



**A STUDY OF THE EFFECT OF ORGANIZATIONAL POLITICS ON EMPLOYEE
TURNOVER IN PRIVATE INSTITUTIONS IN NIGERIA**

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Submitted In The Partial Fulfilment Of The Requirements For The Degree Of Master Of
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Graduate School of Business

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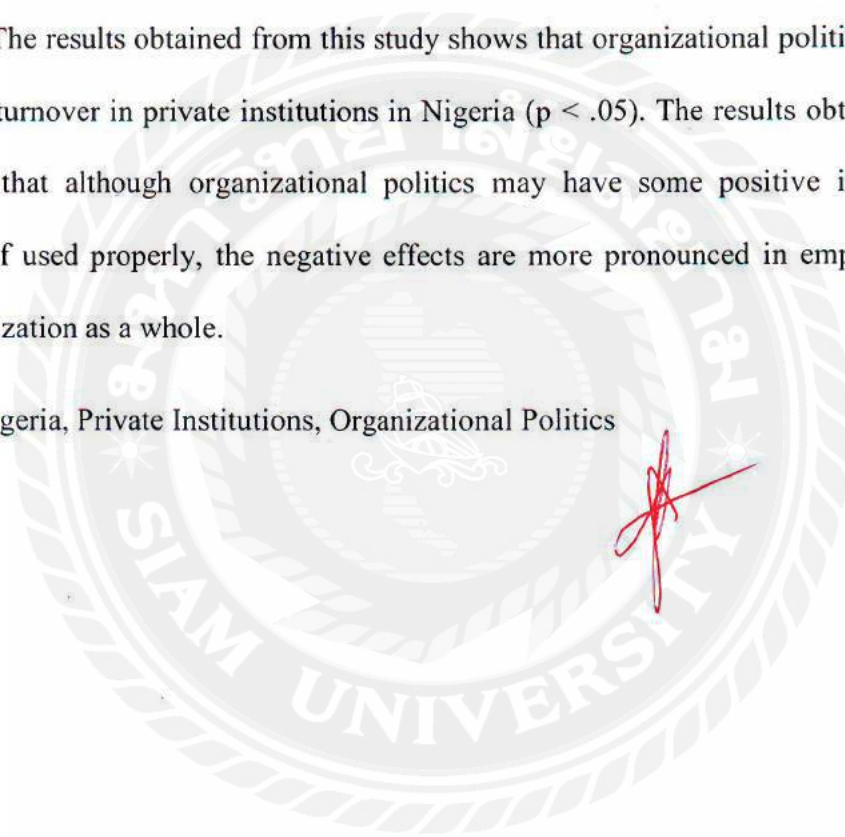
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ABSTRACT

The existence of organizational politics and the way it is handled in an organization is very important to the success of every organization. Employee turnover is one of the most cited problems in organizations which need to be properly addressed. It is one of the aspects which alters the organization's strength and is thought-through to be one of the controversies facing today's organizations. Studies have shown that organizational politics is one of the culprits implicated in employee turnover. Organizational politics plays a great role in how employees relate to each other at their workplace. This study was carried out to study the effect of organizational politics on employee turnover in private organizations in Nigeria. The research aims to shed light on both the positive and negative impacts of organizational politics in a

working environment and ultimately, employee turnover in organizations. Questionnaires were used as survey tools and 65 respondents from various private institutions filled the questionnaires. Data obtained from the questionnaires were analyzed using the Statistical Package for the Social Sciences (SPSS) for quantitative analysis. One-way ANOVA was used, followed by multiple comparison tests (Tukey and Fisher's Least Significant Difference LSD). Cross-tabulation was used to analyze the results obtained from the questionnaires filled by respondents. The results obtained from this study shows that organizational politics has an effect on employee turnover in private institutions in Nigeria ($p < .05$). The results obtained from this study shows that although organizational politics may have some positive influence in an organization if used properly, the negative effects are more pronounced in employee turnover and the organization as a whole.

Keywords: Nigeria, Private Institutions, Organizational Politics



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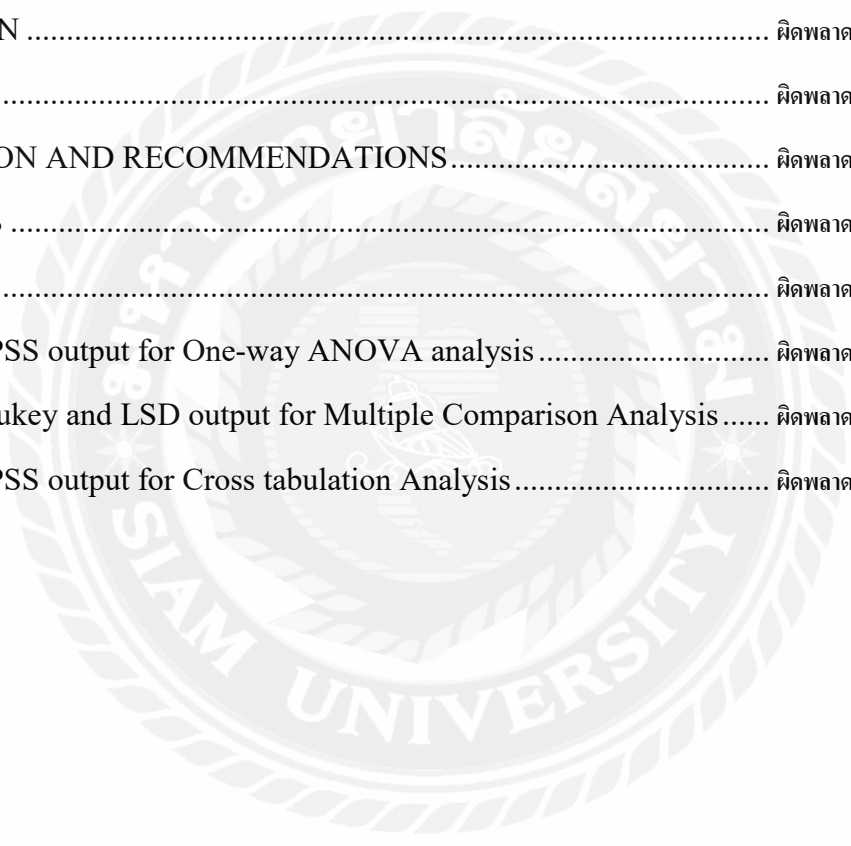
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CHAPTER 1

BACKGROUND OF THE STUDY

1.1 Introduction

Organizations are made up of different people from different backgrounds with different behaviors, ideologies, characters, and beliefs and these variations determine how these individuals comprehend issues in organizations.

Organizational politics is the pursuit of self-ambitions in an organization, either or not this self-ambitions correlates to the organizational objectives while Employee turnover points out the percentage of employees that leave an organization within a certain period of time.

Politics plays an enormous part in an organization; dictating how decisions are made by executives and also influencing the relationship between co-workers in the workplace depending on how it is being used- either positively or negatively. In other words, the relationship among employees portrays the political atmosphere in an organization.

Employees play politics in order to achieve untimely awareness and regards from their boss. The political decisions made in organizations have prompted many employees to quit their jobs due to the unwanted atmospheric conditions it brings. Employees who are not competent in the area of their specialization also engage in negative politics, just to secure their position at their workplace.

Employee turnover has been one of the most cited critical problems organizations face which needs proper thoughtfulness because it is one of the aspects which alter the organization's strength. Practically, employees either leave their jobs voluntarily based on their personal dealings with the organization, or enforced to leave due to the decision of their boss.

Organizational politics are not naturally unsatisfactory sometimes. Alternately, it is essential to be conscious of the detrimental effect of organizational politics in order to diminish its unfavorable outcome. Hence, this study distinctly analyzes the impact of organizational politics on employee turnover in a working environment. It also aims at examining the positive side of politics in an organization and the negative effects it has in the working environment. This research will go a step further to evaluate the effect of organizational politics on employee turnover be it positive or negative.

1.2 Statement of the Problem

In today's world, politics is inextricable from organizations because it involves people in the organization and it has been one of the instruments used either to promote people or demote people at the workplace and this act has led to the exit of many employees due to the negative atmosphere it brings. The outcome of organizational politics in an organization can be far more calamitous. Employees and managers who must centralize on the political angles of work may have not as much time to pay more attention to their works. Furthermore, Organizational politics can be negative or positive and this involves the use of superiority or relationship with bosses over each other at the workplace.

There are two facets of political norms that happen in every organization and this could be positive political behavior or negative political behavior. The negative political behavior violates the declared rules of the organization put in place by the people in vital positions. Ultimately, it poses a negative outcome of loss to the organizational environment.

Positive political behavior in an organization motivates productivity among workers. This includes giving employees the privilege to decide boldly, assurance and encouragement to be

more dedicated to their jobs rather than intimidating their sacrifice. When employees are authorized to express their opinions in their working environment, they develop confidence in one another. Any organization that creates and promotes this unity and motivation among her employees, providing equal rights, will avoid conflicts that can slow down the pace of the organization.

Self-centered attentiveness in an organization is demonstrated through the struggle for organizational assets, employee and inter-departmental contentions, the tussle for power and head dignity and shrewd rule executed by bosses, stewards, and sections. These bosses, stewards, and sections in the organization will effectuate these pursuits having the aims of getting power, acquiring solitary importance, approaching tactful and pricey information, covering true aims and crafting coalitions.

Politics in the organizational structures have directives and the sooner a manager decrypts the groundwork, the faster he or she will form a coalition that will aid his or her inquisitiveness. Organizational politics can deprive an employee of his or her job. It can also lead to employee promotion or turnover, depending on who is heading it.

When managers in an organization have no regards for those working under them, negativity of power sets in and this form of leadership in an organization will only drive employees to perform their duties by intimidating them with relief of duty and discipline or paving rooms for partiality among employees rather than acknowledging or rewarding them according to their assessment report and this leads to an increase in employee turnover in an organization. This remains the very reason why leaders in different organizations should behave liberally; giving their employees the opportunity to advise them on some matters before taking a final decision that may lead into discord among each other which might affect employee turnover.

To reduce the political atmosphere in workplace, organization leaders should provide free flows of information, open communication, never tolerate political manipulation, provide sufficient resources, enforce performance measurement, not personality, remove of political norms, provide more opportunities for employees, and also encourage managers to deal peacefully with their workers in the organization and accommodate employees in reverse to their conduct. Doing this will bring reduction to the consciousness of organizational politics and enhance workers morale and task execution.

1.3 Research Question

- (1) How does organizational politics influence employee turnover in private institutions in Nigeria?
- (2) What are the major factors contributing to the effect of employee turnover private institutions in Nigeria?
- (3) How can employee turnover be reduced in private institutions in Nigeria?

1.4 Research Hypothesis

H₀ – There is no effect of organizational politics on employee turnover.

H₁ – There is an effect of organizational politics on employee turnover.

1.5 Objectives of the Study

General Objective

The general objective of the paper is to pinpoint the factors affecting and exasperating employee turnover in private institutions in Nigeria and to propose guidelines that can help mitigate employee turnover.

1.6 Specific objectives of the study

- To understand the key factors that fuel organizational politics in private institutions in Nigeria.
- To evaluate the effect of organizational politics on employee turnover in private institution in Nigeria.
- To evaluate how private institutions can reduce the employee's turnover.

1.7 Organization of the Research Paper

This paper is organized into six chapters. The first chapter indicates the background of the study, statement of the problem, research question, and research hypothesis, objectives of the study and limitations of the study. The second chapter analyzes the literature review. The third chapter discusses research methods made up with research design, data collection method, data analysis, and presentation. Data analysis and discussion of data are presented in chapter four. Finally, chapter five discloses the discussion and chapter six discloses the conclusion, reference, and the Appendix.

1.8 Conceptual Framework.

The following conceptual framework model was developed. This model illustrates the relationship of favoritism, communication barrier, scarcity of resources and a decline in the organization economy with organizational politics that lead to employee turnover. Organizational politics is the antecedent's independent variable with its four, while employee turnover is the dependent variable.

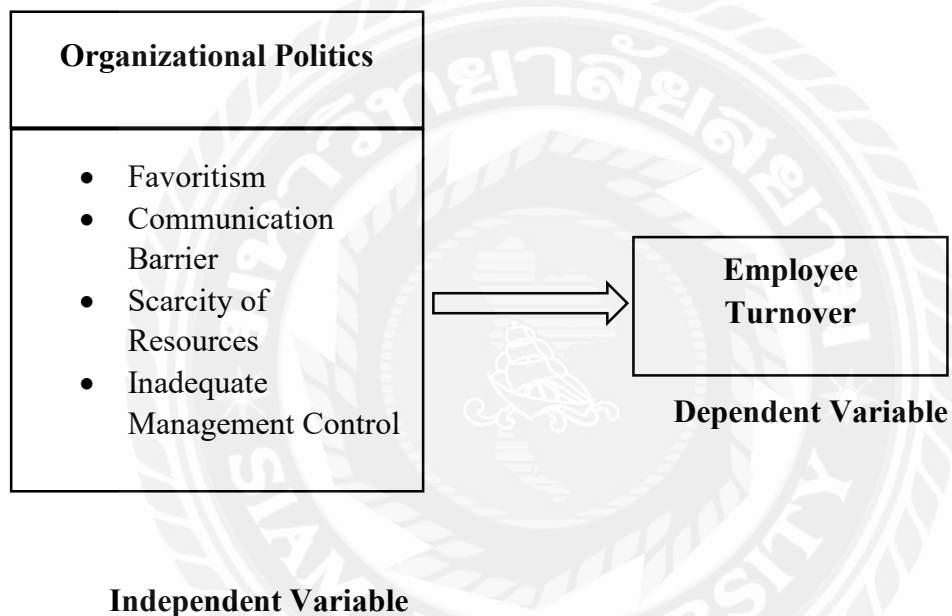


Fig 1. Conceptual framework

CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

Human behaviors in an organization have become a topic of interest. Several studies have been conducted to examine the nature of the relationships among people in the organization to better understand factors motivating individuals to behave in certain ways. Research studies have examined the causes of conflict in organizations. Among other reasons, the researcher believes that perceived organizational politics are one of the behaviors that incur conflicts in the workplace.

It is assumed that the political environment is threatening in that individuals would actively harm one another to obtain power **(Cropanzano, Howes, Grandey, & Toth, 1997)**. Organizational politics is related to employee performance in the organization **(Chen & Fang, 2007; Vigoda, 2000)**. Employees who do not engage in politics in the organization may be left with no option other than leaving the organization. In other words, the high political environment is said to limit the organization's resources and demeans employee effectiveness in the organization **(Kacmar & Carlson 1999)**.

Some studies have pointed out that political conducts in an organization are exceptionally unauthorized, emblematic, and dependent on inequality in approach **(Al-Zu'bi, 2010; Clarke, 2011; Dhār, 2011)**. Organizational politics breathes out actions and attitudes through individuals in power to influence decision making, it is also perceived to have some negative outcomes in an organization **(Tlaiss, 2013; Brouer, Harris, & Kacmar, 2011)**. **Butt, Imran, Shah and Jabbar (2013)** proposed that harmony is essential in alleviating the negative brunt of anticipated politics in an organization. **Bodla and Danish (2013)** suggested a philosophical exemplary based on different amplitudes, significant techniques, political

attitudes and influence, and politics that might disclose the attitude of employees towards politics within an organization.

Research findings showed that employees who perceived a high level of politics in their workplace reported higher levels of intention to quit than employees who perceived a low level of politics (**Poon, 2003**). Employees leave the organization as a result of politics and conflicts in the organization; organizational politics is defined as the actions by individuals directed toward the goal of furthering their own self-interests without regard for the wellbeing of others or their organization (**Cropanzano et al., 1997**).

2.2 Perception of Organizational Politics and Turnover Intention

Organizational politics may be defined as behavior that is strategically designed to maximize short-term or long-term self-interest (**Ferris, Russ, and Fandt, 1989**). According to **Vigoda-Gadot & Drizin-Amit (in Vigoda-Gadot & Drory, 2006)**, organizational politics are pivotal inasmuch as they contribute to the perceptiveness of the spontaneous procedures of rivalry and collaborations in the organizations, and their brunt on the employees' performance in the workplace (**2006:7**). **Othman (2008)** indicates the two facets of organizational politics in his paper in the aspect of justice, trust and job ambiguity; specifically, the negative side involves favoritism and illegal attitude while the positive side involves collective responsibility that is crucial for organizations to get through. Negative organizational politics are deplored because of the predicaments coated with them and the organizational struggles they generate. On the other hand the combination of common objectives and inspiring teamwork births positive outcomes of organizational politics (**Drory & Vigoda-Gadot, 2010: 196; Gotsis & Kortezi, 2010: 509**).

2.3 The Aftermath of Organizational Politics on Organizations

When politics is welcomed in an organization, employees in that very organization may not be able to achieve the company's targets within the specified period of time given or deadline. Therefore, it makes the employee's responsibilities to be delayed because politics leads to an unwanted atmosphere in the workplace if it is used negatively. The uncondusive atmosphere in a workplace negatively affects the relationship among employees. Employees playing politics will always look for an opportunity to defame their fellow workers' images.

2.4 The Positive Facet of Organizational Politics

Organizational politics and its practices are generally implied to be the organizational preventive program which revamps and refine consistent data (Seo, 2003). Notwithstanding, organizational politics is not all about power control, trust issues, and undisclosed plans. It can also be useful in areas that are profitable for more than just a politically-skilled and politically motivated minority (Vredenburg & Shea-VanFossen, 2010). The individual-based interactionist approach empirical study of Rosen et al (in Vigoda-Gadot & Drory, 2006), in relation to the perceptive of nature idiosyncrasy in politics, proves that organizational politics might not perpetually open towards negative outcomes as some identities might discern politics more positively than others.

Positive organizational politics might act as a preliminary for an enthusiastic edge, howbeit, people are aptly politically proficient. It has been proposed that politically proficient board profitably dominates those organizational settings that are beneath task. A political expert has a propensity to apply behavior which aids the perception of confidence and reliability (Drory & Vigoda-Gadot, 2010: 195; Gotsis & Kortezi, 2010: 504). This measures that positive politics are primarily obvious when people make use of the positive effect of actions and policies concealing negative actions. Drory & Vigoda-Gadot (2010) disagree that at the

same time one promotes a set of positive political skills, an active political climate is discovered that does not go through the breach, malpractice, and wrong.

Few labeled organizational politics as a channel for engaging rivalry in organizations and employees make use of organizational politics concept to generate sensibility of the surroundings in the workplace (**Ladebo, 2006: 256**). While others disagree that being politically adept might enhance individuals and the success of an organization, and may also simplify organizational adjustment and transformation to the settings (**Ladebo, 2006; Vredenburg & Shea-VanFossen, 2010**).

Kurchner-Hawkins & Miller (in Vigoda-Gadot & Drory, 2006) argue that political behavior is positive when it delivers organizations' aims and objectives, promotes unity, boosts morale and creates an emotionally stable environment in a workplace. Furthermore, effective political conduct could be more beneficial to higher organizational fairness (**Gotsis & Kortezi, 2010**). This effective political conduct is examined in the light of the obligation to bear together the antithetical passion of shareholders, banking on the strength to reach equilibrium between the contending impulses and outlooks of organizational associates.

Augmenting this channel of controversy, **Butcher & Clarke (2006: 297)** argue that superintendents who are seriously apprehensive of the politics surrounding in their organizations have a higher tendency to indulge such political attitudes, thus, bolstering impartiality. According to **KurchnerHawkins & Miller (in Vigoda-Gadot & Drory, 2006)**, organizational politics is a major management involvement detailing the eventual impact of political demeanor on the environment and adaptability of an organization (**2006**). Therefore, if political action is recognized as a logical and valuable element in organizations, then political schemes might be seen as a partnership, bond-formulation or direction (**Gotsis & Kortezi, 2010: 498**). Furthermore, conferring to **KurchnerHawkins & Miller (in**

Vigoda-Gadot & Drory, 2006), those relations and coalitions which are framed on certainty and allegiance, as well as in path with the organization's aims and objectives, might be treated as "politically positive" (**2006**).

Coopey & Burgoyne (2000) disagree that a permissive pattern of politics might have a positive outcome on studying of organizational politics, disregarding the departments and position of the people in the organization. More especially, they disagree that a clear pattern of politics quickens the response of individuals in an organization towards a research concept (**2000**).

Coopey & Burgoyne (2000) adopted the corporate approach in illustrating that researching all through an organization is a duty of free political development at a company level that engages numerous personalities. They also stated that organizational politics may boost the resilience and creation of organizational plans and will also grant the interrelation within societies of tradition to disperse wisdom (**Coopey & Burgoyne, 2000: 882**). Correspondingly, **Engeström (2001)** states that organizational politics can be employed in finding ways to settle rivalry in a workplace which might enhance the atmosphere in the workplace. **Vigoda-Gadot & Kapun (2005)** adds some positive effect of politics, some of which include career upgrading, awareness, and prestige, boosting of skills and posts, the realization of intimate and organizational intentions, the outstanding performance of a career or plan application, and sensitivity of accomplishment, self-pride, supervision, and achievement. This measures that political actions might be paramount in all of the aforementioned cases, more especially if an official aims to progress in an organization or needs to be recognized by his or her colleagues at the workplace (**Drory & Vigoda-Gadot, 2010: 195**). **Mintzberg (1985)** tables a lot of positive facets of organizational politics in affiliation to his description of business (**in Vredenburg & SheaVanFossen, 2010: 41**). Politics can also contribute to altering the passage of information and advancement, as when

the supporting game permits a boss to hike over a sluggish boss. In this aspect, political games might bring in understanding the hidden for management.

According to the findings of **Luthans et al's study (1985)**, there is a liaison between fortunate managers and the continual use of organizational politics (**Vigoda-Gadot & Dryzin-Amit in Vigoda-Gadot & Drory, 2006**). Literally, **Kurchner-Hawkins & Miller (in Vigoda-Gadot & Drory, 2006)** stated that a leader is “a political profession in place of a critical science” that connects human administration and political expertise (**2006**). Organizational politics might also allow a collection of voices to be heard and understood which might be profitable to the organization (**James in Vigoda-Gadot & Drory, 2006; Mintzberg, 1985**).

2.5 The Negative Facet of Organizational Politics

As previously explained, organizational politics can be approved as having a positive potential, however, research reveals that many people identify it as negative (**Drory & Vigoda-Gadot, 2010; Othman, 2008; Poon, 2003**). The political atmosphere in a workplace is perceived by some to be of negative influence which might bring about favoritism, detriments and injustice (**Gotsis & Kortezi, 2010: 499; Harris et al, 2009: 2669; Ladebo, 2006: 256; Vigoda-gadot & Kapun, 2005: 258**). Therefore those workers who discern their environment as being politicized might turn to hide useful information (**Beugré & Liverpool in Vigoda-Gadot & Drory, 2006**). Organizational politics may silence and pervert the tone and feelings of a person, certainty that create fortification of structures while promoting skepticism (**Vince, 2001: 1344**). In a political organization, employees' feelings are threatened by the anxiety, doubt and the insolent behaviors that exist among individuals (**Harris et al, 2009: 2680**). **Vredenburgh & SheaVanFossen (2010)** argue that historical

trends like fierceness, influence and domination, manipulation, rank conflict, and self-absorption can all take place in an organization giving room for a constant atmosphere of confusion and opposition in such an organization. As a matter of fact, different researchers noticed that organizational politics do have a negative consequence on work performance and organizational responsibility, specifically on the junior employees (**Drory, 1993; Ferris et al, 1989; Gotsis & Kortezi, 2010; Vigoda-Gadot & Kapun, 2005**). Others suggest that organizational politics is the cause of stress and rivalry in the workplace (**Ladebo, 2006; Vigoda-Gadot & Kapun, 2005**). **Cropanzano & Li (in Vigoda-Gadot & Drory, 2006)** reference **Ferris et al's study of 1993**, which established a connection between politics and job nervousness for those with less perceived control. This means employees with a lesser power sense feel more stressed when they sense politics in their workplace. Respectively, organizational politics might cause an individual to isolate him or herself physically or mentally from the workplace (**Vigoda-Gadot & Kapun, 2005: 260**). Thus, while people might be physically available at their workplace, their consciousness can be somewhere which prompts lack focus in their workplace. Studies centered on the assumption that organizational politics instigates the key management to endorse egomania, give a negative portrait of organizational politics, hence, people go on to impose their negative ideas of organizational politics (**Vigoda-Gadot, 2007**). Some report that political conduct restrains the sharing and communication of messages (**Curtis, 2003; Poon, 2003**) and hinders training process. In the sense that, **Kurchner-Hawkins & Miller (in Vigoda-Gadot & Drory, 2006)** note that communication and information are the vital instruments in political systems and their force is of great importance to the political development in an organization (**2006**). This is because both information and communication are the channels in generating subjects and behaviors that exist in the workplace. A Political environment promotes restriction of information in a workplace. **Albrecht (in Vigoda-gadot & Drory, 2006)** stated that when

employees sense that they cannot confide in other employees and the strategy of an organization, they turn to scale down their commitment, putting in the lesser effort, which may end up in resignation (2006: 109).

Cropanzano & Li (in Vigoda-Gadot & Drory, 2006) states that the political environment might have some negative repercussion for those who are not precisely touched by the fundamental political movement. As a result of **Vigoda's (2002)** research, politics generates misery which tends to bring about violent actions, creating more misery among co-workers (in **Vigoda-Gadot & Drory, 2006**). Different levels of politics are displayed by individuals in a political environment because some people may be more extreme political than their fellows.

2.6 Turnover Intention

The term “turnover” is defined by **Price (1977)** as the ratio of the number of organizational members who have left during the period being considered divided by the average number of people in that organization during the period.

Turnover points out to withdrawal, termination of contract and redundancy. Employee turnover is believed to be one of the prevailing problems in organizations (**Armstrong, 2009 cited in Hana and Lucie, 2011**). Employee turnover leads to the loss of knowledge which is a menace for the affected organization (**Hana and Lucie, 2011**). On the other hand, turnover is a channel for another organization to benefit from a new set of knowledgeable employees which could create a competitive advantage for the organization. The Inner aspects like organization equipment and outward aspects (tempting offers such as pay hike, effective communication and other beneficiaries with positive environmental surroundings that has no

negative political influence) should be made use of in reducing turnover rate in an organization.

Employee's devotion to their organizations is limited because they need more participation in decision making and recognition of their individual efforts and this is an underlying reason why they leave the organization if they are not satisfied (**Surline, 1999**).

Griffeth and Hom (**2001**) provide a focal point on the area of turnover intention which is a certain involvement in an organization by distinguishing between voluntary and involuntary turnover. Particularly on employee leaving their job; could it be employee decision to leave or the management decision? Definitely, inevitable departure by which the employer has no control are also left out (family progress, childbirth, severe death or ailment). Based on this, employee turnover can be grouped into two sections:

A. Voluntary Turnover:

This is when an employee makes up his or her mind to leave their job due to reasons best known to them.

B. Involuntary Turnover:

This is when an organization terminates an employee's contract on the basis of incompetence or for undisclosed reasons when such employee is not ready to quit.

Employee resignation is not always tied to dissatisfaction with the organization, however, the voluntary turnover rate should be a reference for managers.

2.7 Factors That Leads To Employee Leaving the Organizations

Employees intentionally leave the organizations where they work for different reasons but not all are politically related factors. Some factors linked to employee resignation are

unsatisfactory payment, better offer outside their current organizations, paucity of skilled workers in the industry, bad managers, feeling devalued and unrecognized, loss of trust and confidence in senior leaders, little coaching and feedback, stress from overwork and work-life imbalance, lack of opportunity for advancement or growth inadequate facilities, favoritism, decline in the organization economy, lackluster supervision and training, lack of motivation and poor decision making from the top could drive an employee to quit his job. Above mentioned are some of the reasons that might drive some employees to make this decision; some are independent of organizational politics while others are tied to organizational politics. Organizational politics creates room for power tussle which could open the doors for a valuable employee to depart the organization.

2.8 Effects of Employee Turnover on Organization

Employee turnover is costly from the perspective of the organization. Voluntary exits which serve as a shift of human resource disbursement from organizations and the consequent reinstatement procedure brings about different price tags to the organizations. This reinstatement outlay incorporates, for instance, the quest of the exterior industrial market for a viable replacement, collection amid competing replacements, the introduction of the selected replacement, and proper and improper coaching of the replacement until they obtain performance levels comparable to the individual who left (**John, 2000**). Different researchers argue that high rise in turnover rates might have negative outcomes on the profit of organizations if not handled perfectly (**Hogan, 1992; Wasmuth and Davis, 1993; Barrows, 1990**). In the study carried out by Hogan (**1992**) over twenty years ago, the direct and indirect cost of a single line employee quitting was between \$ 1400 and \$4000. Turnover has many invisible costs **Philips (1990)** and these invisible costs are the outcome of incoming

employees, coworkers meticulously identified with incoming employees, co-workers firmly identified with leaving employees and post being filled while vacant. All these affect the yielding profit of the organization. Furthermore, turnover affects customer service and satisfaction **Kemal et al. (2002)**. **Catherine (2002)** further states that turnover comprises other costs, such as lost productivity, lost sales, and management's time, estimate the turnover costs of an hourly employee to be \$3,000 to \$10,000 each. This plainly displays that turnover influences the yielding gain of the organization and if it is not handled properly it will have negative impacts on profit. Studies have shown that employing and educating a replacement employee for a lost employee costs roughly 50 percent of the worker's yearly salary (**Johnson et al., 2000**) – but the costs do not cease there. Each time an employee exits an organization, we assume that yielding gain drops in relation to the learning curve involved in understanding the job and the organization. Moreover, the failure of thoughtful capital sums to this cost, since not only do organizations lose the human capital and relational capital of the departing employee but also competitors are probably benefitting these assets (**Meaghan et al. 2002**). Hence, if employee turnover is not handled properly it will affect the organization's development in terms of staff costs and in the long haul, it will affect its liquidity position. In summary, voluntary turnover earns serious cost, both in terms of direct costs (replacement, recruitment and selection, temporary staff, management time), and also (and perhaps more significantly) in terms of indirect costs (morale, pressure on remaining staff, costs of learning, product/service quality, organizational memory) and the loss of social capital (**Dess et al. 2001**).

2.9 Factors That Leads To Politics in the Organization

(1) Favoritism:

The word "Favoritism" is derived from the Latin word favor which means "mercy".

Favoritism in an organization entails giving a person a special privilege or treatment

above his contemporaries. This act creates division among employees and it might lead to the turnover of other dedicated employees when they start to think that their organization is maltreating them. The bad picture favoritism paints are that employees contend for power (Kwon, 2006). Favoritism destroys the organizational tranquility and good fortune. Arasli & Tumer (2008) stated that one of the main reason of job stress in the organization is favoritism. They further explained that any display of favoritism either based on gender, ethnicity, or educational background is bad and illegal management practice which breeds hatred, damages employees' morale and leads to loss of productivity in the organization because it makes employees spend much of their time gossiping and backbiting instead of doing their jobs. Favoritism triggers employee intention to exit the organization or influences them to engage themselves in organizational politics

(2) Communication barrier:

This is another aspect that causes politics in the organization. Effective communication still remains a key factor for any organization that wants to succeed. According to Wilson (1997), communication helps to reduce uncertainty, thus, it is an exchange of meanings. Lack of communication among workers creates differences among employees and their boss, affects task completion, trigger politics, or lead to employee exit within the organization. A communication barrier is anything that blocks employees from receiving and understanding the information needed to do their work. These barriers may be connected to the message, internal barriers connected to thoughts and feelings, or external barriers. Lack of communication among workers creates differences among employee and their boss and it affects task completion within the organization because everyone will only be satisfying their own desires. These communication barriers erupt from a lack of clarity when delivering a message to other employees, inconsistency, language

differences, non-verbal cue, gender differences, and cultural diversity. Effective communication improves job satisfaction, employee performance, and productivity (Holtzhausen, 2002; Goris, 2007; Litterst & Eyo, 1982) while poor communication results in low employee commitment to the organization (Kramer, 1999). These barriers to communication can block communication within an organization and may cause politics or lead to employee exit. These barriers can be overcome by improvement of listening and writing skills, building conversational skills, training on verbal and nonverbal communication skills, giving and receiving feedback from employees, reviewing meetings, grooming future leaders, coaching and mentoring skills, etc.

(3) The scarcity of resources:

No organization is flawless when it comes to resources. If an organization is not confronted by the scarcity of resources in all aspects, it may be deficient at least one area (**Frost, 1987**). In an organization, the employees do not physically wrestle amongst themselves but they clash fiercely with political games for getting resources (**Khan & Hussain, 2014**). The scarcity of resources is a cause of organization politics that managers engage in (**Kacmar & Carlson, 1994**). When managers see the scarcity of resources in the organization, their behavior changes politically and they try to get excess resources. The scarcity of career development opportunities leads to higher politics in an organization because some of the employees discern that their lack of promotion and career development opportunities is tied to the fact that they are not playing political games (**Ferris & Buckley, 1990; Gandz & Murray, 1980**). When resources are limited to an organization, this leads to a political environment (**Gotsis & Kortezi, 2010; Othman, 2008; Poon, 2003**).

Inadequate Management Control:

This is another aspect that causes politics in an organization. Effective management control is important for any organization to perform excellently. Effective management control is important for any organization to perform excellently. According to Adams (2003), Organization rules and regulation are among the management strategies designed to instill good conduct of employees just like students in a school. This implies self-control, orderliness, and obedience to organization's authority. According to Ruzevicius (2005), top management is required to review the organization's management systems for service quality, charter and complaints handling at planned intervals to ensure their continuing suitability, adequacy, efficiency and effectiveness.

This helps to guarantee that the employees are doing what is best for the organization but when there is inadequate management control in an organization it stagnates the sales of the organization, affects the quality of goods and services, hinders acquisition of data necessary to evaluate employee or departmental performance, loss of market share in the industry and can lead the company into bankruptcy.

In this kind of scenario, employees will only be protecting their own self-interest and this will spring up politics in the organization and will later lead to employee turnover. There are many other reasons that bring in a political atmosphere within organizations:

Politics takes place when the organization faces awful limitations of capital which prompts employees and departments to quarrel with each other. Politics takes place in an organization when the internal and external environments of the organization are fast changing. Lack of clear and distinct objective to outline all the activities within the organization propels organizational politics; employees will want to take advantage of this. Politics exists within an organization when the key managers have different perceptions concerning the organizational aims and objectives. Politics takes place in the organization

Lack of accountability in an organization encourages employees to play on each other's intelligence using politics as a tool. Lastly, politics will also take place when there is a decline in the organization's economy.

2.10 Techniques to Reduce the Rate of Employee Turnover

There are different techniques to be used in order to reduce the rate of employee turnover. Organizations encountered with issues of employee turnover have different guidelines of choices. There are dynamic guidelines regarding recruitment, election, introduction, coaching, and job layout and wage disbursement. Guideline choice, nonetheless, should be pertinent to the actual identification of the problem. Employee turnover is attributable to wage percentage. Organizations with incomes that are not vying with other organizations in the local labor market will experience high employee. Alternatively, the guideline to handle such a situation is to simply boost the organization's provision of on-the-job coaching opportunities. Specifically, there is an increment in the direct and indirect amount of employee turnover, hence, management is oftentimes advised to analyze the reasons why people leave organizations so that proper action will be taken by the management. Thorough research has indicated that the following groups of human capital management aspects brings a basis set of quotas that senior management can use to raise the efficiency of their asset in people and better total corporate performance of business: Employee obligation, the organization's size to attract, maintain, and enhance the value of its employees turning point on how jobs are well constructed, how employees' time is used, and the pledge and support that is displayed to employees by the management would encourage employees to stay in organizations. Information receptiveness, the extent of the organization's collaborativeness and its magnitude for making information and opinions universally accessible to employees, would make employees remain in the organization. Dissemination of information should be made at all heights of management. This receptiveness of information would lead to an active

performance from the employees and produce strong corporate culture (**Meaghan et al. 2002**). For this reason, openness to information would make employees sense that they are respected for their endeavors and possibilities of exiting the organization are negligible. Labor force expansion, organization's fruition in improving the performance of the employees by constituting necessary means for getting the job done, creating good working conditions, constituting accountability and making good hiring selections would keep employees in their organization. The priority of achieving better assimilation of the part relevant to recruitment, encouragement, and retention of employees is more underlined by increasing staff values and high rates of employee turnover (**Badawy, 1988; Basta and Johnson, 1989; Garden, 1989; Parden, 1981; Sherman, 1986**). With high competitiveness on worldwide integration, managers in different organizations are encountering greater pressure from upper management to enhance recruitment, choice, coaching, and retention of exceptional employees and in the process would motivate employees to remain in organizations. Organizational commitment is sufficient feedback to the whole organization. Display of honesty is vice versa between an organization and employees. The level of commitment and honesty can be accomplished if management improves the jobs, entrust and reward employees properly. Empowerment of employees could help to boost the stability of employees in organizations. All these raise employees' hope to be committed to the organization and prospects of leaving are minimal.

2.11 Conclusion

Organizational politics should be avoided as much as possible because it has awful consequences on both employees and the organization. Some of the consequences are the decline in general productivity, the absence of unity among the employees, unfavorable

atmosphere and character assassination among employees. Others are discouraging employees and dissemination of false reports among employees in order to get the attention of superior officers. It is well known that excess of everything will always have a faulty end.

Employees are the strength of any organization's achievement, so, they have to be managed well and encouraged by all means, even when an error is detected among them in the organization. Therefore, employees should be encouraged to support the organization to be universally competitive in the aspect of producing standard commodities and services to the community. All organizations should create room for the effective relationship among employees since they are not automobiles who can abide in isolation. Also, there should be fairness with moderation and effective tracking of the movements of the self-styled politicians inside the organizations.

Employees should be compensated based on their performance in the workplace without playing favoritism. Other ways of reducing employee turnover in organizations include encouraging fun at workplace, building social connectedness and harmony among employees, inspiring confidence in a clear vision, backing up words with actions, keeping the physical environment fit to work in, provision of right tools and resources, making employees feel important, keeping employees informed about the organization's strategy with provision of accessible information on career, provision of self-assessment tools and career self-management training for all employees, making feedback a priority and employee key expectation should be met in the contract, employee's incentives such as individual reward with other benefits. In conclusion, proper implementation of these factors in organizations help mitigate the rate of employee turnover.

CHAPTER 3

RESEARCH METHODOLOGY

3.1 Introduction:

Research methodology is a method used in gathering raw information in order to consummate predetermined research. In this segment, the researcher centered on distinguishing the methods used in gathering these data used for the research work. Furthermore, this includes research design, methods of data collection and analysis, sampling techniques, questionnaire design, the population of study, sources of data and area of study.

3.2 Research design:

More importantly, this research makes use of descriptive means in collecting its information. The result received was analyzed by the use of descriptive analysis. This analysis shows the questionnaire response rate and demographic characteristics of the respondents. It also shows the effect of organizational politics on employee turnover in organizations, presentation, and interpretation of results obtained from the questionnaires.

3.3 Sampling techniques

For this study, the researcher makes use of probability and non-probability sampling to select the study respondents. The study respondents from various departments of the organizations were chosen on purposive bases due to their competency and experience. The questionnaires were shared through emails and face to face contact who answered the survey questions and the people were given enough time to share their opinions in order to make the sampling a

better one. The questions were made in a facile format so as to reduce the level of uncertainty.

3.4 Questionnaire design:

The questionnaire was given to the respondents to fill in the spaces required for the feedback. The questionnaire was tailored to attain the standard of the study. The questionnaire focused on the effect of organizational politics on employee turnover without any diversion. Furthermore, the questionnaire was made in an easy format for the respondents to understand the research topic and what the researcher is trying to achieve through the particular study. It was also structured in such a way that it gives the exact information needed to examine the research topic. Also, the respondents were given the privilege to pin down their views, suggestions, comments, and recommendation concerning the research.

3.5 Population of study:

The Population of the study is made up of employees in private institutions in Nigeria. The respondents cut across different departments and terms of employment in their various organizations.

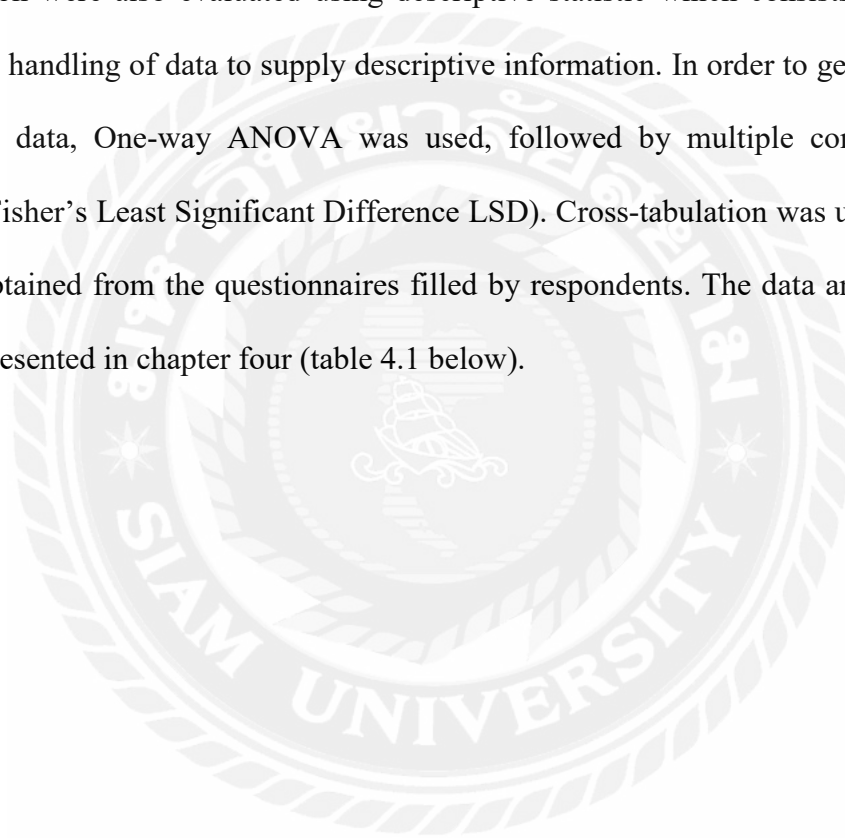
3.6 Method of Data Collection

There are different methods used for data collection which are; survey, interview, publications etc. The studies make use of primary data in collecting the required data from the sources. Primary data was achieved through the use of structured survey questionnaires. Therefore, the survey questionnaires were given to respondents from various organizations and later picked up by the researcher while some submitted online. Furthermore, Quantitative

research procedure was used for the completion of this study in order to provide in-depth data analysis of the research problem from various sources.

3.7 Data Analysis and interpretation:

The researcher made use of quantitative data for analysis using the Statistical Package for Social Sciences (SPSS). Variables such as gender, the term of employment, sex, age, length of the year they have been working in the organization, education status, working section and job satisfaction were also evaluated using descriptive statistic which consists of arranging, ordering, and handling of data to supply descriptive information. In order to get the statistical difference in data, One-way ANOVA was used, followed by multiple comparison tests (Tukey and Fisher's Least Significant Difference LSD). Cross-tabulation was used to analyze the results obtained from the questionnaires filled by respondents. The data analysis for this research is presented in chapter four (table 4.1 below).



CHAPTER 4

DATA ANALYSIS

4.1 Introduction

This chapter deals with data analysis, presentation, and interpretation of results obtained from the questionnaires. The result received was analyzed by the use of descriptive analysis. This analysis shows the Questionnaire response rate and demographic characteristics of the respondent. It also shows the effect of organizational politics on employee turnover in private organizations in Nigeria. The data analysis for this research is presented in table 4.1 below.

Table 4.1: Descriptive statistics

	Total sample <i>N</i> = 65	Contract <i>n</i> = 23 (35.4%)	Permanent staff <i>n</i> = 20 (30.8%)	Temporary staff <i>n</i> = 10 (15.4%)	Freelancer <i>n</i> = 12 (18.5%)
Demographic characteristics					
Age range					
18-25	18.5%	4.3%	20%	40%	25%
26-30	27.7%	39.1%	5%	50%	25%
31-35	23.1%	26.1%	35%	0%	16.7%
36-40	15.4%	4.3%	20%	10%	33.3%
41-45	9.2%	13%	15%	0%	0%
46-50	1.5%	4.3%	0%	0%	0%
Above 50	4.6%	8.7%	5%	0%	0%
Gender					
Male	69.2%	65.2%	65%	70%	83.3%
Female	30.8%	34.8%	35%	30%	16.7%

	Total sample <i>N</i> = 65	Contract <i>n</i> = 23 (35.4%)	Permanent staff <i>n</i> = 20 (30.8%)	Temporary staff <i>n</i> = 10 (15.4%)	Freelancer <i>n</i> = 12 (18.5%)
Educational level					
Below Grade10	0%	0%	0%	0%	0%
High school	3.1%	4.3%	0%	0%	8.3%
Diploma	9.2%	4.3%	20%	0%	8.3%
Bachelor degree	58.5%	65.2%	50%	60%	58.3%
Master degree	26.2%	26%	25%	40%	16.7%
PhD	3.1%	0%	5%	0%	8.3%
Working experience *					
		ab	a	b	b
1-5 years	52.3%	52.2%	20%	80%	83.3%
6-8 years	16.9%	8.7%	40%	10%	0%
9-12 years	15.4%	17.4%	20%	10%	8.3%
Above 12 years	15.4%	21.7%	20%	0%	8.3%
Area of work					
Study	20%	34.8%	5%	20%	16.7%
Design	4.6%	0%	5%	10%	8.3%
Supervision	6.2%	4.3%	5%	10%	8.3%
Laboratory	1.5%	0%	0%	10%	0%
Supportive staff	18.5%	13%	15%	30%	25%
Management section	23.1%	30.4%	30%	10%	8.3%
Research and development (R&D)	20%	8.7%	40%	0%	25%
Finance	6.2%	8.7%	0%	10%	8.3%
Job satisfaction					
Yes	80%	82.6%	85%	60%	83.3%
No	20%	17.4%	15%	40%	16.7%

	Total sample <i>N</i> = 65	Contract <i>n</i> = 23 (35.4%)	Permanent staff <i>n</i> = 20 (30.8%)	Temporary staff <i>n</i> = 10 (15.4%)	Freelancer <i>n</i> = 12 (18.5%)
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(Question 1)

Perceived organizational politics incurs conflict in the workplace

Strongly Disagree	0%	0%	0%	0%	0%
Disagree	12.3%	13%	10%	20%	8.3%
Neutral	27.7%	30.4%	20%	20%	41.7%
Agree	36.9%	34.8%	45%	50%	16.7%
Strongly Agree	23.1%	21.7%	25%	10%	31.3%

(Question 2)

Political environment threatens individuals to harm one another

Strongly Disagree	3.1%	0%	10%	0%	0%
Disagree	10.8%	8.7%	10%	10%	16.7%
Neutral	23.1%	34.8%	15%	10%	25%
Agree	38.5%	17.4%	50%	80%	25%
Strongly Agree	28.6%	39.1%	15%	0%	33.3%

(Question 3)

Employees have to be managed well and encouraged

Strongly Disagree	6.2%	0%	15%	10%	0%
Disagree	24.6%	21.7%	30%	10%	33.3%
Neutral	26.2%	17.4%	30%	20%	41.7%
Agree	29.2%	43.5%	15%	60%	0%
Strongly Agree	13.8%	17.4%	10%	0%	25%

	Total sample	Contract	Permanent staff	Temporary staff	Freelancer <i>n</i> = 12
	<i>N</i> = 65	<i>n</i> = 23	<i>n</i> = 20 (30.8%)	<i>n</i> = 10 (15.4%)	(18.5%)
		(35.4%)			

(Question 4)

**Employees who do not
engage in organizational
politics may end up leaving
the organization**

Strongly Disagree	3.1%	0%	10%	0%	0%
Disagree	9.2%	4.3%	10%	30%	0%
Neutral	12.3%	13%	15%	0%	16.7%
Agree	26.2%	21.7%	25%	20%	41.7%
Strongly Agree	49.2%	60.9%	40%	50%	41.7%

(Question 5)

**Organizational politics
influences organization
decision making**

Strongly Disagree	3.1%	0%	10%	0%	0%
Disagree	6.2%	8.7%	0%	20%	0%
Neutral	15.4%	26.1%	5%	20%	8.3%
Agree	58.5%	52.2%	65%	50%	66.7%
Strongly Agree	16.9%	13%	20%	10%	25%

	Total sample	Contract	Permanent staff	Temporary staff	Freelancer <i>n</i> = 12
	<i>N</i> = 65	<i>n</i> = 23	<i>n</i> = 20 (30.8%)	<i>n</i> = 10 (15.4%)	(18.5%)
		(35.4%)			

(Question 6)

Organizational politics limits

employees ability to achieve

company's target within a

specified period

Strongly Disagree	0%	0%	0%	0%	0%
Disagree	15.4%	17.4%	15%	20%	8.3%
Neutral	30.8%	30.4%	25%	30%	41.7%
Agree	36.9%	17.4%	45%	50%	50%
Strongly Agree	16.9%	34.8%	15%	0%	0%

(Question 7)

Not all organizational

politics are negative

Strongly Disagree	6.2%	0%	15%	10%	0%
Disagree	24.6%	21.7%	30%	10%	33.3%
Neutral	26.2%	17.4%	30%	20%	41.7%
Agree	29.2%	43.5%	15%	60%	0%
Strongly Agree	13.8%	17.4%	10%	0%	25%

	Total sample	Contract	Permanent staff	Temporary staff	Freelancer <i>n</i> = 12
	<i>N</i> = 65	<i>n</i> = 23	<i>n</i> = 20 (30.8%)	<i>n</i> = 10 (15.4%)	(18.5%)
		(35.4%)			

(Question 8)*

**Organizational politics
can be of benefit to the
organization**

		ab	ab	b	a
Strongly Disagree	3.1%	0%	10%	0%	0%
Disagree	9.2%	4.3%	10%	30%	0%
Neutral	12.3%	13%	15%	0%	16.7%
Agree	26.2%	21.7%	25%	20%	41.7%
Strongly Agree	49.2%	60.9%	40%	50%	41.7%

(Question 9)

**Political behavior is positive
when it delivers the
organization's aims and
objectives**

Strongly Disagree	3.1%	0%	10%	0%	0%
Disagree	6.2%	8.7%	0%	20%	0%
Neutral	15.4%	26.1%	5%	20%	8.3%
Agree	58.5%	52.2%	65%	50%	66.7%
Strongly Agree	16.9%	13%	20%	10%	25%

	Total sample	Contract	Permanent staff	Temporary staff	Freelancer <i>n</i> = 12
	<i>N</i> = 65	<i>n</i> = 23	<i>n</i> = 20 (30.8%)	<i>n</i> = 10 (15.4%)	(18.5%)
		(35.4%)			

(Question 10)

**The political environment
promotes favoritism,
detriments, and injustice**

Strongly Disagree	0%	0%	0%	0%	0%
Disagree	15.4%	17.4%	15%	20%	8.3%
Neutral	30.8%	30.4%	25%	30%	41.7%
Agree	36.9%	17.4%	45%	50%	50%
Strongly Agree	16.9%	34.8%	15%	0%	0%

(Question 11)

**Anxiety, doubt, and insolence
in the political environment
threatens employees' feelings**

Strongly Disagree	0%	0%	0%	0%	0%
Disagree	4.6%	8.7%	5%	0%	0%
Neutral	23.1%	21.7%	20%	50%	8.3%
Agree	56.9%	47.8%	70%	30%	75%
Strongly Agree	15.4%	21.7%	5%	20%	16.7%

	Total sample	Contract	Permanent staff	Temporary staff	Freelancer <i>n</i> = 12
	<i>N</i> = 65	<i>n</i> = 23	<i>n</i> = 20 (30.8%)	<i>n</i> = 10 (15.4%)	(18.5%)
		(35.4%)			

(Question 12)

Political conduct in organizations restrain sharing and communication of messages

Strongly Disagree	0%	0%	0%	0%	0%
Disagree	1.5%	4.3%	0%	0%	0%
Neutral	32.3%	13%	30%	50%	58.3%
Agree	44.6%	47.8%	55%	40%	25%
Strongly Agree	21.5%	34.8%	15%	10%	16.7%

(Question 13)

Not all employee turnover are politically related

Strongly Disagree	1.5%	0%	5%	0%	0%
Disagree	9.2%	8.7%	15%	10%	0%
Neutral	23.1%	30.4%	15%	30%	16.7%
Agree	50.8%	47.8%	55%	30%	66.7%
Strongly Agree	15.4%	13%	10%	30%	16.7%

	Total sample	Contract	Permanent staff	Temporary staff	Freelancer <i>n</i> = 12
	<i>N</i> = 65	<i>n</i> = 23	<i>n</i> = 20 (30.8%)	<i>n</i> = 10 (15.4%)	(18.5%)
		(35.4%)			

(Question 14)

Lack of motivation and poor decision from the top can drive an employee to quit his job

Strongly Disagree	0%	0%	0%	0%	0%
Disagree	0%	0%	0%	0%	0%
Neutral	4.6%	8.7%	0%	10%	0%
Agree	72.3%	60.9%	80%	60%	91.7%
Strongly Agree	23.1%	30.4%	20%	30%	8.3%

(Question 15)*

High rise in employee turnover has a negative effect on an organization's profit

		a	a	b	a
Strongly Disagree	0%	0%	0%	0%	0%
Disagree	6.2%	4.3%	0%	30%	0%
Neutral	7.7%	4.3%	10%	10%	8.3%
Agree	44.6%	39.1%	55%	50%	33.3%
Strongly Agree	41.5%	52.2%	35%	10%	58.3%

	Total sample	Contract	Permanent staff	Temporary staff	Freelancer <i>n</i> = 12
	<i>N</i> = 65	<i>n</i> = 23	<i>n</i> = 20 (30.8%)	<i>n</i> = 10 (15.4%)	(18.5%)
		(35.4%)			

(Question 16)

Politics takes place when an organization faces the awful limitation of capital

Strongly Disagree	0%	0%	0%	0%	0%
Disagree	4.6%	0%	0%	20%	8.3%
Neutral	12.3%	17.4%	5%	20%	8.3%
Agree	50.8%	39.1%	65%	50%	50%
Strongly Agree	32.3%	43.5%	30%	10%	33.3%

(Question17)

Inadequate management control triggers organizational politics

Strongly Disagree	0%	0%	0%	0%	0%
Disagree	13.8%	8.7%	20%	10%	16.7%
Neutral	13.8%	8.7%	10%	10%	33.3%
Agree	52.3%	56.5%	55%	50%	41.7%
Strongly Agree	20%	26.1%	15%	30%	8.3%

	Total sample	Contract	Permanent staff	Temporary staff	Freelancer <i>n</i> = 12
	<i>N</i> = 65	<i>n</i> = 23	<i>n</i> = 20 (30.8%)	<i>n</i> = 10 (15.4%)	(18.5%)
		(35.4%)			

(Question 18)

Employees should be compensated according to their performance in the workplace

Strongly Disagree	0%	0%	0%	0%	0%
Disagree	9.2%	4.3%	10%	30%	0%
Neutral	7.7%	17.4%	5%	0%	0%
Agree	53.8%	39.1%	55%	70%	66.7%
Strongly Agree	29.2%	39.1%	30%	0%	33.3%

* indicates statistically significant difference among variables between different terms of employment (Contract, Permanent staff, Temporary staff, Freelancer) at an alpha level of 0.05.

a, b indicates significant difference among means of different terms of employment from multiple comparison tests at an alpha level of 0.05.

The table above shows the descriptive statistics for the total sample and the tests for significant differences in variables among respondents with different terms of employment as an independent factor. One-way ANOVA ($p < .05$) was used to test for significant difference among variables while cross-tabulation was used to analyze the results of the entire group of respondents as well as results from subgroups (different terms of employment) of survey respondents. Multiple comparison tests were carried out using Tukey and Fisher's Least Significant Difference (LSD) test ($p < .05$). All tests were carried out using SPSS program. The sample was composed of 35.4% respondents who were on contract, 30.8% permanent staffs, 15.4% temporary staffs, and 18.5% freelancers ($n = 23$ respondents on contract, $n = 20$ permanent staffs, $n = 10$ temporary staff, $n = 12$ freelancers).

Based on the statistical results, Permanent staffs had significantly more years of experience ($p < .05$) compared to another group of respondents. A significantly higher amount of freelancers agree that organizational politics can be of benefit to an organization ($p < .05$). In comparison with temporary workers, a significantly higher amount of respondents on contract, permanent staffs, and freelancers agreed that high rise in employee turnover has a negative impact on an organization's profit ($p < .05$).



CHAPTER 5

DISCUSSION

The aim of this study was to study the effect of organizational politics on employee turnover in private institutions in Nigeria. The respondents were grouped into four categories namely: Respondents on contract, Permanent staffs, Temporary staffs, and Freelancers, under which the different variables in this study were analyzed. Most of the respondents were satisfied with their jobs. Generally, the majority of the respondents agree that perceived organizational politics incurs conflict in the workplace and can prompt employees to harm one another in order to achieve their aim. The answers filled in by the respondents also show that the atmosphere in a political environment is an insecure one in which employees who are not involved in organizational politics may end up leaving the organization and the organization's decisions are piloted by the politics in play in the organization. Data obtained from respondents also indicate the negative impact of organizational politics on employees' ability to efficiently carry out their duties in the organization.

Despite these negative effect of organizational politics indicated by respondents, many of respondents acknowledge that not all organizational politics are negative and it can also be of benefit when it serves to deliver the aims and objectives of the organization involved. Nevertheless, when looking at the direct effect of organizational politics on employees, the majority of respondents in all categories agree that it promotes favoritism, detriments, and injustice. Also, employees' feelings are threatened by the anxiety, insolence, and doubts that abound in a political environment. Furthermore, the majority of respondents in all categories are in agreement that a political environment in the workplace leads to ineffective communication in an organization which is not good for the growth of an organization in the long run. Although the results show that respondents agree that organizational politics can

sometimes be of benefit to an organization, the direct detrimental effects on employees pointed out in this research shows that organizational politics has negative impacts in the long run because emotionally stable and satisfied employees will be able to devote their energy, skills and time to the organization under which they work which will help to move such organization forward while the reverse is the case when employees are insecure or unhappy. Also, the indication of ineffective communication in a political environment is another signal of approaching breakdown in the organization because there will be no unison in operations among employees towards the aim and goals of the organization since they are not properly informed of the new or current developments in the organization. Nevertheless, it is important to note that the majority of respondents agree that not all employee turnover are related to organizational politics. Other factors that influence employee turnover include insufficient payment, better offer from other organizations, and work-life imbalance amongst others. That said, the results obtained from the survey also indicate that lack of motivation and poor decision from top officials in an organization can also make an employee quit his job.

Looking at the factors that trigger organizational politics, a greater amount of respondents in all categories agree that awful limitation of capital triggers organizational politics. Also, as indicated by the results of this survey, inadequate management control is another factor responsible for organizational politics. Lack of sufficient funds can make members of departments or even heads of departments to manipulate their ways to get funds needed to carry out their expected duties in the organization in order to get a promotion, incentives, and other benefits depending on the organization's policy. Also, when there is no strict enforcement of rules and regulations and a group of employees feels they can do whatever they like without reprimand, organizational politics will be encouraged. On employee compensation, higher percentages of respondents from all categories agree that employees

should be compensated according to their performance in the workplace. This will make employees feel appreciated and be more willing to give their best to the organization.

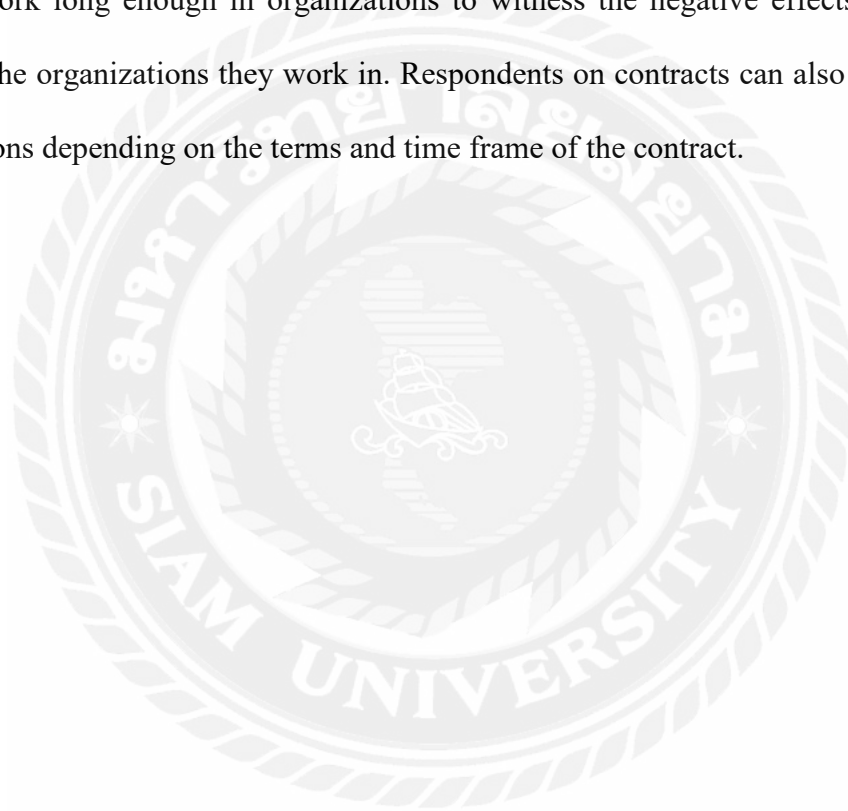
The responses of respondents in all categories to the above-discussed factors are not significantly different which shows that the view of employees on these factors does not vary with the terms of employment (whether on contract, permanent staffs, temporary staffs, or freelancers). Other factors discussed below have significant differences among the different categories. The full table of significant differences can be seen in the appendix.

There was a significant difference in the working experience of the respondents based on the terms of employment. Permanent staffs had significantly higher years of working experience ($p < .05$) compared to other categories of respondents. A possible reason for this may be because permanent staffs do not have specified end of date of employment, hence, they work longer in organizations. Also, the incentives and benefits attached to the position of permanent staffs make employees in that category stay longer in an organization and get more years of experience in the process.

Also, compared to temporary workers, a significantly higher amount of Freelancers agree that organizational politics can be of benefit to an organization ($p < .05$). However, no statistical difference exists between Freelancers and permanent staffs and respondents on contract. A possible reason for this may be that Freelancers are not tied to any company in particular and they can work for a variety of companies, so, they probably would have gained experience on how different companies run and the different forms of politics in different organizations. Permanent staffs also work long enough in companies to know the possible good and bad sides of organizational politics.

Statistical analysis shows a significant difference between the response of temporary staffs and other categories (respondents on contract, Permanent staffs, and Freelancers) ($p < .05$). A

significantly higher amount of respondents on contract, Permanent staffs, and Freelancers agree that high rise in employee turnover has a negative effect on organization profit. The most probable reason for this may be that temporary staffs do not stay long enough in an organization to witness the effect of the high risk of employee turnover. Temporary staffs are often hired on a short term basis or to meet a specific demand in the organization. On the other hand, Freelancers may have the opportunity to work with different companies from time to time and in the process witness the changes in the companies over time. Permanent staffs also work long enough in organizations to witness the negative effects of employee turnover on the organizations they work in. Respondents on contracts can also work for long in organizations depending on the terms and time frame of the contract.



CHAPTER 6

CONCLUSION AND RECOMMENDATIONS

6.1 Conclusion

This study has examined and analyzed the views and responsibility of employees as regards organizational politics, the effect of organizational politics on employees, factors that trigger organizational politics, and the effect of organizational politics on an organization. The results obtained from this study shows that organizational politics has an effect on employee turnover and the organization as a whole. The hypothesis for this study is stated below:

H₀ – There are is no effect of organizational politics on employee turnover.

H₁ – There is an effect of organizational politics on employee turnover.

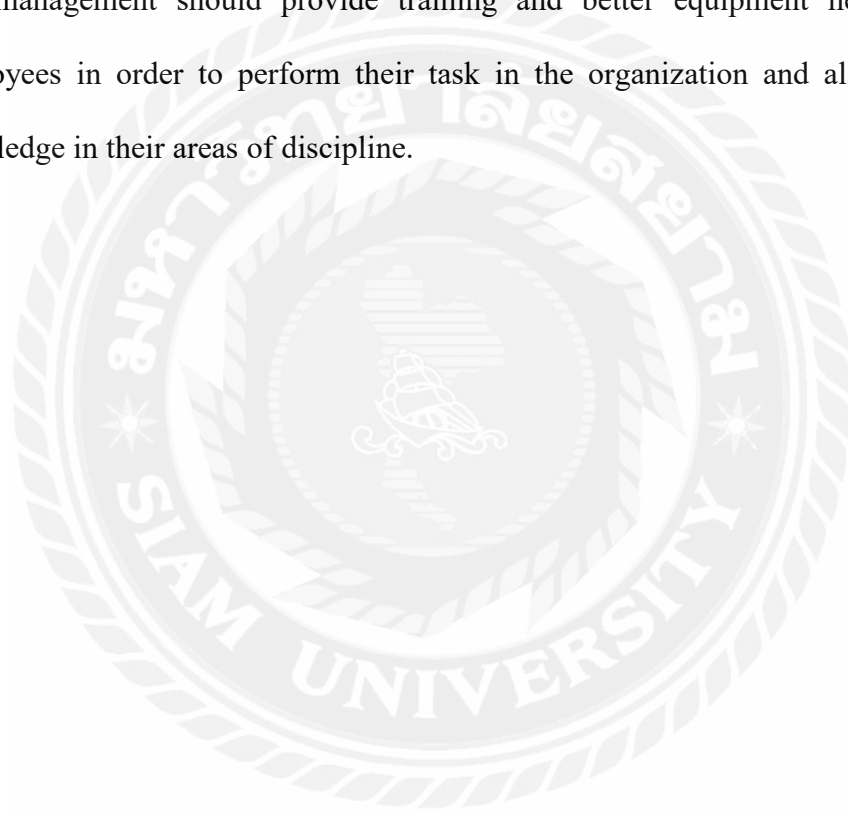
From the results obtained from this study, the null hypothesis is rejected ($p < .05$). Therefore, it can be concluded that organizational politics has an effect on employee turnover in private institutions in Nigeria.

6.2 Recommendations.

The following recommendations were made from the findings of this research.

1. The management should make sure there are strong communication systems useful of creating awareness of information required by an employee in that organization.
2. Employees should be treated fairly and be compensated by their manager according to their performance in the workplace. This will make employees feel appreciated and be more willing to give their best to the organization.
3. The management should make sure there is strict enforcement of rules and regulations so that the employees will not feel they can do whatever they like without reprimand.

4. The management should provide good working conditions which will make the employees feel motivated and enhance efficiency in their place of work.
5. Employees should be given strong support from their managers because this makes them feel accepted in the organization.
6. Management should initiate an all-embracing strategic compensation package to employees to serve as a motivational tool for employees. This will make employee give their best to the organization.
7. The management should provide training and better equipment needed for the employees in order to perform their task in the organization and also boost their knowledge in their areas of discipline.



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