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# Determinant of Turnover Intention and Organizational Politics in selected Engineering Firms in Niger Delta Region, Nigeria

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## Abstract

**Background:** The goal of this research is to examine how organizational politics affect turnover intentions in the studied organizations. Three (3) antecedents of organizational politics (favoritism, pay and promotion, and scarcity of resources) were examined to find out their effect on employee turnover intention. **Methodology:** The data for this study was obtained using a questionnaire where a sample of 146 employees was chosen from a population of 231 using Taro Yemani's formula. In evaluating the three-study hypothesis, analysis was done using descriptive statistics, cross-tabulation, and multiple regression analysis. **Findings:** In some of the study organizations, organizational politics was found to have a considerable impact on employee turnover intention with an ANOVA F-value of 15.10 which is greater than the tabulated value of 2.89 (i.e.  $15.10 > 2.89$ ). This implies that organizational politics has a significant and favorable association with income and career advancement. If the organization raises salary and promotion based on politics, it will promote organizational politics which will increase employee turnover. It was also revealed that resource scarcity and organizational politics have a positive correlation, and male employees are likely to leave an organization when there is an existence of politics. Secondly, the more educated and skilled an employee is, the more likely they will consider leaving organization not built on meritocracy.

**Key words:** Organizational Politics, Pay and Promotion, Scarce Resources, Turnover Intention, Favoritism, Organisation Behaviour

## 1. Introduction

Organizational politics as it relates to employee turnover has within the last decade received the attention of academicians and practitioners particularly given the imminent impact high employee turnover can inflict on the organization productivity and performance. Employee turnover becomes even more disastrous if it involves experienced, skilled, and the organization best talents. This is because such trends will not only impact the performance of the organization but also the morale of retained employees. Studies have revealed that it is a herculean task to retain the skilled and knowledgeable staffs

where there exists any form of politics within the organization. While several factors have been identified in the literature to influence employee turnover (like stress, workload, pay, environment, organization politics), organization politics has been identified as the second most influential factor causing skilled and knowledgeable employee turnover in the organization. Given this tendency, the business should be worried since the loss of experienced, competent, and qualified employees have a direct impact on the organization's customer service, customer satisfaction, image development, and attainment of strategic objectives (Hussain and Xian; 2019).

The variables that support the growth of intention to leave in an organisation are numerous, and they are found both inside the employees and within the company. Employee unhappiness with their wage structure, workload, low morale, and total employment dissatisfaction are all thought to contribute to employee turnover intention. The objectives, on the other hand, appeared to be anchored "deeper into the employee's personality, organizational politics, and the job's embeddedness." The percentage of workers that leave a firm in a particular period is referred to as employee turnover (Abbas et al.; 2021; Hussain and Xian; 2019). Organisational Politics can be referred to as an employee's pursuit of self-interest, it is a fact that self-interests are connected to the organization's goals. Politics plays a large and important part in an organization, affecting how executives make decisions and how coworkers communicate in a company, based on its application either constructively or negatively. Employee turnover is among the most frequently mentioned significant concerns that businesses encounter, and it deserves special attention, one of the factors that affect an organization's strength is staff turnover. Has suggested that the major reasons for employee turnover include, but are not limited to, issues of injustice, issues of rewards, recognition, and welfare system prevailing in an organization such as salaries, allowances, promotions, bonuses, recognition, and opportunity for all employees to grow, and provident fund, all of which are primary expectations of employees. Some organizations emphasize pay as the leading indicator of how they will be able to retain the most productive employees but argued that pay is no longer a major metric in employee turnover(?). They identified other factors like interaction among employees, manager and employee relationship, and working environment.

Politics within the organization makes it difficult for organization to maximize its workforce to its fullest in the quest to achieve the organization strategic goals. When a situation where employees are promoted or favored because of their political behaviour and affiliation Employee turnover, particularly among professional and informed personnel, will be on the rise if certain conditions exist inside the firm. It has been established that skillful and knowledgeable employees are usually not very good in organizational politics and when there exist many forms of politics within the organization, these individuals will start scouting for any possible alternatives. The problem is that when organization start losing its best brains due to politics, it will be difficult for the organization to meet its established objectives and this explain why most public institution in Nigeria are not operating at their full capacity(Abbas et al.; 2021).

Politics within the organization is largely seen as an instrument employed by most organizations to either promote or relegate workers, which will result in the departure of many workers considering the unfavorable undertone it creates (Abbas et al.; 2021). Organizational politics in a firm might have much more severe implications. Staff members who focus more on the political aspects of their jobs may not be able to devote as much time to their duties and responsibilities. Politics, as it relates to individual employee relationship with the management, is most negative and can create dysfunctionality within the organization when everyone is busy doing eye service and employees rather than working as a team will be working in silos and individualistic to buy favour from the management. Such attitude is unhealthy to the organization's well-being and often than not creates disunity within the organization which ultimately defeats the objectives of the organization.

Consequently, it has a detrimental influence on the atmo-

sphere of the company, resulting in a loss. Positive political behavior in the workplace boosts employee productivity. Instead of intimidating employees, give them the flexibility to make bold decisions, as well as confidence and motivation to be more devoted to their jobs. Employees gain "trust in one another when they are given permission to share their thoughts in the workplace. Any organization that fosters and supports employee unity and motivation while ensuring equal rights for all employees will prevent conflicts that can stifle the organization's progress (Abbas et al.; 2021; Liu and Lo; 2018). Several studies have looked into organizational politics and employee turnover, but most of them, particularly those that focused on Nigeria, had methodological flaws, making it impossible to draw broad conclusions based on them. To that aim, the goal of this study is to see how organizational politics affect employee turnover. The rest of the article is structured into the literature review, methodology, data analysis, and conclusion.

## 2. Review of Relevant Literature

### 2.1 Conceptual Issues

#### 2.1.1 Employee Turnover Intention

Employee turnover is defined as the likelihood of employees considering or preparing to quit their current job. Conceptions, in respect of volitional employee turnover, can cause employee turnover. Employee intention to leave their job is linked to actual turnover because actual employee turnover behavior is based on their desire to leave the organization(Hussain and Xian; 2019). Due to this, the most direct driver of actual turnover behavior is the employees' turnover intention. The intention of employees to leave must be regarded seriously because it will have a detrimental effect on the organization's performance and productivity.

#### 2.1.2 The Concept of Organization Politics

The term "organizational politics" alludes to the indirect tactics that people use to try to influence others in organizations. As a result, politics should be considered as a phenomenon to be watched, investigated, and understood in order to obtain a better understanding of organizations and how they function. Theoretical and empirical work on organizational politics has mostly been separated into three categories. In one topic, the nature of the genuine political activity, various techniques and plans, and their ramifications are all discussed. A second category focuses on individual employees' viewpoints on workplace politics, their antecedents, and their consequences(?). The idea of political skill and its function in organizational behavior is the third and most recent issue of organizational politics research. A typical definition of organizational politics is "intentional improvement of self-interest." "That is the deliberate application of authority and power to manipulate or influence organizational decision-making and organizationally unauthorized behaviors," according to studies. This term adds to our understanding of organizational behavior by suggesting that organizational personnel replicate political behaviors. It also shows how it has an impact on organizational behavior.

### 2.2 Theoretical Framework

#### 2.2.1 Theory of Equity

The entire organizational unit is affected by power, influence, and politics (Zhou et al.; 2018). According to the equity theory and the concept of social exchange and social reciprocity, encouragement to function more effectively (Porter; 2018). As a result, several researchers have suggested that the link con-

necting organizational politics and organizational outcomes is significant enough to deserve deeper study (Nawaz et al.; 2019). This has the ability to help us better understand a wide range of elements of performance. The concept of fairness, equality, and justice in organizations, as well as its relationship with organizational politics, is one such possible argument (Zhou et al.; 2018). Social capital and organizational politics have an impact on employee perceptions of fairness and justice in the workplace. The link connecting politics and fairness has previously been identified and has been extensively exploited in subsequent studies (Ferris et al.; 2018). According to this line of thinking, workers are more willing to discern self-interests and politically driven actions and decisions that do not keep in mind a collective goal of the work unit or the organization as a whole as negative, provides a greater strong desire toward injustice, inequity, and bias in resource distribution (Meisler et al.; 2019).

### 2.2.2 Theory of Social Exchange

One of the most widely utilized hypotheses in organizational politics is this one. Sociologists like Kieserling (n.d.) say that modern-day impacts stem from the theory of Social Exchange, which evolved from studies on the emergence of reinforcement theory and marginal utility theory (Emerson; 1972). The framework that evolves to represent social exchange theory is made up of five main parts:

- Rationality is a concept that underpins behavior. which is, the more a reward is earned for an activity, the more individuals will participate in it. The more an individual acquires a reward, however, the less desirable it becomes, and as a function, the person looks for alternate rewards from several other behaviors or sources.
- The Relationship is Mutually Beneficial That is, as long as the transaction is equitable, ethical and the means of exchange are useful to the parties involved, each individual in the collaboration will benefit the other. A transaction between two people must be viewed as fair by both parties in order for a connection to continue, or at least remain as strong. This underlines the significance of not only reacting fairly, but also delivering a valued thing (not necessarily material) to the other person.
- A Justice Principle Underpins Social Exchange All interactions should be governed by a criterion of fairness. That is, the exchange must be regarded as fair when seen in the context of a broader network or in contrast to third and fourth parties. The idea of distributive fairness goes beyond the two principals' contribution equality. It requires each individual to compare his or her pay to that of others who have dealt with this individual and what they received for the same or similar work.
- Individuals will attempt to enhance their gains while reducing their expenditures in an exchange arrangement. It's important to note that expenses aren't always financial; they can also be acquired through the effort and time invested in a relationship.
- Rather than coercion, people engage in relationships out of a sense of mutual benefit. As a result, compulsion should be avoided (Cropanzano et al. (2002) also cited the use of social exchange variables (trust, social support, social reciprocity, and helping conduct) in understanding workplace politics is demonstrated using the theory of social exchange as a credible explanation for organizational justice and fairness. As a result, it's likely that employees see the workplace as fairer and just when their interests and objectives are supported

by social relationships.

## 2.3 Review of Previous Empirical Works

### 2.3.1 Turnover Intention

"The irreversible departure from an organization, whether voluntary or involuntary," is known as turnover. An initial reaction to organizational politics could be seen as a change in workplace perspectives, predicting further negativity among workers. Job attitudes are intended to lead to behavioral intentions and, in no time, actual behaviors, according to organizational behavior theory (Ngo-Henha; 2018). It was proposed that departure (leaving the organization) has a negative response to the organizational collapse. Employees who perceive the organization as political, unequal, or just pushing the goals of the most powerful members may be physically and psychologically driven to leave (Cropanzano et al.; 2002). Individuals may get disengaged or withdraw psychologically due to organizational factors. Even though employees are physically present at work, their minds are elsewhere.

### 2.3.2 Pay and Promotion

Organizational politics is also fueled by pay and promotion. Pay and promotion policies in the public sector are governed by legislation. As a result, a manager cannot influence pay and promotion policies in the private sector, where managers play a political game with pay and promotion policies, and when managers encourage favoritism, the issue becomes much worse. The company utilizes a performance review program to determine employee compensation and advancement. However, it has been shown that organizations frequently engage in political games with it. Employees that have a good relationship with their boss and support his good or poor decisions receive a higher performance rating from the organization's management and administrators. Employees that develop close relationships with their bosses and show interest in their boss's personal life are also rewarded. Similarly, if an organization values its employees and provides an incentive based on political considerations the individual's political conduct will be repeated over and over (Bergeron and Thompson; 2020).

### 2.3.3 Favoritism

Favoritism is originated from the Latin word favor, which simply means "Mercy". Whenever a person with a special connection, relatives, associates, or acquaintances is given preferential treatment over other employees, this is known as favoritism in the workplace. Favoritism happens whenever a preferred individual receives preferential treatment from an organization's executives in terms of choices and other matters. Employees become irritated by favoritism, and passionate and loyal employees begin to ponder quitting. Another example of partiality is workers fighting for authority (Jimoh and Thomas; 2021). Favoritism impacts negatively on the cohesiveness and success of an organization. Which is among the leading causes of workplace stress. Employees who work in a culture involving favoritism are more likely to leave or even become involved in workplace politics. People choose to make use of partiality to achieve their own goals. Favoritism is most obvious in the hiring of new employees and the monetary rewards that they receive.

### 2.3.4 Scarce Resources

When it comes to resources, there is no such thing as a perfect organization; even if an organization's resources are adequate in all areas, it may be missing in at least one. Employees at the corporation don't fight one other physically, but they do play ferocious political games to gain access to resources

(Khan and Aleem; 2014). When managers understand that their organization's resources are limited, they become more politically involved in an attempt to sway the decision to obtain more resources. Lack of career progression is an alternative that results in more participation in politics in the organization since some employees believe that their lack of promotion and career growth opportunities is due to their refusal to play political games. While resources are low, an organization's management faces a lot of ambiguity when making decisions. Similarly, this unpredictability benefits the political climate (Nawaz et al.; 2019). A scarcity of important resources fuels competition (for example, transfers, raises, office space, and budgets).

Examining the causes of resource scarcity can aid in predicting who will be the center of political action and how ferocious the competition will grow. Anyone in possession of valuable resources that cannot be gotten elsewhere will almost probably be a target of political sway. Furthermore, the resource's appeal and direct benefit will impact one's decision to engage in political activities.

### 2.3.5 Organizational Politics

Even though the business faces an external danger (such as a competitor or new technology), organizational politics is a crucial issue that has recently piqued researchers' interest. Organizational politics are shaped by the atmosphere of the organization, which influences political acts and favoritism (Yasmeen et al.; 2014). Employee behavior that reflects legitimate power in a variety of ways is referred to as organizational politics. Organizational politics is a sociological process through which people try to maximize their own personal gain. "An individual activity that is not explicitly sanctioned by an organization to influence others to meet one's own purposes," according to organizational politics. Organizational politics fosters a culture of distrust in the workplace, and employees who lack trust are less likely to share their knowledge. He begins to back away from his dedication and efforts, leading to his withdrawal.

The performance of an organization is harmed by organizational politics (Khan and Aleem; 2014). A small bit of politics is necessary to keep a team working, but too much politics is damaging to the performance of the team or individual. The two factors that transform ordinary employee behavior into political behavior are unfairness and disparity, the creators of equity theory. Political behavior that is ethically well-balanced in an organization stimulates collaboration and information exchange (Adams, 1965). In an organization, there are four types of organizational political conduct. Researchers believe that every organization has a political behavior manager who is bright, inept, intelligent, and naïve. They claimed that the intelligent behavior manager was just interested in power and that they were unethical, confrontational, and political in their actions. The astute behavior manager has good interpersonal skills, provides information, and maintains a close eye on current events. Managers who perform ethically follow the rules and are uninterested in the organization's political activities. Furthermore, ineffective managers do not support the organization's political activities (Soares; 2018). Case in point at a Chennai engineering college, there is a link between organizational politics and the desire to leave. The goal of this research was to see how gender affected employee turnover intentions. According to the conclusions of this study, workplace politics has a negative effect on performance (Mete; 2019).

In the Pakistani telecommunications business, the conse-

quences of management impression on the severity of organizational politics. The study's findings revealed that management perceptions and organizational politics vary depending on gender and organizational structure (Asrar-ul Haq et al.; 2019). Managers should link remuneration to performance, according to the study, in order to mitigate the negative effects of workplace politics. In a study on training gap identification as the determinant of employees' job performance, it was stated that a clear communication line should be established, and a decision on justice should be reached the study concluded that organizational politics is one of the primary elements influencing organizational training policies and training outcome which resulted in sending wrong candidates for training which will have a negative effect on organization performance and create a turnover intention (Olufayo and Akinbo; 2021). In Lahore, Pakistan, organizational politics has an impact on the health industry. Employees who have a bad attitude of politics are less satisfied, according to the study's findings. They recommended that management identify worker needs and try to address them, as well as enlisting the help of a psychologist to lessen the tendency for politics in the workplace (Albloush et al.; 2021).

### 2.3.6 Summary

Despite this empirical research by organizational professionals, previous study results have been ambiguous and less encouraging. This appears to be particularly true when it comes to the nature of the connections between organizational structure and firm performance, as well as employee efficiency and effectiveness. Empirical research is essential to understand the integrated and differentiated effects of numerous organizational factors (political dynamics, turnover, as well as commitment) on employee performance and quality. Employees in manufacturer and service providers industries have been the subject of the majority of research (Salami; 2008). As a result, this study looked into the influence of politics within the organization, turnover desires, and commitment from the organization on employee performance. Employees in firms where the practice of organization politics is a high normative standard for acts and decision-making are more likely to participate in sensitization to perceive the conduct of others.

According to prior findings, favoritism, illegal activities, reward packages, and a scarcity of resources are all frequent in the engineering industries (Li et al.; 2019). Individuals work in highly politicized situations that are rife with unjust systems and nepotism. When these activities are paired with the scarcity of work and opportunities for progress in this business, as well as insufficient education and promotion programs, employees may be more ready to participate in organizational politics (Singh et al.; 2019). Several studies have been undertaken in developing nations to document the impact of organizational politics on workers' desire to leave (Kurtessis et al.; 2017). As a result, limited empirical studies, particularly in the Engineering field, are still scarce. When these activities are paired with the scarcity of work and opportunities for progress in this business, as well as insufficient education and promotion programs, employees may be more ready to participate in organizational politics (Singh et al.; 2019). Several studies have been undertaken in developing nations to document the impact of organizational politics on workers' desire to leave (Kurtessis et al.; 2017). As a result, limited empirical studies, particularly in the Engineering field, are still scarce. The conceptual framework guiding the study is as presented in Figure 1.

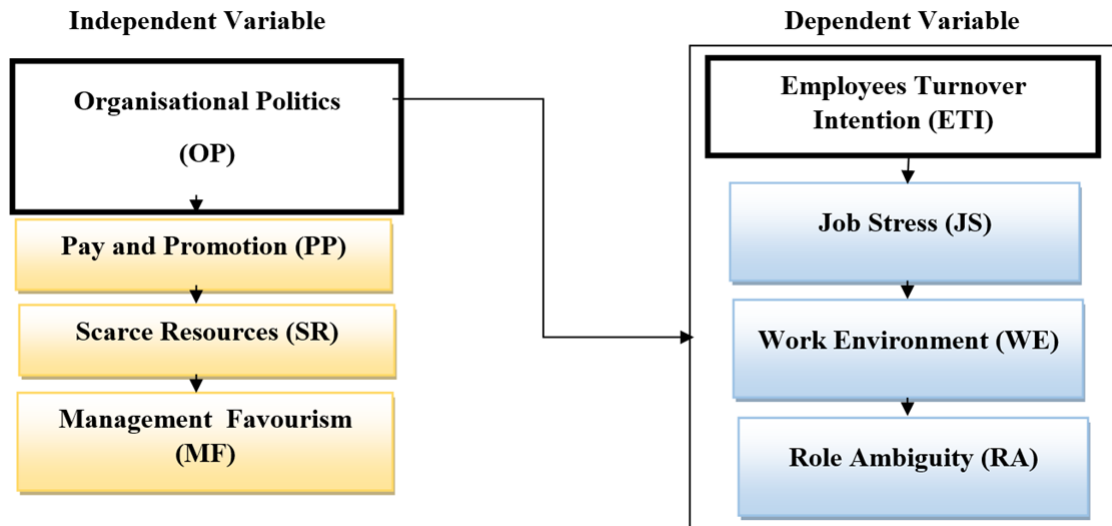


Figure 1. : Conceptual framework of Turnover Intention and Organizational Politics: A Study of Engineering Firms in Nigeria's Nigerdelta

### 3. Methodology

In this section, the researcher provides a synopsis of the data generating process from the research design, data accretion methods and instrument, sampling and sample size, data analysis, reliability and validity testing, and lastly ethical consideration.

#### Research Design

To validate the study objective, the researchers used a descriptive quantitative research strategy to gather and analyze pertinent data (Noko and Nwuzor; 2021; Olufayo and Akinbo; 2021). Particularly, the required data were collected from the staff of the selected organizations using a questionnaire instrument.

#### Population, Sampling, and Sample size

The study population consists of all senior staff of Caucus and Mayummies Engineering Limited, Delta State, Nigeria. From the available information to the researcher there are about 231 employees within the categories of senior staff for the two organizations (129 for Mayummies company and 102 for Caucus Engineering company) which form the basis of the sample. To determine the sampled respondents, A basic random sample strategy was used in the investigation. When the goal is to assure that all individuals of the population have an equal chance of being included in the sample, a simple random sampling strategy is most effective (Ridwan and Joseph; 2021). To determine the sample size, the study employed Taro Yamane formula. This implies that of the two hundred and thirty-one senior staff, one hundred and forty-six (146) of them will be sampled. The questionnaire is distributed between the two-company based on each proportional contribution to the total sample population.

#### Data analysis

The study would be analysed with descriptive statistics, cross-tabulation, and multiple regression analysis. Particularly, descriptive statistics and cross-tabulation aided the discussion of the demographic information of the sample respondents while regression analysis was employed to test the three-study hypothesis which seeks to find if factors such as politics of favouritisms, politics of pay and promotion, and scarcity of resources impact on employee turnover.

#### Instrument Validity and Reliability

Validity of instrument test the extent to which an instru-

ment measures what it tends to evaluate, or the instrument's deviation (Adekoya; 2018)). It was noted that while reliability is about the consistency of an instrument measuring what it tends to measure, validity is about the accuracy of the research instrument in measuring what it tends to measure. Cronbach's alpha was used to assess the instrument's reliability, while average variance collected was utilized to evaluate the research instrument's validity.

#### Ethical Consideration

The study ensure that participants were given the privilege of declining to participate in the survey and those who indicated their willingness to participate were assured they can pull out of the survey at any point they no longer feel comfortable participating. Secondly, responses were made anonymous to increase the response rate and protect the privacy of the respondents. Lastly, all materials used for the article are properly cited and referenced.

### 4. Result from Presentation and Discussion

In this section, the researcher presents the data from the field-work and discussed the findings. The study reveals that out of 146 questionnaires distributed, 144 were correctly filled and returned to the researcher which represents a 98% response rate. The questionnaire was sent electronically to the respondents using Google Forms, through the organization's representatives.

#### 4.1 Social Demographic Characteristics of Respondent

This subsection discusses the demographic information of the respondents and the data is discussed based on the respondent's intention to leave if they have a better opportunity elsewhere.

The data from Table 2 revealed that 67% of the respondents (96 employees) are male while the remaining 33% are female. The finding is obviously expected given that the engineering industry is mostly dominated by males largely because of the physicality required by the job. As an additional effort was made to ascertain the employee's desire to quit the company when opportunity surfaces, it was discovered that

**Table 1.** Respondents' Demographic information

Variables	Response Percentage	Intention to Leave (%)	No intention to Leave (%)
<b>Gender:</b>			
Male	67%	58%	36.9%
Female	33%	43%	56%
<b>Qualification</b>			
BSc	41.6%	53.4%	44.1%
MSc	37.5%	69.3%	28.6%
PhD	2.1%	66.6%	33.3%
Others	18.8%	36.8%	63.2%
<b>AGE</b>			
Less than 26	18.1%	54.2%	42.6%
26-35 years	26.4%	59.1%	40.9%
36-45 years	43.8%	63.4%	36.6%
45 years and above	11.7%	25%	75%

Source: Author, 2022

**Table 2.** Measure of Politics within the organization

Variables/Items	Mean	Standard Deviation	Rank
<b>Favouritism</b>			
There is evidence of my management preferring one employee over others	4.33	0.95	2nd
My organization encourages meritocracy over sentiments dealing with employees	3.79	0.67	8th
My organization does not provide equal playing field for all employees to air their view	4.30	0.83	3rd
<b>Pay and Promotion</b>			
My organization has a well transparent and standard basis for assessing all employees	3.32	0.94	10th
Sometimes, pay and promotion are applied on a politically motivated basis	4.35	0.82	1st
There is perceived evidence that management always wants to protect some staff	4.16	0.77	4th
My organization and manager are very objective in assessing every employee	3.42	0.92	9th
<b>Scarcity of Resources</b>			
There is the role of politics in resource distribution in my organization	4.07	0.69	6th
The employees of this organization always compete for scarce resources	3.88	0.99	7th
Resources are not divided equally in my organization	4.11	1.03	5th

Source: Author, 2022

**Table 3.** Regression data

	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	0.369	.045		8.170	0.000
Favouritism	0.028	.012	2.33	2.33	0.033
Pay and Promotion	0.253	0.054	4.68	4.68	0.000
Resource Scarcity	0.220	0.140	0.213	2.14	0.042

Source: Author, 2022

more males would be willing to leave the organization for the search of greener pasture when the opportunity surfaces. Specifically, of the 67% of the respondents who are male, 58% of them have an intention to leave while only 36 % do not have the intention to leave. This is relatively high from the perspective of the organization, although, we cannot attribute the whole 58% to politics within the organization.

Similarly, it was revealed that of all the sampled respondents, 41.6% of them have BSc as their highest educational degree representing most of the respondents. Those with a master's degree as their highest level of certification came in second. 37.5% of the respondents have MSc as their highest level of certificate, 2.1% have Ph.D. as their highest qualification and 18.8% of the respondents have another form of certificate which is not captured. One striking finding is that most people with MSc and Ph.D. would want to leave the organization with any slightest opportunity. For instance, among those with MSc as their highest level of certificate, 69.3% of them indicate they would be willing to leave the

organization while 66% of those with Ph.D. indicate they would be leaving the organization at any given opportunity. One can easily conclude that organizational turnover is more prevalent among skilled employees.

The study also examined the respondents' age distribution and the intention to leave among the different age groups. It was discovered that among the respondents sampled, 18.1% of them were age less than 26 years, 26.4% of them were aged 26 to 35 years, 43.8% were aged 36 to 45 years of age and 11.7% were age 45 years above. The finding revealed that the majority of the population are aged 36 to 45 years and was followed by 26 to 35 years. Similarly, the researcher also discovered that intention to leave the organization was more prevalent in age 36 to 45 years with about 63% of them saying they have the intention to leave the organization given any opportunity.

Lastly, it was discovered that the intention to leave was least among those of age 45 years above with only 25% indicating they might leave if they find opportunity elsewhere. The demographic information clearly revealed that turnover among

**Table 4.** Model Summary

Model	r	R Square	Adjusted R Square	Std. The error of the Estimate
	.708a	.632	.625	.409

Sa. Predictors: (Constant), Favouritism, Pay and Promotion, Resource Scarcity

**Table 5.** ANOVA table (F-test)

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	2.559	3	.853	15.10	0.000b
Residual	78.622	141	.167		
Total	81.181	144			

a. Dependent Variable: Employee Turnover

b. Predictors: (Constant), Favouritism, Pay and Promotion, Resource Scarcity

employees differs across different demographics and organization needs to understand the demographic of their employees in making strategic plans to reduce employee turnovers.

#### 4.2 Organizational Politics and Employee Turnover

This section presents and discusses the key variables measuring the prevalence of politics within the organization. It was discovered as seen in table 2 that politics within organization play a contributory role in employee turnover within the organization. The data revealed that most of the scales measuring the prevalence of politics within the organization have a high mean score while those measuring absence of politics within the organization have a low mean score which indicates the possibility of politics driving turnover within the organization. For instance, scales like “Sometimes, pay and promotion applied on the politically motivated basis” have the highest mean of 4.35 which indicates the likelihood of politics within the organization prevalent. Also, the scale, “My organization has a well transparent and standard basis for assessing all employees” has the least mean score of 3.32 an indication suggesting some element of politics in pay and promotion within the organization. To ensure the generalization of the study, the study followed earlier literature like (Abbas et al.; 2021; Albloush et al.; 2021) to estimate the impact of the three dimensions of organizational politics on employee turnover as presented in Table ???. The researcher used multiple regression to test the three hypotheses formulated earlier. The three hypotheses include.

- Ho: Politics of favoritism does not impact employee turnover in the organization.
- Ho: Politics of pay and promotion does not impact employee turn; over in the organization
- Ho: Scarcity of resources does not impact employee turnover in the organization

From the result, it can be discovered that the three measures of politicization within the organization such as Favoritism, politics in pay and promotion, and politics in the allocation of organization scarce resources all have a positive impact on organization employee turnover. This is consistent with the findings from the descriptive statistics that indicate a high mean of the respondent’s response as it relates to the existence of politics within the organization. The result is also consistent with past literature that has found that politics within the organization increases employee turnover. A development that has been identified as disastrous to the organization given the loss in productivity that might result from high turnover.

## 5. Conclusions

The study used two engineering companies in Delta state as a case study to investigate the link between organizational politics and employee turnover. The study discovered, among other things, that male employees are more likely to leave an organization when politics present, and that the more educated and skilled an employee is, the more likely they are to seek greener pasture elsewhere, particularly when politics exist within the organization. Younger employees are also more likely to leave the company when the opportunity arises, and it has been discovered that any sort of internal politics within the company will likely increase employee turnover, which is not good for the company’s productivity and performance.

The report suggests, among other things, that organizations clearly set out their compensation and promotion laws and regulations, and that these guidelines are properly followed during appraisals. This will eliminate favoritism, unhealthy rivalry among employees, and, as a result, staff turnover inside the company. Finally, resources inside the organization should be rationalized, and each person should be assigned responsibilities and tasks based on their needs and responsibilities, with the allocation process being clear.

### Competing Interests

Author declare no competing interests.

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