and Negotiation: Disagreements emerge when people's priorities and perspectives diverge. In order to further their interests or get agreements that are in line with their objectives, political figures may resort to negotiation strategies.

Decision-Making: Organisational decision-making processes are susceptible to political influence. People may attempt to influence choices in a way that benefits them, even if it requires going around official processes.

Perceived Fairness: Some people may use politics as a tool to either undermine or strengthen the idea that decisions and processes are fair. The credibility of decisions can be affected by this.

Resistance and Opposition: To show their disapproval of leadership, policies, or developments they do not agree with, some people participate in political activities. Subtle resistance or passive-aggressive behaviour can be the result of this.

Measurement of Organisational Politics

In their 2016 study, Landells and Albrecht outlined five features of organisational politics, some of which may be favourable while others may be less so. Among these abilities were the following: communication, persuasion, image management, resource management, and networking. Drory (1993), Fedor & Maslyn (2002), Hochwarter et al. (2003), Kacmar & Ferris (1991), Kacmar & Carlson (1997), and Vigoda-Gadot et al. (2003) are among the published works that build upon and intersect with these measures of organisational politics. Items in the connections and reputation dimensions of the Perceptions of Organisational Politics Scale (Kacmar & Ferris, 1991) and

Hochwarter et al. (2003) unidimensional measure are similar to items in the general political conduct and get along to get ahead aspects.

In example, neither the Perceptions of Organisational Politics Scale (POPS) nor the measures developed by Hochwarter et al. (2003) directly address the topic of influencing decisions or gossip. Therefore, current measures could be further expanded by including questions about controlling decisions and resources, influencing decision-making, and using communication channels. The measure created by Landells and Albrecht (2016), similar to other existing organisational politics metrics, is centred around employees' perceptions of the company's political atmosphere rather than individuals' real experiences with politics.

Job Satisfaction

Job satisfaction is defined as the whole attitude and behaviour of employees towards their occupations by Robbins and Coulter (2010). Additionally, it shows how at ease someone is with their job, which impacts their motivation to do a good job (Applebaum et al., 2010). According to Smith and Jones (2011), an employee's emotional reaction to their work is called job satisfaction. This reaction occurs when the actual consequences of their labour differ from what they anticipated or wanted. This lines up with the widely-accepted Lockian view of job satisfaction as an optimistic or enjoyable emotional state characterised by the perceived connection between one's desires and the things one perceives as being provided by one's job (Spector, 2003). So, work satisfaction is the individual's subjective experience of how well their employment satisfies their needs.

Consequently, according to Spector (2003), job satisfaction can be defined as the extent to which individuals enjoy their occupations. Nevertheless, there is conflicting empirical data about the effects of job satisfaction on employees, and the majority of the evidence focuses on direct correlations with organisational factors (Wang & Lee, 2009). To address this diversity, Ahiauzu (2005) contends that management specialists and social science academics in Africa should work together to identify the essential characteristics and values of the indigenous African workplace. Our ability to manage African workers will improve in proportion to our familiarity with their thought process (Ahiauzu, 2005). An important factor in determining the result of retail pharmacy employees' job satisfaction in Ghana. The goal of any employer should be to ensure that their employees are happy in their work.

This is because there is evidence from studies indicating workers' attitudes towards their jobs improve when they are content with their jobs rather than unhappy (Spector, 2008; Saghir, Asad & Ishtiaq, 2015; Lai Wan, 2007). Furthermore, they demonstrate that contentment in the job mitigates the detrimental effects of low morale and increased bad performance. When perks, including pay and benefits, are fairly distributed among employees, it can boost morale and productivity on the job. Employees' happiness on the work could take a hit when they feel their employer is being unfair. Compensation, incentive, training, promotion, etc. can all affect an employee's level of job satisfaction, according to Okeke (2010).

An employee's level of job satisfaction is indicative of their attitude towards their work. Agyare, Yuhui, Mensah, Aidoo, and Ansah (2016) found that an employee's attitude towards his job is influenced by his feelings about

the situations in which he acts. An individual's level of job satisfaction is a function of how they feel about their experiences on the job, both good and bad (Tekeste, 2017). The general belief is that a worker's performance and personal well-being are directly related to their level of job satisfaction, which is defined as the feeling of pride and achievement one gets from one's career. employer satisfaction is defined by Schwepker (2001) as the positive emotional state that results from thinking one's work contributes to or embodies the values of their employer. Job satisfaction is crucial for promoting emotions of fulfilment through advancement, recognition, salary, and the attainment of objectives (Ausloos & Pekalski, 2007).

You can categorise job satisfaction as intrinsic, extrinsic, or absolute. According to Wegge et al. (2007), job satisfaction aids organisations in identifying habits related to citizenship, attendance, and absence. Also, according to Saari (2004), firms should link employee satisfaction with job satisfaction since turnover is a measure of job success (Chen, 2006). Efforts made by a business to boost employee happiness on the job might reduce absenteeism and other negative attitudes towards work (Cohen et al., 2007). Having a stable work environment where one's performance at work, rather than external factors like having a close relationship with a powerful boss or family in the business world, is the most important factor in determining job happiness (Kelski, 2007).

The workplace environment encompasses the physical location of the job, where the individual carries out his daily tasks and responsibilities, like an office or a construction site. Noise level, access to natural light and air, opportunities for rest and relaxation, and perks like on-site child care are all

elements that workers often experience while on the job (Javed, Baloucy & Hassan, 2014). Depending on the specifics of the workplace, employee happiness might be boosted or dampened by the atmosphere there. According to Dyne and Pierce (2004), a positive work atmosphere can boost employee performance. It follows that the working environment is closely related to the working outcomes; a more favourable setting will yield better results.

Employee happiness is influenced by many elements of the physical workplace (Haas, 2010). Dole and Schroeder (2001) found that raising employee satisfaction levels decreased turnover and increased morale. According to Leather et al. (2003) and Lee and Brand (2005), job happiness is indirectly linked to turnovers for a better future and has a positive association with job accomplishment. Employee happiness is positively impacted by the existing workplace environments of various organisations (Javed, Baloucy & Hassan, 2014).

Empirical Literature

An empirical review consists of a simple summary of the numerous studies conducted by other researchers on the same or relevant topics as your own (Nakano, 2018). Researchers' identities must be disclosed in order to verify the results or claims. Several of the more current empirical studies will be examined in this section. In light of these aims, the review was conducted.

Organisational Politics and Job Satisfaction

Gull and Zaidi (2012) looked at healthcare workers' discontent in Lahore, Pakistan, and how it was related to office politics. The purpose of this study was to investigate the relationship between hospital politics in Lahore, Pakistan, and employee satisfaction with their jobs. The purpose of this study

was to examine the relationship between job satisfaction, organisational politics, and other variables that may have an impact on this outcome. The sample size for the study was 250 healthcare workers. We used SPSS version 19 to analyse the data. The research tested its hypotheses using a variety of statistical tools, including t-tests, one-way analysis of variance, Pearson correlation, and regression analysis. According to the findings, health care job satisfaction on the job is unrelated to their ability to engage in self-serving behaviour in pursuit of valued goals.

The study found that health care workers who engage in underhanded tactics for personal gain are less satisfied with their jobs. An organization's political actions stemming from its policies were found to be associated with dissatisfied health industry employees. Workers in the healthcare sector reported lower levels of job satisfaction when they had negative perceptions of organisational politics. Additionally, work satisfaction was lower among those who had an unfavourable perception of organisational politics, according to the study. The study found that work satisfaction was negatively correlated with employees' perceptions of organisational politics and positively correlated with lower perceptions of organisational politics.

In order to determine the impact of organisational politics on job satisfaction, Ayobami and Ofoegbu (2013) polled university staff in Oyo Town, Nigeria. Scientists in Oyo Town, Nigeria, investigated the link between workers' perceptions of office politics and their level of job satisfaction. The overarching goals of the research were to(1) determine the relationship between pay and promotion policies and employee satisfaction and(2) determine the main and interaction effects of the "go along to get ahead" and

pay and promotion policies on job satisfaction. The researchers were further interested in finding out whether individuals' degree of job satisfaction was related to their general political activity. Using a survey approach, data was collected from 200 respondents, all of whom were employed by a private institution in Oyo. Employee happiness was found to be correlated with pay and promotion policies, according to the study.

Results also demonstrated that pay and promotion rules have an influence on job satisfaction on the job, both alone and in combination with collaboration to advance. Additionally, there was a significant disparity between workplace satisfaction and political leanings. One strategy to make employees feel more comfortable at work, according to the study, is to encourage them to make an effort to comprehend and react strategically to the overall political conduct in their companies. We can say that the public and private sectors achieved comparable outcomes. The study concluded that public agencies should prioritise politically positive actions that boost worker satisfaction on the job and implement a fair compensation system that includes performance-based compensation and other incentives to keep employees from wanting to leave.

Chen, Wang, Chang, and Weng (2017) examined hospital nursing staff perceptions of organisational politics, job satisfaction, job stress, and organisational commitment through a relational approach. The purpose of this research was to look at how hospital workers felt about organisational politics in connection to their job happiness, stress levels, and loyalty to the institution. A cross-sectional questionnaire survey was employed by the researchers. A convenience sample method was used to choose the nurses working in the

hospital for this investigation. The survey was administered from March to May 2017 and received 457 completed surveys; 448 of those surveys were deemed valid, yielding an 89.6 percent response rate.

Both SPSS 18.0 and Amos 18.0 (structural equation modelling) were used for data analysis. Research shows that an employee's perspective on office politics significantly lowers job satisfaction and commitment to the organisation. When they have a positive outlook on office politics, they experience less job-related stress. Finally, a person's loyalty to their employer is greatly enhanced when they are pleased in their job. The morale and commitment of hospital nurses is greatly diminished when they are under stress.

The results show that hospitals would reap the benefits of better communication and mutual dependence between nursing staff and managers if they instituted reasonable processes for managing communication. If politicians' acts are less likely to occur, the tension they can produce among hospital nurses will be reduced. The nursing staff at hospitals has to be inspired and motivated in order to provide better care to patients. According to these results, in order to reduce stress among hospital personnel, nursing administration should consider the function of each job and assess whether or not each nurse's workload is reasonable. In order for the whole team to grow, it is important to offer both positive and negative feedback to the hospital nursing staff.

At maritime-related agencies on Peninsular, Malaysia's eastern coast, Yusof et al. (2018) studied organisational politics, job satisfaction, and intent to leave. Employees at public maritime-related companies on Peninsular

Malaysia's eastern coast had their work satisfaction, aspirations to leave in the future, and organisational politics studied here. The data gathering method employed in this study was a cross-sectional one. A total of 140 individuals from the Department of Fisheries and the Royal Malaysian Customs took part in the census in Terengganu, Malaysia. The data set for the investigation was assembled using questionnaires. Only 109 out of 140 surveys were actually returned for further examination.

We performed some preliminary analyses to make sure the data didn't follow the assumptions of normality, linearity, and homogeneity before we used the Statistical Package for the Social Science (SPSS) and the SmartPLS programmes to examine the data. The findings demonstrated a robust relationship between workplace politics, employee happiness on the job, and intentions to quit present employers. According to the study, agencies should prioritise implementing a good payment system that includes pay performance and other bonuses. This system would boost employee work satisfaction and lower turnover intents.

Finally, public marine agencies might benefit from the research's findings in organisational politics, which would heighten worker satisfaction. Consequently, the study's takeaway is that agencies should prioritise politically-motivated actions that boost employee happiness on the job and implement a fair compensation system that accounts for factors like performance reviews and other bonuses to keep employees from wanting to leave. Lastly, public maritime-related organisations could benefit from this study's findings in the field of organisational politics by increasing employee work satisfaction.

Junior (2020) used Christian Scholars International School, Kwadaso as a case study to examine how workplace politics contribute to unhappiness in Ghana's education sector. Ghana was the site of the research. After analysing the positive and negative effects of organisational politics on education workers, the study aimed to determine what aspects of working in the field most contribute to employee satisfaction. The analysis mostly relied on case studies. The study's 24 participants were chosen at random from a pool of 36 using a systematic stratified random sampling technique. This information was gathered using a survey and questionnaire. Participation in organisational politics was associated with higher levels of employee satisfaction in Ghana's education sector.

Key elements in employee happiness include money, culture, working circumstances, and security. Additionally, more organisational equality might be benefited by beneficial political behaviour. The study found that the political climate can have detrimental effects on everyone, even those who are only indirectly impacted by major political actions. When it comes to educational organisations as a whole, positive political behaviour can help achieve greater equality. The study concluded that managers should educate HR on the negative effects of office politics. In order to manage and detect problems within their institutions, businesses should use experts such as organisational psychologists. The success of the company culture depends on employees' contributions and needs being valued. In order to help managers comprehend the political climate and implement timely corrective actions, development curricula should be reviewed periodically.

Lessons Learnt from the Review of Literature

There have been a lot of studies looking at how office politics affect job satisfaction on the job, which sheds light on how organisational politics might affect job satisfaction. Collectively, the research shows that office politics significantly affect job satisfaction on the workplace. Workers report lower levels of job satisfaction when they perceive a high level of political behaviour within their business. Employees' desire to quit their present jobs is correlated with organisational politics, according to the existing studies. Workers who see office politics in a bad light are more likely to consider looking for employment elsewhere. Employee happiness is influenced by various elements within the context of organisational politics.

According to studies, there are a lot of elements that affect how satisfied workers are with their jobs. These include things like pay, company culture, working conditions, and job security. It is possible to increase job satisfaction and decrease intentions to leave by instituting a positive payment system that includes performance-related compensation and bonuses. The findings stress the need of effective management and communication tactics in reducing the negative effect of office politics on morale. Employees and supervisors can work together more effectively to alleviate stress and boost job satisfaction through improved communication and interdependence. Workplace happiness takes a nosedive when toxic office politics get in the way.

On the other hand, other research suggests that becoming politically active can boost morale and help create a more equitable workplace. Improving the political climate through making it easier for workers to rise in

their careers is a certain way to boost morale on the job. According to studies, it's critical to evaluate the appropriateness of each employee's workload and make sure that job responsibilities are in line with their stated goals. For optimal employee happiness and commitment, it is vital to ensure proper motivation, inspiration, and workload assessment. An employee's opinion of organisational politics is strongly correlated with their degree of workplace satisfaction, according to the research.

One way to make workers feel more at ease on the job is to educate them about the many forms of organisational politics. Leadership and management practises can be better understood via these studies. Fostering open and honest communication, establishing fair remuneration processes, and building a healthy company culture should be top priorities for effective leaders. If we want to increase work happiness and retention, we must implement these methods. Employees who conduct in a self-centered manner, putting their own needs ahead of those of the company or their coworkers, are less likely to be satisfied with their jobs, according to the research.

Fostering a positive work atmosphere requires an emphasis on cooperative and collaborative behaviour. Job happiness is heavily influenced by how well one evaluates the organisational politics. Workers who see organisational politics in a negative light are less likely to be satisfied with their jobs. In order to boost employee happiness on the job, companies must take the initiative to change this attitude.

Conceptual Framework

A conceptual framework, which stands for the researcher's synthesis of the literature on the most effective ways to describe events, can be understood

in various ways (Hulland, 2020). To better understand your data and how it relates to your study's aims, it's helpful to build a conceptual framework (Fisher et al., 2010). An operationalization of branding based on scientific principles is advocated for in this paper. Branding and consumer choice are, thus, the primary research variables. It is also suggested that there is no statistically significant effect of relationships on job satisfaction (H_1), communication on job satisfaction (H_2), resources on job satisfaction (H_3), reputation on job satisfaction (H_4), decisions on job satisfaction (H_5), and so on. In Figure 1 these claims are shown:

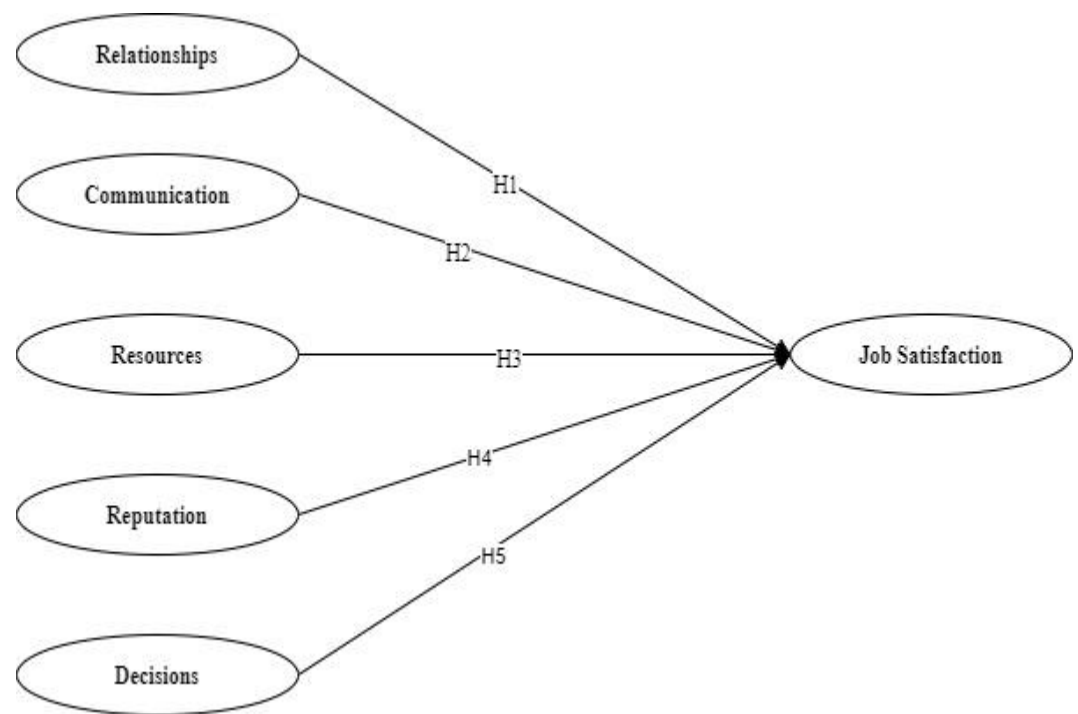
Organisational Politics**Job Satisfaction**

Figure 1: Conceptual Framework

Source: Author's Construct (2021)

The connection, reputation, decisions, communication, and resources that make up organisational politics are seen as the independent variable since they are believed to have an effect on work satisfaction. Consequently,

improvements in work satisfaction would be the result of higher ratings of organisational politics. Also, the inverse is true. As a dependent variable, job satisfaction is considered. The study posits that a shift in organisational politics would lead to a corresponding shift in workers' levels of contentment with their jobs. From this vantage point, the research suggests that organisational politics at Cape Coast Technical University might be a useful tool for boosting employee happiness on the job.

Chapter Summary

The material on the literature review has been presented in this chapter in relation to the study's key theme. Theoretical stance, conceptual challenges, empirical reasoning, and conceptual framework received extra emphasis. The main purpose of this chapter is to give enough information for readers to grasp the study's important concepts, compare the results to prior empirical assertions, and give evidence from the literature that may be used to test the study's specific objectives empirically.

CHAPTER THREE

RESEARCH METHODS

Introduction

The methodology and processes for data collection and analysis are detailed in this chapter. Research methodology, research strategy, population, study area, sample size, sampling technique, data gathering tool, data gathering procedure, ethical consideration, and data processing and analysis are the eleven subheadings that make up this chapter.

Research Approach

There are three main ways to do research, as stated by Saunders, Lewis, and Thornhill (2016): quantitative, qualitative, and mixed techniques. Qualitative research focuses on finer points of social reality, whereas quantitative research allows for the examination of correlations between variables (Sekaran & Bougie, 2016). The kind of data utilised in the study may impact the difference between quantitative and qualitative research approaches, according to Saunders et al. (2016). Quantitative analysis relies on numerical data, whereas qualitative research relies on non-numerical information. There may be differences between the two methods in terms of how they gather and interpret data, according to Neuman (2014).

As an example, researchers in qualitative research studies often utilise an interview guide or section to gather data, in contrast to the questionnaires used in quantitative research studies. The third strategy, a mixed-method approach, is only a combination of the first two methods, according to Sekaran and Bougie (2016) and Saunders et al. (2016). Additionally, the authors stated

that qualitative research methods are not suitable for generalising sample results to the entire population, in contrast to quantitative research methods.

A quantitative research strategy was employed in the investigation. This is because the constructs were evaluated quantitatively using nominal scales and other well-established measuring tools. According to Miah, Solomonides & Gammack (2020), Lak & Aghamolaei (2020), and Schimanski, Pasetti-Monizza, Marcher, and Matt (2019), the numerical data collected using the quantitative approach is analysed mathematically, with a focus on statistics. According to Kassam, Marcellus, Clark, and O'Mahony (2020), the standard strategy is to start data gathering by making theoretical or inquiry-based frameworks, and then to use descriptive or inferential statistical methods.

According to Nzembayie, Buckley & Cooney (2019), Stevenson (2019), and Schruijer (2020), quantitative procedures are thought to presuppose the presence of an objective truth that is distinct from human perception. Questions produced from theory and used in the quantitative research approach are mostly based on logical reasoning. The goal of the observation and data collection process is to assess the hypothesis. According to previous research (Phillipson, Smith, Caiels, Towers & Jenkins, 2019; Maher, Hadfield, Hutchings & de Eyto, 2018; Frew, Weston, Reynolds & Gurr, 2018), the notion will be either supported or refuted based on the results that are collected. The conviction that numerical data can adequately capture and explain the reality within the domain of scientific investigation is the epistemological bedrock of quantitative study.

The studies of Alase (2017), Mohr, Riper, Schueller (2018), and Tuffour (2017) demonstrate the relevance of this viewpoint in developmental science and the social sciences.

Research Design

Research designs can be classified into three main categories: exploratory, descriptive, and explanatory, according on the goals of the study (Saunders, Lewis, and Thornhill, 2007; Sekaran and Bougie, 2016). Research designs offer detailed instructions for carrying out different procedures; they are analytic tools used in qualitative, quantitative, and mixed methodologies research (Cresswell, 2014). Exploratory, descriptive, and explanatory research designs are highlighted by Saunders and Tosey (2013) as being important and relevant. The fact that each study design has its own unique use was stressed.

Based on their findings, Sekaran and Bougie (2016) recommend using exploratory research designs for studies that want to learn more about a topic by delving into its essence. In qualitative research, this kind of investigation is commonly used to learn more about uncharted territory. Consistent with this line of thinking, Nassaji (2015) bolstered the claims put forward by Dulock (1993), Lans and Van der Voordt (2002), and Sekaran and Bougie (2016) about how well the descriptive research approach organises and summarises data in investigations. Researchers often find that descriptive language helps them identify, describe, and evaluate the characteristics of any community of persons (Simon, 2011). Research seeking to prove a link between two or more research variables or concepts lends itself nicely to an explanatory design (Subedi, 2016).

Based on previous research (Andrade, 2019; Avella, 2016; Ishtiaq, 2019; Windsong, 2018; Zhang, 2019), this study used an explanatory research design. If objects and occurrences can be said to possess causal capacities, then Rahi (2017) would argue in favour of causal research. They can cause different things to happen because of the things they own. Consequently, we are looking at how the office politics affect job satisfaction on the workplace at Cape Coast Technical University in central Ghana. D'Alimonte, De Sio & Franklin, 2020; Doyle, McCabe, Keogh, Brady & McCann, 2020; Reay, van Schaik & Wilson, 2019 state that the main goal of explanatory research is to provide explanations for why events occur and to make predictions about what may happen in the future. The data are quantitative, which supports the claim that a statistical test is usually necessary to validate the correlations (Cresswell, 2014; Cardano, 2020; Durdella, 2017; Yan, 2020), which in turn informs the decision to conduct the study statistically.

Study Area

The research was carried out at Cape Coast Technical University (CCTU), a postsecondary research university that was established in 1984. It is located around 5 miles from the Pedu Traffic Lights, off the main route that connects Cape Coast to Twifu Praso in the Central Region of Ghana (CCTU, 2017). In 1986, GES directed CCTU's efforts to provide multiple pathways to postsecondary credentials. With the approval of the PNDCL 322, CCTU was able to transform into a university in 1992 and start providing programmes that may earn students Higher National Diplomas (HNDs). Cape Coast Polytechnic was the popular name for the school. In line with the government's policy for polytechnics in Ghana, which is to offer tertiary

education in order to train middle-level manpower for the country (Act 922), Cape Coast Polytechnic was recently transformed into a technical university along with seven (7) other polytechnics under the Technical Universities Act of 2016.

Act 745, passed in 2007, mandated that CCTU start providing degree programmes in line with the new Polytechnic Act. At the heart of CCTU's goal is the provision of high-quality technical and vocational education with an emphasis on career development for the benefit of the nation. Its secondary goal is to ensure that more individuals have access to quality higher education so that they can realise their academic and professional potential (CCTU, 2017). At CCTU, thirteen academic departments make up the three schools that were previously there. The School of Engineering encompasses the aforementioned three departments: Mechanical Engineering, Civil Engineering, Electrical and Electronic Engineering, and Construction Technology.

The School of Applied Sciences and Arts is home to several departments, including Liberal Studies, Tourism, Hotel, Catering, and Institute Management, Mathematics, Statistics, and Computer Studies, and Fashion Design and Textiles Studies. Accounting, Secretarial Science, Management, Marketing, and Supply Chain Management are the five departments that make up the School of Business. Engineering (Mechanical and Civil), Secretaryship and Management Studies (B-Tech), and Building Technology (HND) are among the many programmes they provide. There were 273 non-academic staff members and 127 academic professionals at the university in 2018.

As a consequence, a total of 400 individuals were employed, with 146 being members at the highest level, 86 being middle-level personnel, and 168 being lower-level workers (CCTU, 2018). The wildly different opinions on the present award systems at the University might influence the work ethic of the staff. The goal of the institution, which is to provide practical training for academic and professional achievement to everyone who wants it, can be ruined if employees perform badly on the job (CCTU, 2018). So that administrators might create a pay plan that would motivate their staff, the researcher opted to poll CCTU personnel regarding their views on the university's incentives programme and their general impression of working there.

Population

The population is defined by Kothari (2004) as a society as a whole, sharing common quantitative traits among individuals, events, and artefacts. According to Graneheim and Lundman (2004), the population is comprised of all the causes that meet a predetermined set of characteristics. The study's target group consisted of the entire CCTU staff, including senior members (academic and non-academic), senior staff members, and junior staff members. There are 400 employees, according to data available from the university's Personnel and Welfare Section (CCTU, 2018). There were 168 entry-level workers, 146 middle managers, and 86 upper-level executives.

Sample Size and Sampling Procedure

According to several sources (Strouse, Donovan & Fatima, 2019; Malhotra & Birks, 2007; Bassey, 1995), sampling can also be defined as the process of choosing a subset of a population to serve as a proxy for the whole.

According to Vølstad et al. (2019), sampling is the process through which researchers select a subset, or sample, of the population of interest to examine. An additional advance was the observation by Wagenaar et al. (2018) that sampling is a methodical procedure for selecting a subset of a broader population to serve as a basis for estimating the frequency of a variable of interest. Since studying an entire population is practically never feasible, sampling becomes crucial (Yong, et al., 2019).

The calculation of the sample size must precede sampling. The poll included two hundred (200) employees who were persuaded to take part using Yamane's formula (1967). Included in this were senior members as well as senior and junior personnel. Using Yamane's formula for sample determination (1967), the sample size was determined. The provided equation is as follows:

$$n = \frac{N}{[1+N(e)^2]}$$

Where n = sample size; N = sample frame (400); and e = margin of error. Yamane (1967) proposed a 5-percentage-point margin of error.

Researchers in the social sciences were compelled to use this particular sampling equation because it allows them to meet the suggested sample criteria for regression analysis: $[(n > 50 + 8 \text{ (Number of independent variables)})]$. References: Bensah (2018) and Pallat (2005). Utilising a stratified random sample technique, the quantity of respondents was determined from the sampling frame. A probability sampling process known as stratified sampling involves dividing the target population into distinct, homogenous groups called strata. From each stratum, a random sample is taken (Burnam &

Koegel, 1988; Hagan & Collier, 1983). After then, a single sample is created by combining the samples taken from each stratum. Quota random sampling is another name for this sample method (Bryant, 1975; Binson, Canchola & Catania, 2000).

In order to begin the stratified sampling technique, it was necessary to define the target population and identify the stratification characteristics. These variables would later be utilised to establish the number of strata to be employed for the study. The study's aims informed the selection of stratification variables. The research estimated subgroups using stratification characteristics that were associated with those groupings. Stratification factors are frequently chosen based on the availability of supplementary data. The research made use of more than one stratification variable. Nevertheless, the study can only deliver the desired results if it is both related to and independent of the relevant variables. There was a development and identification of the current sample frame that contained all information on the stratification variables for each element in the target population.

In order to make any required adjustments, the sample frame was checked for under coverage, over coverage, multiple coverage, and clustering. Splitting the sample frame into strata allowed us to generate a sampling frame for each stratum based on the stratification variable(s). We maximised variances across strata and minimised differences within strata. The whole populace was made up of the strata. The population's strata were distinct and mutually exclusive groups. Every single person in the population belonged to exactly one stratum. Every element in the strata was given a distinct number. For every stratum, a sample size was calculated.

What kind of stratified sampling is used depends on how the sampled items are distributed numerically throughout the different strata. The sample size was determined using proportionate stratified sampling in the study. Czaja, Blair, and Sebestik (1982), Kish (1949), and Levy and Lemeshow (2008) all state that in proportionate stratified sampling, the number of elements assigned to each stratum is directly proportional to the representation of that stratum in the target population. What this means is that the sample size for each stratum is directly correlated to its proportionate size in the target population. According to Kish (1965) and Lavrakas, Bauman, and Merkle (1993), it is a self-weighting and EPSEM sampling process. According to Salmon and Nichols (1983) and Scheaffer, Mendenhall, and Ott (2006), every part of the population has an equal probability of being chosen because the sample percentage is the same across all strata.

A self-weighting sample is the end product. When attempting to estimate parameters of a population, this sampling approach is employed (Sudman, 1976; Thompson, 2002; Troidahl & Carter, 1964). The desired sample size was determined at random from each stratum in the investigation. Every stratum had a minimum of one element chosen for the sample, and every stratum had a minimum of two elements chosen for the computation of the margin of error of estimations generated from the gathered data. Predictive research also requires this (Creswell, 2014).

Table 1: Proportional Stratified Sampling for Sample Size Used

Employees	Population	Sample	Sample
	(N)	(%)	(n)
Senior Members	146	36.5	73
Senior Staffs	86	21.5	43
Junior Staffs	168	42	84
Total	400	100	200

Source: Author's Sample, (2024)

Data Sources

Data that is gathered with a particular objective in mind is called primary data, according to Malhotra (2015). The data is considered the main piece of evidence. Data that has been gathered for reasons unconnected to the current investigation are known as secondary data. Primary data on four distinct topics had to be collected in order for the study to be carried out properly. To begin, information about the demographics of the mining businesses' workers who participated in the study had to be collected. Age, gender, occupation, and level of education were some of the demographic variables that needed to be collected from the study participants for a full profile to be generated. An extensive variety of sources, including academic journals, books, papers, textbooks, and the internet, were used in the literature review. The sources included both published and unpublished content.

Data Collection Instrument

Surveys, questionnaires, interviews, observations, and other methods of gathering data may vary depending on the nature of the study (Thomas et al., 2018). It is important to consider the study objectives, the data type required, and the intended audience while choosing an instrument. A survey

questionnaire is a common tool for gathering information through the administration of a predetermined set of questions to a sample of people. In order to answer these questions, participants can either write down their thoughts quickly or choose one of several pre-made options (such a multiple-choice or Likert scale). Whether conducting an interview with a single subject or a small group, a protocol details the steps to take and questions to ask (Kielhofner & Coster, 2017). Cappa, Petrowski, and Njelesani (2015) state that interviews enable one to delve deeply into the viewpoints and experiences of participants.

According to Haseski and Iliic (2019), observation is a method of collecting data by the act of observing anything in its natural environment, whether it be behaviour, events, or physical traits. Direct observation of people's actions and interactions is possible through observation, as is the ability to observe the outcomes of such actions and interactions (Moyo, 2017). The research relied on primary data for statistical analysis. In order to gather information for the study, researchers employed a standardised, closed-ended questionnaire that participants filled out on their own. This works well for studies conducted in the social sciences (Lavrakas, 2008). Questionnaires were utilised as a research tool for gathering data. In order to address the research hypotheses and fulfil the aims intended for this study, participants were asked a series of closed-ended questions as part of a questionnaire (Malhotra, Melville & Watson, 2013). In addition, the questionnaire is a structured collection of questions used to gather information from respondents (Malhotra & Birks, 2007). Questionnaire-based surveys are among the most used methods for collecting data in the field of research. Important metrics for

company growth and management can be found using these (Malhotra & Birks, 2007). Subramanian, Tangka, Edwards, Hoover, and Cole-Beebe (2016) and Maxwell and Mittapalli (2010) both state that explanation studies are inherently organised, which necessitates organised methods of primary data gathering. The survey questions were all multiple-choice. Respondents to the closed-ended questions must evaluate each answer option separately from the others and select one from a predetermined range of alternatives..

The researchers used a Likert scale, which is better appropriate for evaluating behaviour, attitude, or other phenomena of interest on a continuum, and a checklist, which is a list of the things the researcher is examining, for the closed-ended questions (Leedy & Ormrod, 2010). Instead of conducting interviews, questionnaires have many benefits (McColl, 2005). According to Zhao, Liang, and Dang (2019) and Murali, Cuthbertson, Slater, Nguyen, Turner, Harris, and Nagamani (2020), it simplifies data collecting and processing. That being said, it does take a lot of time (Deshpande, Pradhan, Sikdar, Deshpande, Jain, & Shah, 2019; Chatzitheochari, Fisher, Gilbert, Calderwood, Huskinson, Cleary & Gershuny, 2018). In order to gauge how people felt, thought, and acted in relation to the survey questions, we utilised a 5-point Likert scale.

There were three parts to the survey. These subcategories were appropriate for the aims of the research. Section "A" delved into the respondents' demographic information. In Section "B," we looked at how the political climate at Ghana's Central region's Cape Coast Technical University was doing. Relationships, communication, resources, reputation, and decisions were the five categories into which the organisational politics were

categorised. Employee happiness on the job was also assessed in Section "C" at Ghana's Central region's Cape Coast Technical University. There were 13 items that measured intrinsic job satisfaction and 9 items that measured extrinsic job satisfaction when it came to employees' levels of job satisfaction.

Pre-test of Survey Instruments

A preliminary test was conducted to ensure that the questionnaire was error-free in terms of phrasing and instructions, and to make any necessary adjustments to ensure that respondents would have no trouble filling it out. Dugard and Todman (1995) state that questionnaires are never finished; rather, they must be refined through iterative testing while being influenced by existing literature. Saunders, Lewis, and Thornhill (2009) and de Vaus (2001) state that pre-test provides multiple benefits to the research. These include providing a reasonable estimate of the time and money needed to conduct the primary survey, testing items with a low response rate, and ensuring that the questionnaire's instructions are clear and concise.

The purpose of the pre-test is to evaluate the following: the level of understanding of the questions by the respondents; the number of correct answers for each question; the effectiveness of the filter questions; the correct coding of the questions, in particular the open-ended questions and the additional answers to the closed ones; and the presence or absence of duplicate questions. In February 2022, the instrument's pre-testing began. Despite the fact that Saunders, Lewis, and Thornhill (2009) argue that a pre-test with at least 10 responses is valid. For the preliminary assessment, 35 staff members from Tarkoradi Technical University in Western Ghana were utilised. We made sure that everyone was aware that this was a practice test, and we asked

them to comment on any problems they had while filling out the survey (Baxter and Babbie, 2003).

Thirty sample questionnaires were collected for the pre-test. Relationship, reputation, decision-making, communication, resource, and job satisfaction-related questions were satisfactorily addressed. To make sure the items used to measure the study's variables (organisational politics and job satisfaction) were internally consistent, a reliability test was performed.

Reliability and Validity

When evaluating an instrument, it is crucial to take its reliability and validity into account. Bless and Higson-Smith (2000) state that consistency is the main concern when it comes to reliability. When measuring a constant value, an instrument is considered to have high dependability if the results are consistently accurate. For internal consistency, a Cronbach's Alpha score of 0.969 was obtained. According to Pallant (2005), the scale can be deemed credible with a sample size of 0.7 because all of the Cronbach's Alpha values are more than 0.7. The study's individual construct reliability scores are summarised in Table 2.

Table 2: Reliability Results

Construct	Cronbach's Alpha	Number of Items
Organisational politics	0.900	20
Job satisfaction	0.881	22
Overall Scale	0.969	42

Source: Field Survey (2024)

All of the constructs are very trustworthy, with reliability values more than 0.7, according to the reliability test results shown in Table 2. In order to ensure internal consistency, as described by Saunders, Lewis, and Thornhill

(2009), it is necessary to correlate the answers to different items on the questionnaire with one another. The validity of an instrument is related to how effectively it tests the intended basic definition (Saunders et al., 2009). Also, according to them, an instrument can't be legitimate unless it's accurate, which means it can't be reliably reproduced. Only after that can it be examined to see whether it's what it claims to be. Conversely, according to Saunders et al. (2009), an instrument's validity is defined as the extent to which it accurately assesses the target idea.

They go on to say that in order for an instrument to be valid, it needs to be dependable, which means it needs to be consistently repeatable. After this is done, the device can be checked to see if it really does what it says it will. The researcher checked additional pertinent literature and provided support for the instrument's design to guarantee the surveys' validity. Scientific validation was provided for some of the scale elements. Additionally, before to delivering the questionnaire to the respondents, it was sent to the project supervisor for review, correction, and approval.

Field Work

Personal interviews were the main method of gathering information for the study. After receiving official approval from the institution's administration to gather primary data, this operation was carried out at the designated institution. An introductory letter was sent to the intended institution from the University of Cape Coast's Business Studies Unit in the College of Distance Education to help with this. From July 19th, 2022 to August 4th, 2022, participants formally self-administered the study data collection instrument. The number of structured questionnaires distributed was

two hundred and twenty (220). Everyone who took part in the study did so freely; no one was coerced into doing so. Everyone who took part in the study did so voluntarily. To compile the data, two hundred (200) structured surveys were collected. The study had an overall response rate of 91.00%. Therefore, in order to analyse the data in light of the study's stated research aims, 200 examples were used.

Data Processing and Analysis

Data cleansing was performed after original data collection to remove non-responses and outliers, making the primary data more reliable. After these were finished, the Statistical Package for the Social Sciences, version 26.0, was used for data entry and coding. According to several studies (Jena, 2021; Anwar, Gani & Rahman, 2020; Rodrigues, et al., 2019; Jena & Pradhan, 2018; Asiamah, 2017), these applications are suitable for use because of the statistical methodologies they incorporate. In order to facilitate a comprehensive evaluation of the established research goals, data transformation was executed after validity and reliability checks for the individual constructs.

The first five research objectives were measured using simple regression. To ensure that the basic assumptions of these parametric statistical methods were not violated, a battery of tests was conducted. Tabular and graphical representations of the results were provided.

Ethical Consideration

It became necessary to adhere to specific practical guidelines in order to avoid violating any ethical stance in social science investigations when human elements were involved in the execution of the empirical data. The first

step in formally obtaining permission to collect primary data was to submit an introductory letter to the university administration. Each participant was briefed on the study's objectives. For questions that were unclear or difficult for respondents to answer correctly, we urged that they seek clarification. Everyone who took part in the study did so voluntarily, with the understanding that their participation would be crucial to the success of the initiative. Protecting respondents' privacy, anonymity, and secrecy was a top priority when developing the structured questionnaire.

The primary data gathering process did not cause any harm to the participants. The completion rate was eventually aided by the fact that the scale's questions or statements were clear, straightforward, and unambiguous. In order to make the study more credible, plagiarism was used. The sources that were quoted were properly referenced. Due to the lack of data modification, the results were reported as discovered.

Chapter Summary

In this section, we have covered the methods used to collect primary data, how those data were processed and analysed with the purpose of meeting the research objectives, and how the study's results were presented in a way that is easy to understand and interpret.

CHAPTER FOUR

RESULTS AND DISCUSSION

Introduction

Based on the stated study objectives, this chapter offers the study's findings. Anand, Hu, Liden, and Vidyarrhi (2011) thoroughly examine the findings, which are presented chronologically, taking into consideration their management implications and prior empirical findings. We used regression analysis to quantify the results. For this type of investigation, these metrics worked well. The results were laid forth in the following tables.

Response Rate

A study's response rate is the percentage of the total population that filled out the survey (Mugenda & Mugenda, 2003). According to the authors, quantitative research is best conducted with a response rate of 70% or above; 60% is considered very good; 50% is considered good; and any response rate below 50% is considered inappropriate. Only two hundred (200) participants, or 91% of the total, completed and returned all two hundred questionnaires out of two hundred and twenty (220) that were given out to participants in the study. Twenty items remained unanswered because participants either did not respond at all or left blanks. The aforementioned researchers determined that the response rate that was achieved was suitable and relevant to the study.

Demographic Characteristic

This section analysed the demographic characteristics of the respondents. Gender, age, level of education and working experience were all analysed. Table 3 shows the demographic characteristics of the respondents.

Table 3: Demographic Characteristics

Variable	Category	Frequency	Percent (%)
Age	Below 25 years	20	10.0
	25–34 years	60	30.0
	35–44 years	50	25.0
	45–54 years	40	20.0
	55 years and above	30	15.0
Gender	Male	120	60.0
	Female	80	40.0
Highest Level of Education	Diploma	30	15.0
	Bachelor's Degree	70	35.0
	Master's Degree	60	30.0
	PhD	30	15.0
	Other	10	5.0
Current Position	Administrative Staff	50	25.0
	Teaching Staff	100	50.0
	Technical/Support Staff	40	20.0
	Other	10	5.0
Years of Service	Less than 1 year	10	5.0
	1–5 years	70	35.0
	6–10 years	60	30.0
	11–15 years	40	20.0
	16 years and above	20	10.0
Department	Administration	40	20.0
	Finance	30	15.0
	Academic Affairs	70	35.0
	Student Support Services	40	20.0
	Other	20	10.0
Employment Type	Full-time	150	75.0
	Part-time	30	15.0
	Contractual	15	7.5
	Other	5	2.5
Marital Status	Single	80	40.0
	Married	100	50.0
	Divorced	10	5.0
	Widowed	8	4.0
	Other	2	1.0
Predominant Age Group of Subordinates	Below 25 years	20	10.0
	25–34 years	60	30.0
	35–44 years	50	25.0
	45–54 years	40	20.0
	55 years and above	10	5.0
	Not Applicable	20	10.0

Source: Field Survey (2024)

Table 3 presents a comprehensive breakdown of the demographic characteristics of respondents in a study conducted at Cape Coast Technical University. The analysis reveals key insights into the profile of the participants, providing a foundation for understanding the relationship between organizational politics and job satisfaction.

The age distribution indicates a fairly young workforce, with 40% of respondents falling between the ages of 25–34 years (30%) and below 25 years (10%). This is reflective of an institution where younger employees might be recent hires or early in their professional careers. A significant portion (25%) falls within the 35–44 age group, representing mid-career professionals, while 35% are aged 45 years and above, demonstrating a mature and experienced segment of staff. The variation in age groups ensures a balanced perspective on organizational politics and job satisfaction, as experiences might differ by age.

The respondents comprise 60% males and 40% females, reflecting a gender distribution often seen in Ghanaian technical universities. This balance highlights diversity and may impact perceptions of organizational politics, as gender dynamics often influence workplace interactions.

The respondents display a high level of educational attainment, with 80% possessing a bachelor's degree or higher. Bachelor's degree holders form the largest group (35%), followed by those with master's degrees (30%), and PhD holders (15%). This aligns with the requirements for teaching and administrative roles in higher education institutions. A small percentage (5%) indicated "Other" qualifications, suggesting diverse skill sets among staff.

Half of the respondents (50%) are teaching staff, emphasizing their dominant presence in the university. Administrative staff account for 25%, while technical/support staff represent 20%. The remaining 5% are classified as "Other," likely indicating roles that do not fit neatly into the given categories. The predominance of teaching staff reflects the primary mandate of the institution as an academic establishment.

The years of service show that most respondents (70%) have worked at the university for less than 10 years, with 35% having 1–5 years of experience and 30% having 6–10 years. Employees with 11–15 years (20%) and over 16 years (10%) demonstrate institutional continuity, which is crucial for maintaining organizational knowledge and culture.

The respondents are fairly distributed across departments, with the highest representation in Academic Affairs (35%). Administration and Student Support Services each account for 20%, while Finance constitutes 15%. The remaining 10% belong to "Other" departments, possibly specialized units. This distribution reflects the diversity of roles within the institution.

The majority of respondents (75%) are full-time employees, indicating stable employment relationships that might influence perceptions of organizational politics and job satisfaction. Part-time staff constitute 15%, while 7.5% are contractual employees, suggesting varying levels of job security and engagement.

The marital status data shows that half of the respondents are married (50%), while 40% are single. Divorced and widowed respondents account for 5% and 4%, respectively, with a negligible 1% indicating "Other." Marital status could influence work-life balance and perspectives on job satisfaction.

A diverse age group of subordinates is noted, with 30% aged 25–34 years and 25% aged 35–44 years. Interestingly, 10% reported "Not Applicable," suggesting that some respondents may not oversee subordinates. The distribution emphasizes the mixed demographic within the workforce.

The percentages and frequencies reflect the realities of an academic institution like Cape Coast Technical University. The significant representation of young and educated individuals aligns with the university's role in fostering a knowledge-based workforce. The dominance of full-time employees ensures a stable environment, crucial for analyzing the impact of organizational politics on job satisfaction. Furthermore, the inclusion of diverse roles and departments provides a holistic view of workplace dynamics.

This demographic analysis lays the groundwork for exploring how organizational politics influence job satisfaction among various groups, offering insights into differences based on age, gender, position, and other factors.

Reliability and Validity Test

Reliability and validity in research projects are significant to determine the degree to which the scales of the measurements are valid and reliable. To conduct this, the Cronbach Alpha test was used to investigate internal consistency of the constructs. The Cronbach Alpha acceptable test rate was 70% or 0.7 and any construct recording below this limit indicates poor internal consistency. The factor analysis was applied to examine the measurement scale validity. For an acceptable factor analysis number of vital hypothesis is important. For example, Kaiser-Meyer-Okin (KMO) values must be 50% (0.50) or more and the probability of Bartlett's Test of Sphericity must be

significant ($p\text{-value} < 0.05$). Furthermore, the factor loadings of the elements or items must be greater than 0.6 and the Average Variance Extracted (AVE) must be 0.5 or better (Hair, 2010). The reliability and validity of the individual constructs have been presented in detail below.

Validity and reliability results for Relationship

In assessing the construct, six elements were used to measure relationship. After the Kaiser-Meyer-Olkin Measure of Sampling Adequacy (.885), determinant (.025) and Bartlett's Sphericity Test ($X^2(15) = 508.464$; $p < 0.05$) assumptions were met, factor analysis was conducted on all six items. The six components used to measure the construct were highly loaded ($> .5$). On the six (6) items using the Cronbach Alpha, reliability tests were carried out. Cronbach's Alpha was registered at .903. This suggests that the six elements were accurate in measuring the management of the study. The naïve method was used to measure the relationship variable.

Table 4: Exploratory Factor Analysis on Relationship

	Factor Loading
In this organization, success depends more on who you know than what you know	.842
Building close relationships with influential people is important for getting ahead in this company	.832
Promotions and opportunities are often given based on personal connections rather than merit	.860
There are hidden agendas and power struggles happening behind the scenes in this company	.812
People sometimes use gossip or rumors to spread misinformation or damage reputations	.865
Cronbach Alpha	0.903
Eigenvalue	3.363
% of Variance	67.26
KMO=0.885; $\chi^2=508.464$; df=15; p-value=0.000	
Source: Field Survey (2024)	

Validity and reliability results for Communication

In assessing the construct, five elements were used to measure communication. After the Kaiser-Meyer-Olkin Measure of Sampling Adequacy (.886), determinant (.027) and Bartlett's Sphericity Test ($X^2(10) = 502.549$; $p < 0.05$) assumptions were met, factor analysis was conducted on all five items. The five components used to measure the construct were highly loaded ($> .5$). On the five (5) items using the Cronbach Alpha, reliability tests were carried out. Cronbach's Alpha was registered at .919. This suggests that the five elements were accurate in measuring the variable communications. The naïve method was used to measure the communication variable.

Table 5: Exploratory Factor Analysis on Communication

	Factor Loading
Important decisions are often made without informing everyone who needs to know	.820
People withhold information to gain an advantage over others	.827
Key information is often communicated through informal channels rather than official ones	.897
Information is shared more freely among certain groups or cliques in the organization	.906
Management often communicates goals and expectations in a vague or unclear way.	.879
Cronbach Alpha	0.919
Eigenvalue	3.788
% of Variance	75.76
KMO=0.886; $\chi^2=502.549$; df=10; p-value=0.000	

Source: Field Survey (2024)

Validity and reliability results for resources

In assessing the construct, five elements were used to measure resource. After the Kaiser-Meyer-Olkin Measure of Sampling Adequacy (.900), determinant (.007) and Bartlett's Sphericity Test ($X^2(36) = 1142.534$; $p < 0.05$) assumptions were met, factor analysis was conducted on all five items. The nine components used to measure the construct were highly loaded ($> .5$). On the nine (9) items using the Cronbach Alpha, reliability tests were carried out. Cronbach's Alpha was registered at .945. This suggests that the five elements were accurate in measuring the resource variable. The naïve method was used to measure resources variable.

Table 6: Exploratory Factor Analysis on resources

	Factor Loading
People with strong political connections have easier access to important resources (e.g., budget, equipment, personnel) than those without.	.830
Departments or teams seem have a larger share of resources compared to others doing similar work.	.859
Getting access to necessary resources often requires building relationships with influential people.	.816
Resources may be used for personal gain or to support political agendas rather than organizational goals.	.838
People sometimes use their control over resources to gain influence or exert power over others	.855
Cronbach Alpha	0.945
Eigenvalue	6.287
% of Variance	69.854
KMO=0.900; $\chi^2=1142.534$; df=36; p-value=0.000	
Source: Field Survey (2024)	

Validity and reliability results for Reputation

In assessing the construct, seven elements were used to measure reputation. After the Kaiser-Meyer-Olkin Measure of Sampling Adequacy (.773), determinant (.006) and Bartlett's Sphericity Test ($X^2(21) = 710.604$; $p < 0.05$) assumptions were met, factor analysis was conducted on all six items. The six components used to measure the construct were highly loaded ($> .5$). On the five (5) items using the Cronbach Alpha, reliability tests were carried out. Cronbach's Alpha was registered at .833. This suggests that the five elements were accurate in measuring the variable, reputations. The naïve method was used to measure the construct, reputations.

Table 7: Exploratory Factor Analysis on Reputations

	Factor Loading
People in this organization sometimes use positive spin or downplay negative information to manage the company's reputation	.633
Certain individuals or departments use political tactics to deflect blame or take credit for successes associated with their reputation.	.632
Good reputation within the organization are more important for career advancement than actual skills or performance.	.704
Building relationships with influential people can help protect your reputation from attacks by political rivals.	.769
Employees are often skeptical of official company communications or pronouncements due to perceived political agendas.	.723
Cronbach Alpha	.833
Eigenvalue	3.502
% of Variance	50.030
KMO=0.773; $\chi^2=710.604$; df=21; p-value=0.000	

Source: Field Survey (2024)

Validity and reliability results for Decisions

In assessing the construct, five elements were used to measure decisions. After the Kaiser-Meyer-Olkin Measure of Sampling Adequacy (.902), determinant (.011) and Bartlett's Sphericity Test ($X^2(45) = 1077.639$; $p < 0.05$) assumptions were met, factor analysis was conducted on all five items. The five used to measure the construct were highly loaded ($> .5$). On the five items using the Cronbach Alpha, reliability tests were carried out. Cronbach's Alpha was registered at .931. This suggests that the five elements were accurate in measuring the variable, decisions. The naïve method was used to measure the construct, decisions.

Table 8: Exploratory Factor Analysis on Decisions

	Factor Loading
Employees feel like they are not kept informed about the rationale behind major decisions	.774
Decisions are sometimes made based on personal agendas or political maneuvering rather than what's best for the organization.	.724
Decisions are sometimes reversed or delayed due to political infighting or power struggles within the organization	.799
Employees feel like they have little or no influence on important decisions that affect their work	.749
Important decisions are often made behind closed doors without clear explanations for employees.	.824
Cronbach Alpha	.931
Eigenvalue	6.238
% of Variance	62.385
KMO=0.902; $\chi^2=1077.639$; df=45; p-value=0.000	
Source: Field Survey (2024)	

How Relationships Affect Job Satisfaction

Findings from this part of the study should have addressed the primary aim of the research, which was to examine the impact of relationships on the level of job satisfaction among staff members at Cape Coast Technical University in central Ghana. Using a regression analysis, researchers in Ghana's Central region looked at how several associations affected workers' levels of job satisfaction at Cape Coast Technical University. Pallant (2016) states that when looking for a relationship between two variables, regression analysis is the way to go. In this case, employee happiness on the job served as the dependent variable, while relationships served as the independent variable. Tables 4, 5, and 6 show the results of the effect analysis, which used simple regression.

Table 9: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the
				Estimate
1	.876 ^a	.767	.766	.28575

a. Predictors: (Constant), Relationships

Source: Field Survey (2024)

An explanation of the relationship and the degree to which the independent variable explained the variation in the dependent variable can be found in Table 2. The direction and strength of the relationship between the dependent and independent variables are indicated by the column marked R, which is also the correlation coefficient, according to Tabachnick and Fidell (2012). The extent to which changes in one variable affect the other is explained by Adjusted R-squared, which is also the coefficient of determination. Using Cohen's (1992) criteria, which states that a weak

relationship is defined as $\pm 0.1 \leq R \leq \pm 0.29$, a moderate relationship as $\pm 0.3 \leq R \leq \pm 0.49$, and a strong relationship as $\pm 0.5 \leq R \leq \pm 1$, it can be inferred from Table 2 that there is a strong correlation between relationships and the job satisfaction of employees at Cape Coast Technical University in the Central region of Ghana.

Once again, the results showed that relationships at Cape Coast Technical University in Ghana's central region accounted for 76.7% (Adjusted R Square) of the difference in employees' job satisfaction. Nevertheless, Table 3 was created to explain the statistical implications of the data in order to determine what the results in Table 2 mean.

Table 10: ANOVA

		Sum of				
Model		Squares	Df	Mean Square	F	Sig.
1	Regression	54.756	1	54.756	670.612	.000 ^b
	Residual	16.657	204	.082		
	Total	71.412	205			

a. Dependent Variable: Job Satisfaction

b. Predictors: (Constant), Relationships

Source: Field Survey (2024)

According to Table 3, the regression model was found to be statistically significant due to the fact that the significant value was significantly lower than the 95% confidence interval, 2-tailed threshold for statistical significance ($F(1, 205) = 670.612, P < 0.05$). The association between relationships and employees' job satisfaction is statistically significant, according to prior research (Pallant, 2016; Tabachnick & Fidell, 2012). This is because a probability level of less than or equal to 0.05 is considered to be the prerequisite for a regression model's significance. The

results of the analysis of variance (Table 3) demonstrate that the employees at Cape Coast Technical University in the Central area of Ghana saw a significantly favourable shift in their job satisfaction as a result of connections ($p=0.0001$; $p<0.05$).

Employees at Cape Coast Technical University in central Ghana reported far higher levels of job satisfaction after forming relationships, according to the study. Consistent with earlier empirical research that reached similar conclusions, this one also identifies connections as a strong predictor of job satisfaction on the job (Gull & Zaidi, 2012).

Table 11: Coefficients

		Unstandardized Coefficients		Standardized Coefficients	
Model		B	Std. Error	Beta	t
1	(Constant)	.446	.069		6.477
	Relationships	.811	.031	.876	25.896

a. Dependent Variable: Job Satisfaction

Source: Field Survey (2024)

At the Cape Coast Technical University in the Central area of Ghana, employees reported a significant and beneficial influence of relationships on their job satisfaction ($t = 25.896$, $P < 0.05$), as confirmed in Table 4 and Table 3. Our results suggest that, at Cape Coast Technical University in Ghana's Central area, employees report higher levels of job satisfaction when it comes to relationships. Employee happiness at Cape Coast Technical University in central Ghana is positively correlated with relationships, by implication. The following regression equation, which uses the existing relationships to predict employees' job satisfaction, can be reported by the researcher based on these results. Y (contentment with one's job) $= .446 + .811 * (\text{relationship size})$.

Researchers at Cape Coast Technical University in Ghana's Central region can deduce the following from the intercept value of the resulting regression equation: when no relationships are shown, and thus when no relationships are shown to people, the job satisfaction of the employees will be .446. On the other hand, according to the same slope, 81.1% more job satisfaction is achieved when additional relationships are shown among employees at Cape Coast Technical University in the Central area of Ghana.

How Communication Affect Job Satisfaction

The study intended to analyse how communication affects work satisfaction among employees at Cape Coast Technical University in Ghana's Central Region. The data transformation method created a composite variable from the dependent variable (job satisfaction) and the independent variable (communication). A simple regression was used to investigate how communication affects employee job satisfaction at Cape Coast Technical University in Ghana's Central region. According to Pallant (2016), a regression analysis was utilised to establish the cause-and-effect relationship between two variables. The results are shown in Tables 5, 6, and 7.

Table 12: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the
				Estimate
1	.808 ^a	.652	.651	.34879

a. Predictors: (Constant), Communication

Source: Field Survey (2024)

We calculated a combined correlation between communication as a predictor and employee job satisfaction as a dependent variable. There is a highly substantial positive connection ($R=.808a$) between the predictors

(communication) and the job satisfaction of employees, as can be seen by carefully examining the results. Workers at Cape Coast Technical University in central Ghana reported more happiness in their jobs as a result of more opportunities for two-way communication. Employees at Cape Coast Technical University in central Ghana report lower levels of job satisfaction when there is less communication amongst them. Ayobami and Ofoegbu (2013) cite empirical evidence that shows a favourable and statistically significant correlation between open lines of communication and contented workers.

According to Garson (2016), the R-squared value is the most widely used metric for evaluating the impact of a path model. In addition, the following are some possible cutoff criteria for R-squared that were suggested by Hock and Ringle (2006): Outcomes ranging from 0.67 (Substantial) to 0.19 (Weak) are possible. There was a moderate positive variance of 65.2% in employees' job satisfaction that the predictors explained ($R^2=0.652$), indicating that the model was predictive. The moderately favourable variation in employees' job satisfaction was found to be statistically significant ($p=0.000$; $p<0.05$). However, it is implied by the model that factors not included in this model account for a 34.8% variance in employees' job satisfaction. According to these standards, it's safe to say that most of the positive variation in workers' levels of job satisfaction was explained by improvements in communication.

This demonstrates that job satisfaction on the workplace increases in direct proportion to the level of communication amongst themselves. The improvement in job satisfaction of employees is negatively correlated with the

level of communication amongst them. Consistent with earlier research, this finding confirms that communication has a substantial impact on workers' levels of job satisfaction (Chen, Wang, Chang & Weng, 2017).

Table 13: ANOVA^a

		Sum of				
Model		Squares	Df	Mean Square	F	Sig.
1	Regression	46.595	1	46.595	383.018	.000 ^b
	Residual	24.817	204	.122		
	Total	71.412	205			

a. Dependent Variable: Job Satisfaction

b. Predictors: (Constant), Communication

Source: Field Survey (2024)

The predictive model is statistically significant ($p=0.000$: $p<0.05$), as shown by a careful examination of the significance value (Table 6). This indicates that the 65.2% increase in the predictors was not a result of random chance but rather the result of the scientific interaction among the model's variables. Employees' job happiness improves in direct correlation to the level of communication within the company; conversely, a lower level of communication among workers leads to a decrease in job satisfaction. Therefore, management can use this model to create predictions about employee happiness on the job and in terms of communication.

Alshammari (2020), Jashari and Kutllovci (2020), Manresa, Bikfalvi and Simon (2019), Pradhan (2019), Sal and Raja (2016), and Tan and Nasurdin (2011) are among the prior research that confirmed the impact of communication on employee job satisfaction.

Table 14: Coefficients

		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
Model		B	Std. Error	Beta		
1	(Constant)	.647	.081		8.012	.000
	Communication	.737	.038	.808	19.571	.000

a. Dependent Variable: Job Satisfaction

Source: Field Survey (2024)

To better comprehend the regression equation, it is helpful to refer to the data offered in Table 7. In the regression equation, the value for the intercept (a) is found in the first row labelled (constant) under the standardised coefficient and sub-column Beta categories. The value for slope (b) for the regression equation is the numerical value on the second row, which represents the independent variables (communication). These findings allow us to infer the following research equation, which, using data collected from conversations held within the Central region of Ghana's Cape Coast Technical University, can forecast the level of happiness that faculty and staff there report in their work. $(\text{Communication}) * (0.647) + (0.647) = Y$ (Job Satisfaction).

Employees' job satisfaction is estimated to be 0.647 when communication is null, meaning that they do not speak with each other. This conclusion is drawn from the values of the slope and intercept in the respective regression functions. In addition, the slope indicates that there will be a 73.7% rise in job satisfaction for every unit increase in communication amongst employees. As a result, it's crucial that staff members at Cape Coast Technical University in Ghana's Central area are able to effectively communicate with one another in order to boost job satisfaction. The results of

this study corroborate those of Chen, Wang, Chang, and Weng (2017), who also discovered that effective communication significantly boosts job satisfaction on the job. Since the effect of employee communication on job satisfaction is not just coincidental, it may be relied upon in this setting.

Therefore, depending on these predictor changes to induce positive improvements in job satisfaction is both scientifically and managerially realistic.

Objective Three: Determine How Resources Affect Job Satisfaction

This component of the study intended to give findings related to the study's third objective, which was to examine how resources affect employee job satisfaction at Cape Coast Technical University in Ghana's Central area. A regression analysis was used to examine the impact of resources on employee job satisfaction at Cape Coast Technical University in Ghana's Central region. According to Pallant (2016), a regression analysis is used to establish the cause-and-effect relationship between two variables. Here, resources were the independent variable, and job satisfaction was the dependent variable. Simple regression was used to analyse the effect, and the results are presented in Tables 8, 9, and 10.

Table 15: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the
				Estimate
1	.830 ^a	.689	.687	.33014

a. Predictors: (Constant), Resources

Source: Field Survey (2024)

Starting with the dependent variable, researchers can see how much of the independent variable's fluctuation was explained by Table 8. The direction and strength of the relationship between the dependent and independent variables are indicated by the column marked R, which is also the correlation coefficient, according to Tabachnick and Fidell (2012). The extent to which changes in one variable affect the other is explained by Adjusted R-squared, which is also the coefficient of determination. According to Table 8, following Cohen's (1992) criteria ($\pm 0.1 \leq R \leq \pm 0.29$ = weak relationship; $\pm 0.3 \leq R \leq \pm 0.49$ = moderate relationship and $\pm 0.5 \leq R \leq \pm 1$ = strong relationship), it can be inferred that there is a strong correlation between resources and the job satisfaction of employees at Cape Coast Technical University in the Central region of Ghana.

Cape Coast Technical University in Ghana's central area was found to have resources that explained 68.9% (Adjusted R Square) of the variance in employee job satisfaction. But we needed Table 9 to explain the statistical implications of the outcomes in Table 8 so we could figure out what those results meant.

Table 16: ANOVAa

		Sum of				
Model		Squares	Df	Mean Square	F	Sig.
1	Regression	49.177	1	49.177	451.193	.000 ^b
	Residual	22.235	204	.109		
	Total	71.412	205			

a. Dependent Variable: Job Satisfaction

b. Predictors: (Constant), Resources

Source: Field Survey (2024)

According to Table 9, the regression model has a significant statistical value ($F(1, 205) = 451.193$, $P < 0.05$), which is significantly lower than the 95% confidence interval, 2-tailed criterion for statistical significance. The relationship between resources and employee job satisfaction is statistically significant, according to previous studies (Pallant, 2016; Tabachnick & Fidell, 2012), because a probability level of less than or equal to 0.05 is considered to be the criterion for a regression model's significance. The results of the analysis of variance (Table 9) indicate that resources have a positive and statistically significant impact on the job satisfaction of employees at Cape Coast Technical University in the Central area of Ghana ($p = 0.0001$; $p < 0.05$).

Employees' happiness on the job at Cape Coast Technical University in central Ghana is greatly enhanced by resources, according to the study. In agreement with this conclusion are a number of prior empirical investigations that have shown resources to be a strong predictor of work satisfaction (Yusof et al., 2018).

Table 17: Coefficients^a

		Unstandardized Coefficients		Standardized Coefficients	
Model		B	Std. Error	Beta	T
1	(Constant)	.666	.074		9.033
	Resources	.696	.033	.830	21.241
					.000

a. Dependent Variable: Job Satisfaction

Source: Field Survey (2024)

Employees' job satisfaction at Cape Coast Technical University in the Central area of Ghana was positively and significantly impacted by resources, as shown in Table 10 ($t = 21.241$, $P < 0.05$), which is in line with the findings of Tables 8 and 9. Employees' happiness on the job at Cape Coast Technical

University in central Ghana is positively and statistically affected by resources, according to this report. At Cape Coast Technical University in central Ghana, resources are a good indicator of work satisfaction. With these findings in hand, the researcher can provide the following regression equation, which uses the resources at their disposal to forecast how satisfied workers will be with their jobs. $(\text{Resources}) * (.666 + .696) = Y (\text{Job Satisfaction})$.

Based on the values of the slope and intercept in the regression equation, the researcher can conclude that, in the absence of resources, employees at Cape Coast Technical University in Ghana's Central region will be completely satisfied with their job satisfaction level (.666). At Cape Coast Technical University in Ghana's Central area, however, workers report a 69.6 percent increase in job satisfaction as a result of any increased resources offered to them.

Assess How Reputation Influences Job Satisfaction

This research set out to answer the question, "How does Cape Coast Technical University's reputation impact employee job satisfaction?" in the Central area of Ghana. Based on the results of the data transformation, a composite variable was created using the independent variable (reputation) and the dependent variable (job satisfaction). The impact of reputation on job satisfaction among employees at Cape Coast Technical University in Ghana's Central area was investigated using simple regression. Pallant (2016) states that when looking for a relationship between two variables, regression analysis is the way to go. The results can be seen in Tables 18, 19, and 20.

Table 18: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the
				Estimate
1	.808 ^a	.654	.652	.34819
a. Predictors: (Constant), Reputation				

Source: Field Survey (2024)

The dependent variable, employee happiness on the job, and the predictor, reputation, were both correlated using a joint correlation analysis. Statistical analysis shows a highly positive connection ($R=.808a$) between the predictors (reputation) and the degree to which workers are satisfied with their jobs. Employees' happiness on the work at Cape Coast Technical University in central Ghana increased in direct correlation to their standing within the organisation, the results suggest. Furthermore, staff members' job happiness at Cape Coast Technical University in central Ghana decreases in direct proportion to their reputation within the organisation. Several empirical studies (Oluoch, 2013; Kouhy, Vedd, Yoshikawa & Innes, 2009; Ricci, 2016) support the idea that there is a positive and significant association between reputation and the job happiness of employees.

According to Garson (2016), the R-squared value is the most widely used metric for evaluating the impact of a path model. In addition, the following are some possible cutoff criteria for R-squared that were suggested by Hock and Ringle (2006): Outcomes ranging from 0.67 (Substantial) to 0.19 (Weak) are possible. When looking at the model's predictive power, we found that the variables explained 65.4% of the moderately positive variation in workers' job satisfaction ($R^2=0.654$). The moderately favourable variation in employees' job satisfaction was found to be statistically significant ($p=0.000$:

$p < 0.05$). However, it is implied by the model that factors not included in this model account for a 34.6% variance in employees' job satisfaction. Using these standards, we can say that reputation explained a moderate amount of the positive variation in job satisfaction on the job.

This proves that job satisfaction on the job increases in direct proportion to their standing in the company. The improvement in job satisfaction of employees is negatively correlated with their reputation in the organisation. Aguta & Balcioglu (2015), Alshammari (2020), Bititci, Cocca & Ates (2016), Dimba (2010), Inman & Green (2018), Mulwa & Weru (2017), Tan & Nasuridin (2011), and others have found that reputation greatly affects employee job satisfaction.

Table 19: ANOVAa

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	46.680	1	46.680	385.036	.000 ^b
	Residual	24.732	204	.121		
	Total	71.412	205			

a. Dependent Variable: Job Satisfaction

b. Predictors: (Constant), Reputation

Source: Field Survey (2022)

Table 19's significance value check revealed that this predictive model is statistically significant ($p = 0.000$; $p < 0.05$), proving that the 65.4% increase in the predictors was not a random occurrence but rather the result of the scientific interaction between the model's components. Therefore, workers report less improvement in job satisfaction when their reputation within the company is poor and more improvements when their reputation within the

organisation is excellent. As a result, management can use this model to make predictions about employee happiness and the company's reputation.

Aguta & Balcioglu (2015), Alshammari (2020), Bititci, Cocca & Ates (2016), Dimba (2010), Inman & Green (2018), Mulwa & Weru (2017), Tan & Nasurdin (2011), and others have found that reputation greatly affects employee job satisfaction.

Table 20: Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.605	.083		7.317	.000
	Reputation	.731	.037	.808	19.622	.000

a. Dependent Variable: Job Satisfaction

Source: Field Survey (2024)

To better comprehend the regression equation, it is helpful to refer to the data offered in Table 20. In the regression equation, the value for the intercept (a) is found in the first row labelled (constant) under the standardised coefficient and sub-column Beta categories. The regression equation's slope (b) is the numerical value on the second row, which is marked reputation and represents the independent variables. From these findings, we can infer the following research equation, which, in turn, predicts, according to the reputation instituted for employees at Cape Coast Technical University in the Central region of Ghana, how satisfied those employees will be with their jobs. $(\text{Reputation}) * (0.605 + 0.731) = Y$ (Job Satisfaction).

Based on the values for the slope and intercept in the regression function, it can be deduced that when reputation is null, meaning when employees do not have reputation, their job satisfaction will be 0.605.

Employees' happiness on the job will rise by 73.1% for every unit increase in their reputation, as shown by the slope. Hence, it's likely that workers' reputations play a substantial role in determining their level of job satisfaction at Cape Coast Technical University in Ghana's Central area. Numerous studies have shown that a company's reputation significantly impacts employee happiness on the work (Aguta & Balcioglu, 2015; Alshammari, 2020; Bititci, Cocca & Ates, 2016; Dimba, 2010; Inman & Green, 2018; Mulwa & Weru, 2017; Tan & Nasurdin, 2011). Our results corroborate these findings.

Since the impact of employees' reputations on job satisfaction is not purely coincidental, it can be relied upon in this context. Therefore, depending on these predictor changes to induce positive improvements in job satisfaction is both scientifically and managerially realistic.

How Decisions Influence Job Satisfaction

A simple regression was used to assess how actions affect employee job satisfaction at Cape Coast Technical University in Ghana's Central region. A composite variable was created for job satisfaction (dependent variable) and decisions (independent variable) using the data transformation procedure in SPSS, providing the foundation for a comprehensive approach to data analysis in relation to this research purpose. In this case, the Model Summary, ANOVA, and Coefficient were the most interesting results.

Table 21: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the
				Estimate
1	.757 ^a	.572	.570	.38687

a. Predictors: (Constant), Decisions

Source: Field Survey (2024)

Employees at Cape Coast Technical University in the Central area of Ghana reported a strong positive joint correlation between decisions and job satisfaction after correcting for the effect of other components in the specified model ($r=0.757$). One way to measure the impact of an independent variable on a dependent one is with the coefficient of determination (Kassem, Khoiry & Hamzah, 2020). The r-squared score is a metric for this in regression models. According to Kassam, Khoiry, and Hamzah (2020), R-squared values ranging from 0.67 to 0.19 are categorised as weak, 0.33 as moderate, and 0.67 as big.

The study found that among employees at Cape Coast Technical University in Ghana's Central Region, 57.2% of the positive gain in job satisfaction was due to changes in decision-making ($r^2=0.572$). Employees at Cape Coast Technical University in central Ghana reported a 42.8% rise in job satisfaction, which could be attributable to causes other than decisions. Nevertheless, the level of significance of the influence cannot be determined from this result; so, the p-value in Table 15's ANOVA must be examined.

Table 22: ANOVAa

		Sum of				
Model		Squares	df	Mean Square	F	Sig.
1	Regression	40.880	1	40.880	273.141	.000 ^b
	Residual	30.532	204	.150		
	Total	71.412	205			

a. Dependent Variable: Job Satisfaction

b. Predictors: (Constant), Decisions

Source: Field Survey (2024)

Following the statistical exclusion of other factors that could have an impact on employees' job satisfaction, the ANOVA findings reveal that decisions contribute for a moderately favourable change in job satisfaction ($p=0.0001$: $p<0.05$). Therefore, the scientific interaction among the components in the designed model is responsible for the change in employee job satisfaction that results from decisions. Employees' levels of contentment with their jobs at Cape Coast Technical University, located in Ghana's central region, increased moderately and statistically as a result of the policies and procedures put in place there.

Consistent with prior empirical research (Aguta & Balcioglu, 2015; Amendi, 2015; Greepherson, 2013; Jashari & Kutllovci, 2020; Makhamara & Simiyu, 2016; Pradhan, 2019), this result shows that decisions significantly impact workers' levels of job satisfaction. In this study, we find that there is a positive and significant association between decisions and employees' job satisfaction, which contradicts the argument made by Makhamara and Simiyu (2016).

Table 23: Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients		Sig.
		B	Std. Error	Beta	t	
1	(Constant)	.732	.090		8.119	.000
	Decisions	.667	.040	.757	16.527	.000

a. Dependent Variable: Job Satisfaction

Source: Field Survey (2024)

The beta coefficient was used to quantify the predictor's contribution to the 57.2% change in job satisfaction at Cape Coast Technical University in the Central area of Ghana. The study found that staff members' job satisfaction at

Cape Coast Technical University in Ghana's Central area is significantly predicted by decisions in a standardised term ($\text{Beta}=0.757$; $p=0.0001$; $p<0.050$). It follows that a statistically significant rise of 0.757 in employee job satisfaction is associated with a unit significant increase in organisational decisions and a statistically significant fall of 0.757 in employee job satisfaction scores are associated with a unit significant decrease in organisational decisions.

The scientific interplay among the components assessing decisions in the established model is responsible for the change in employee job satisfaction, rather than chance. This finding therefore supports the position of some previous empirical studies that held the view that decisions cause a statistically significant positive change in the job satisfaction of employees (Aguta & Balcioglu, 2015; Amendi, 2015; Greeperson, 2013; Jashari & Kutllovci, 2020; Makhamara & Simiyu, 2016; Pradhan, 2019).

Discussion of Results

The study set out to answer the question, "Is organisational politics a predictor of employees' job satisfaction?" by looking at the correlation between the two. In order to achieve this goal, five theories were proposed. The hypotheses were also tested using five regression outputs. Starting with the first output, we tested hypothesis one (H_1), then hypotheses two (H_2), three (H_3), four (H_4), and five (H_5). These outputs were sequentially employed to complete the hypothesis testing process. The suggested theoretical model is bolstered by the results, which correctly matched the data. An examination of the impact of relationships on job satisfaction among employees at Cape Coast

Technical University in Ghana's Central region was the primary aim of the study.

Relationships have a major impact on job satisfaction on the job, according to the results. According to the coefficient of determination, relationships significantly and positively contributed to the variance in employees' job satisfaction. Employees' happiness on the job at Cape Coast Technical University in central Ghana increases significantly for every one unit increase in relationship scores. However, it appears that a large decrease in job satisfaction is caused by a unit fall in relationship scores at Cape Coast Technical University in the Central area of Ghana.

Several earlier studies (Anyango, Walter & Muya, 2018; Čanković, 2015; Ekwoaba, Ikeije & Ufoma, 2015; Kisumu, Omolo, Oginda & Oso, 2012; Ramki, 2015; Simmons & Petrescu, 2015; Selase, 2018) have argued that relationships can predict a positive variance in employees' job satisfaction. The results of the study disproved the first hypothesis, which held that connections did not significantly impact job satisfaction. Employees' happiness on the job is strongly predicted by their relationships, according to the study. Čanković (2015), Anyango, Walter & Muya (2018), Ekwoaba, Ikeije & Ufoma (2015), and Kisumu, Omolo, Oginda & Oso (2012) all state that partnerships might predict a positive variance in employees' job satisfaction.

In addition, the study aimed to determine the extent to which changes in the predictor (relationships) account for the variation in employees' job satisfaction and the nature of that variation. The results demonstrated that relationships were responsible for a significant portion of the positive variation

in workers' levels of job satisfaction. Employees' happiness on the job has been found to rise in tandem with the evolution of these connections. Consequently, the study found no evidence that connections do not significantly impact job satisfaction, rejecting the null hypothesis. The second part of the research was to find out how the communication style of faculty and staff at Cape Coast Technical University in central Ghana affected their level of job satisfaction. The results showed that employees' level of job satisfaction was greatly affected by communication.

According to the results of the coefficient of determination, communication contributed positively to the variance in employees' job satisfaction to a moderate degree. Workers at Cape Coast Technical University in central Ghana report far higher levels of job satisfaction for every one unit increase in communication scores. However, it appears that a major decrease in job satisfaction is caused by a unit fall in communication scores at Cape Coast Technical University in the Central area of Ghana. According to Jashari and Kutllovci (2020), Manresa, Bikfalvi, and Simon (2019), and Sal and Raja (2016), among others, communication can predict a positive variation in workers' job satisfaction.

Following this, the study's results disproved the second hypothesis, which held that communication did not significantly impact job satisfaction. According to the results, open lines of communication are a strong indicator of how happy workers are in their jobs. As a secondary objective, the research aimed to determine the extent to which changes in the predictor (communication) account for the observed variation in workers' levels of job satisfaction. According to the results, there was a moderate positive variance

in workers' job satisfaction that might be explained by communication. Therefore, improvements in communication are responsible for a rise in job satisfaction on the job. All of this lends credence to the claims made in earlier empirical research that communication boosts employee happiness on the job (Jashari & Kutllovci, 2020; Manresa, Bikfalvi & Simon, 2019; Pradhan, 2019; Sal & Raja, 2016; Tan & Nasurdin, 2011).

Thus, the study's results disprove the null hypothesis, which states that communication does not significantly impact workers' levels of job satisfaction. Additionally, the study's third purpose was to ascertain the impact of resources on job satisfaction among staff members at Cape Coast Technical University in central Ghana. The results showed that resources had a major impact on job satisfaction on the job. Results from the coefficient of determination show that resources contributed positively to the positive variance in employee job satisfaction to a moderate but statistically significant degree.

Workers at Cape Coast Technical University in central Ghana report far higher levels of job satisfaction for every one unit increase in resource scores. However, data appears that a decrease of one unit in resource scores leads to a notable decrease in job satisfaction among employees at Cape Coast Technical University in Ghana's Central area. This is in line with the view expressed in a number of earlier research that resources can predict a positive variation in workers' job satisfaction (Khalumba, 2012; Kikoito, 2014; Ngui, 2015). In light of these results, we can conclude that the third hypothesis—that resources do not significantly affect job satisfaction—is false.

Resources are a strong predictor of job satisfaction on the job, according to the research. The study also aimed to determine the sort and amount of variation in employee job satisfaction that may be explained by changes in a single model's predictor, resources. According to the results, resources explained a moderately favourable variation in job satisfaction on the workplace. Therefore, changes in resources are responsible for a positive variance in employee work satisfaction. This lends credence to the claims made in other research (Khalumba, 2012; Kikoito, 2014; Ngui, 2015) that resources can predict a positive variation in workers' job satisfaction. Accordingly, the study's results disprove the null hypothesis that resources do not significantly impact workers' levels of job satisfaction.

Furthermore, the study's fourth purpose aimed to determine whether and to what extent Cape Coast Technical University's reputation influenced the level of job satisfaction among its employees in Ghana's Central area. According to the results, employees' level of job satisfaction was greatly affected by their reputation. Reputation contributed positively and moderately to the variance in employee job satisfaction, according to the coefficient of determination finding. So, it's safe to say that workers at Cape Coast Technical University in Ghana's central area are much happier with their jobs when reputation scores go up by one unit. Conversely, it's reasonable to assume that staff morale takes a major hit when reputational scores drop by one unit at Cape Coast Technical University in central Ghana.

According to some earlier research, such as Oluoch (2013), Kouhy, Vedd, Yoshikawa & Innes (2009), and Ricci (2016), reputation can predict a positive variation in job satisfaction. In light of these results, we can conclude

that the fourth hypothesis—that reputation does not significantly affect job satisfaction—is false. According to the research, employees' level of job satisfaction is strongly correlated with their reputation. Additionally, the study aimed to determine the extent to which variations in the predictor (reputation) account for the observed variation in employees' job satisfaction, as well as the nature of that variation. The results demonstrated that reputation explained a moderately favourable variation in workers' levels of job satisfaction.

Therefore, shifts in reputations are responsible for an uptick in job satisfaction on the workplace. Aguta & Balcioglu (2015), Alshammari (2020), Bititci, Cocca & Ates (2016), Dimba (2010), Inman & Green (2018), Mulwa & Weru (2017), Tan & Nasurdin (2011), and others have found that reputation has a greater effect on employee job satisfaction. The study's results disprove the null hypothesis, which states that reputation has no bearing on job happiness. Lastly, the study's fifth purpose was to learn how decision-making impacts job satisfaction on the job in Ghana's Central region, specifically at Cape Coast Technical University. Decisions had a major impact on job satisfaction on the job, according to the results.

Decisions contributed positively and moderately to the variance in workers' job satisfaction, according to the coefficient of determination data. Workers at Cape Coast Technical University in central Ghana report far higher levels of job satisfaction for every one unit increase in decision scores. However, data appears that a decrease of one unit in decision scores significantly lowers job satisfaction among employees at Cape Coast Technical University in Ghana's Central area. According to some prior research (Aguta & Balcioglu, 2015; Amendi, 2015; Greepherson, 2013;

Jashari & Kutllovci, 2020; Makhamara & Simiyu, 2016; Pradhan, 2019), decisions can predict a positive variance in job satisfaction.

Based on the results, we may conclude that the fifth hypothesis—those decisions do not significantly impact job satisfaction—is false. Decisions are a strong predictor of job satisfaction on the workplace, according to the study. To go a step further, the study aimed to determine what percentage of employee happiness with their jobs may be explained by changes in the decision-making predictor. Decisions explained a moderately positive variation in workers' job satisfaction, according to the results. Employees' happiness on the job has been found to rise in correlation with policy shifts. Aguta & Balcioglu (2015), Amendi (2015), Greepherson (2013), Jashari & Kutllovci (2020), Makhamara & Simiyu (2016), and Pradhan (2019) are among the empirical research that have found that decisions affect employees' job satisfaction positively. Decisions do impact job satisfaction, according to the study's rejection of the null hypothesis.

Chapter Summary

This research looked at the impact of office politics on job satisfaction on the job in Ghana's Central region, specifically at Cape Coast Technical University. We reject the null hypothesis, which states that relationships do not significantly affect job satisfaction, in favour of the alternative hypothesis, which states that relationships do significantly affect job satisfaction. This chapter found that relationships significantly account for a substantial positive change in employees' job satisfaction. We reject the null hypothesis, which states that communication does not significantly affect job satisfaction, in favour of the alternative hypothesis, which states that communication

significantly accounts for a moderate positive change in employees' job satisfaction.

We reject the null hypothesis, which states that resources do not significantly affect job satisfaction, in favour of the alternative hypothesis, which states that resources do significantly affect job satisfaction, and resources considerably account for a moderate positive change in employees' job satisfaction. In addition, the alternative hypothesis states that reputation does have a significant effect on job satisfaction, and the null hypothesis states that reputation does not. Therefore, we can reject the null hypothesis and accept reputation as a significant predictor of moderately positive changes in employee job satisfaction.

At last, we can reject the null hypothesis and accept the alternative hypothesis, which states that decisions do, in fact, have a substantial impact on job satisfaction, since decisions substantially explain a moderately positive change in employees' job satisfaction.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Introduction

The purpose of this research was to look at Cape Coast Technical University in central Ghana and see if there was any correlation between employee happiness and organisational politics. This chapter provides a synopsis of the study's results. A synopsis of the research methodologies used in the study came before this. Furthermore, the chapter provides a synopsis of the analytical methods used in the study, as well as recommendations derived from the study's most important findings and ideas for future research, all in accordance with the study's stated aims.

Summary

This study aimed to investigate the impact of office politics on job satisfaction in the workplace at Cape Coast Technical University in central Ghana. This research aimed to address three particular enquiries on the influence of relationships, communication, and resources on work satisfaction at Cape Coast Technical University in Ghana's Central Region. The first inquiry pertains to relationships, the subsequent one to communication, and the last one to resources.

The research sought to examine the influence of decision-making on work satisfaction at Cape Coast Technical University in Central Ghana, along with the effect of reputation on job contentment at the same institution. An explanatory research strategy was used in the study due to the quantitative nature of the data analysis. The study concentrated on Cape Coast Technical University located in central Ghana. The study's target population included all

CCTU personnel, including senior members (both academic and non-academic), senior staff, and junior staff.

Four hundred academics and staff from Ghana's Central Region were employed at Cape Coast Technical University. Stratified random sampling facilitated the selection of a sample based on a formula provided by Yamane (1973). The research used a sample of 200 workers. A self-administered questionnaire was used to assess the sample size. The influence of contacts, communication, resources, reputation, and choices on work satisfaction was analysed using regression analysis in IBM SPSS Statistics version 25. This is a summary of the study's key points:

Summary of Key Findings

To find out if organisational politics is a predictor of job satisfaction, the researchers set out to examine the connection between the two. To attain this objective, five theories were put forward. The hypotheses were evaluated with five regression results. The primary objective of this study was to examine the influence of relationships on work satisfaction at Cape Coast Technical University in central Ghana. Relationships significantly influence job satisfaction. The coefficient of determination indicated that associations positively and statistically significantly influenced the variance in job satisfaction. The study's results refuted the initial hypothesis, which posited that connections did not substantially influence job satisfaction. The research indicates that relationships are a significant determinant of job happiness.

Additionally, the research attempted to discover the kind and degree of variation in work satisfaction that may be explained by changes in the predictor, which in this instance is relationships. The results indicate a

significant positive change in job satisfaction potentially attributable to interpersonal relationships. Consequently, alterations in relationships contribute to a favourable variance in job satisfaction. Based on this information, the research suggests that connections significantly influence work satisfaction. Two, the study set out to examine the impact of communication on job satisfaction at Cape Coast Technical University in Ghana's Central region. Communication significantly influences job satisfaction. The coefficient of determination indicates that communication has a moderate yet statistically significant positive impact on job satisfaction.

The results of the study disproved the second hypothesis, which held that communication did not significantly impact job satisfaction. The primary conclusion of the research is that good communication significantly predicts job happiness. The study's secondary objective was to assess the degree to which alterations in the predictor variable (communication) account for the observed variability in job satisfaction. According to the results, there was a moderate positive variance in work satisfaction that might be explained by communication. Consequently, modifications in communication are accountable for the increase in job satisfaction. The study's findings refute the null hypothesis, which posits that there is no correlation between communication and job satisfaction. Cape Coast Technical University is situated in the central portion of Ghana, and the third goal of the research was to find out how resources impact work satisfaction.

The findings indicated that resources had a big influence on how pleased people were with their occupations. There was a fairly significant positive link between resources and the variation in work satisfaction,

according to the coefficient of determination values. The study's findings refuted the third hypothesis, which posited that resources had no significant effect on job satisfaction. The study indicates that job satisfaction is significantly influenced by resources. In addition, the study aimed to determine the sort and amount of work satisfaction variance that may be explained by changes in the resource predictor within a single model. Resources indicated a moderately positive variation in job satisfaction, based on the findings.

There is a favourable correlation between changes in resources and changes in work satisfaction. That resources do not substantially affect job satisfaction was therefore rejected as a null hypothesis in the research. Also, the study's fourth goal was to find out if and how Cape Coast Technical University's stellar reputation influenced employees' happiness on the job in Ghana's central region. The findings indicated that an individual's reputation significantly influenced their job satisfaction. According to the coefficient of determination, reputation contributed positively to job satisfaction to a moderate but statistically significant extent. Based on these data, we can ascertain that the fourth hypothesis—that reputation does not greatly influence work satisfaction—is incorrect.

Reputation was determined to be a strong predictor of work satisfaction. Additionally, the research intended to evaluate the kind and amount of variation in work satisfaction that may be explained by changes in the predictor, which is the reputation. Reputation was found to be responsible for a moderate amount of the positive variation in work satisfaction. As a result, shifts in reputation are thought to be responsible for an increase in work

satisfaction. The study's results disprove the null hypothesis, which states that reputation has no bearing on job happiness. Cape Coast Technical University is located in the central part of Ghana. The fifth purpose of the study was to examine the impact of decisions on job satisfaction. The findings indicated that decisions significantly influenced employee job satisfaction.

Decisions contributed positively and moderately to the variance in work satisfaction, according to the coefficient of determination data. The results of the study disproved the fifth hypothesis, which held that decisions did not significantly impact job satisfaction. According to the results, decisions are a strong predictor of work satisfaction. Additionally, the study aimed to determine the type and amount of variation in job satisfaction that may be explained by changes in the predictor, which in this case is decisions. The findings indicated that decisions accounted for a significant portion of the positive variation in job satisfaction. As a result, shifts in decision-making are responsible for an increase in job satisfaction. Decisions do impact job satisfaction, according to the study's rejection of the null hypothesis.

Conclusions

The findings of the investigation culminated in the following conclusion. We reject the null hypothesis, which posits that relationships do not significantly influence job satisfaction, in favour of the alternative hypothesis, which asserts that relationships do have a significant impact on job satisfaction. This is due to our findings indicating that connections substantially contribute to an increase in work satisfaction. Consequently, it can be said that relationships were the only component that substantially

elucidated the diversity in work satisfaction. Interpersonal aspects influence an employee's job satisfaction.

Moreover, communication is a significant predictor of somewhat favourable changes in work satisfaction, therefore corroborating the alternative hypothesis that communication substantially influences job satisfaction and refuting the null hypothesis that it does not. Consequently, it can be deduced that communication had a notable and statistically significant impact on predicting variations in work satisfaction. Job satisfaction is affected by communication.

The alternative hypothesis posits that resources significantly influence work satisfaction, whereas the null hypothesis asserts that resources have no impact on job satisfaction. Consequently, resources substantially contribute to a slight increase in work satisfaction. As a result, resources were determined to have a unique and statistically significant effect on the variability in job satisfaction. Consequently, resources influence an employee's job satisfaction.

Moreover, reputation serves as a significant predictor of somewhat favourable alterations in work satisfaction, therefore corroborating the alternative hypothesis that reputation really has a considerable influence on this measure and refuting the null hypothesis that it does not. Consequently, reputation uniquely and statistically influenced the prediction of variance in job satisfaction. Job satisfaction is affected by an individual's reputation.

Ultimately, decisions contribute to a moderately positive alteration in job satisfaction, thereby rejecting the null hypothesis and affirming the alternative hypothesis that decisions significantly influence job satisfaction. Consequently, decisions uniquely and statistically influenced the variance in

work satisfaction predictions. Thus, decisions influence an employee's job satisfaction.

Recommendations

The research determined that managers need to inform HR about the detrimental impacts of workplace politics. To effectively manage and identify issues inside their organisations, organisations need engage specialists such as organisational psychologists. To cultivate a constructive work environment, it is essential to recognise and address workers' needs and contributions. To assist supervisors in understanding the political situation and timely implementing corrective actions, development curriculum should be periodically addressed.

According to the paper, staff should also be engaged in management and working circumstances. It is essential to communicate the achievement to subordinate staff. Employees have to be compensated for meticulous performance and leveraged to enhance their loyalty. Employees need to cultivate emotional and empathetic connections with their bosses. To enhance overall happiness, it is essential to support human resources in feeling valued and to inspire them to perform effectively and productively. It is essential to provide orientations for new employees to familiarise them with their responsibilities.

The research indicated that subordinates, especially workers, would gain from increased frequency of coaching, mentoring, and counselling to enhance their comprehension of their supervisor's aims and the precise demands imposed upon them. Organisations that often rotate managers risk cultivating subordinates who possess technical proficiency but lack the

interpersonal skills essential for success within the company's political environment. Politics would be clearer, less burdensome, and less likely to drive people to abstain from work as they acquire skill and understanding of the circumstances.

Alongside conventional feedback and training, employees would also benefit from coaching on political consequences and workplace help. This research suggests that all new hires may benefit from political coaching at commencement, challenging the prevailing notion that mentors only assist their selected mentees. Moreover, it is crucial to increase knowledge about the dangers of organisational politics, since it often obstructs workers' progress and satisfaction.

Ultimately, aspects of employee activities such as policy modifications, compensation/promotions, supervisory roles, and routine tasks need enhancement and intervention due to the influence of perceived organisational politics on work satisfaction. The research advises management to consider employee perceptions of organisational politics and job happiness in the future. Management is responsible for facilitating an open line of communication. This will diminish false claims on grapevine usage. Enhancing these elements will result in more satisfied employees.

Suggestions for Further Studies

To enhance comprehension of the interplay between organisational politics and job satisfaction, it would be advantageous to duplicate this research at other technical institutions across Ghana and abroad. Given the study's exclusive focus on Herzberg's two-factor theory and person-organization fit theory, more contextual factors may be included in future

research of this kind. Given the significance of these new factors in efforts to enhance job happiness, more study into their impact on workplace satisfaction is necessary. Future research should consider including more criteria to assess the impact of moderation. Examples of these factors include external conditions, organisational scale, and corporate culture.

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APPENDIX A

UNIVERSITY OF CAPE COAST

COLLEGE OF DISTANCE EDUCATION

APPENDIX A

QUESTIONNAIRE

Dear Sir/Madam

This study is being conducted to assess *how organisational politics influence job satisfaction at Cape Coast Technical University in the Central region of Ghana*. This is purely an academic exercise and you are assured of concealment of the information you will provide. Your candid opinion is keenly needed; therefore, you are entreated to complete this questionnaire to promote the success of this exercise. Your responses will be treated confidential. Thank you.

Instructions: Kindly tick (✓) or write where appropriate

Demographic Characteristics

- What is your age?
 - Below 25 years
 - 25–34 years
 - 35–44 years
 - 45–54 years
 - 55 years and above
- What is your gender?
 - Male
 - Female
- What is your highest level of education?
 - Diploma
 - Bachelor's Degree
 - Master's Degree
 - PhD
 - Other (Please specify): _____
- What is your current position at Cape Coast Technical University?
 - Administrative Staff

- Teaching Staff
 - Technical/Support Staff
 - Other (Please specify): _____
- How long have you been working at Cape Coast Technical University?
 - Less than 1 year
 - 1–5 years
 - 6–10 years
 - 11–15 years
 - 16 years and above
- Which department do you belong to?
 - Administration
 - Finance
 - Academic Affairs
 - Student Support Services
 - Other (Please specify): _____
- What is your employment type?
 - Full-time
 - Part-time
 - Contractual
 - Other (Please specify): _____
- What is your marital status?
 - Single
 - Married
 - Divorced
 - Widowed
 - Other (Please specify): _____
- If you are in a leadership position, what is the predominant age group of your subordinates?
 - Below 25 years
 - 25–34 years
 - 35–44 years
 - 45–54 years
 - 55 years and above
 - Not Applicable

Section A: Organisational Politics

1. To what extent do you agree with the following statements?

Where: 1= *Least Agree*; 2= *Agree*; 3= *Moderately Agree*; 4= *Highly Agree*; 5= *Totally Agree*

No	Relationships					
1	In this organization, success depends more on who you know than what you know					
2	Building close relationships with influential people is important for getting ahead in this company					
3	Promotions and opportunities are often given based on personal connections rather than merit					
4	There are hidden agendas and power struggles happening behind the scenes in this company					
5	People sometimes use gossip or rumors to spread misinformation or damage reputations					
	Communication					
1	Important decisions are often made without informing everyone who needs to know					
2	People withhold information to gain an advantage over others					
3	Key information is often communicated through informal channels rather than official ones					
4	Information is shared more freely among certain groups or cliques in the organization					
5	Management often communicates goals and expectations in a vague or unclear way.					
	Resources					
1	People with strong political connections have easier access to important resources (e.g., budget, equipment, personnel) than those without.					
2	Departments or teams seem have a larger share of resources compared to others doing similar work.					
3	Getting access to necessary resources often requires building relationships with					

	influential people.						
4	Resources may be used for personal gain or to support political agendas rather than organizational goals.						
5	People sometimes use their control over resources to gain influence or exert power over others						
	Reputation						
1	People in this organization sometimes use positive spin or downplay negative information to manage the company's reputation						
2	Certain individuals or departments use political tactics to deflect blame or take credit for successes associated with their reputation.						
3	Good reputation within the organization are more important for career advancement than actual skills or performance.						
4	Building relationships with influential people can help protect your reputation from attacks by political rivals.						
5	Employees are often skeptical of official company communications or pronouncements due to perceived political agendas.						
	Decisions						
1	Employees feel like they are not kept informed about the rationale behind major decisions						
2	Decisions are sometimes made based on personal agendas or political maneuvering rather than what's best for the organization.						
3	Decisions are sometimes reversed or delayed due to political infighting or power struggles within the organization						
4	Employees feel like they have little or no influence on important decisions that affect their work						
5	Important decisions are often made behind closed doors without clear explanations for employees.						

SECTION B: JOB SATISFACTION

2. To what extent do you agree that your performance has improved as a result of job satisfaction regarding the following statements?

Where: 1= *Least Agree*; 2= *Agree*; 3= *Moderately Agree*; 4= *Highly Agree*; 5= *Totally Agree*

No	Job Satisfaction						
	Intrinsic Job Satisfaction						
1	Being able to keep busy all the time						
2	The chance to work alone on the job						
3	The chance to do different things from time to time						
4	Being able to do things that don't go against my conscience						
5	The chance to do things for other people						
6	The chance to tell people what to do						
7	Training goals are clearly communicated						
8	The chance to do something that makes use of my abilities						
9	The chances for advancement on this job						
10	The freedom to use my own judgment						
11	The chance to try my own methods of doing the job						
12	The praise I get for doing a good job						
13	The feeling of accomplishment I get from the job						
	Extrinsic Job Satisfaction						
1	The chance to be "somebody" in the community						
2	The way my boss handles his/her workers						
3	The competence of my supervisor in making decisions						
4	The way my job provides for steady employment						
5	The way company policies are put into practice						
6	My pay and the amount of work I do						
7	The working conditions						
8	The way my co-workers get along with each other						
9	I am satisfied with the variety of training methods used						