IMPACT OF ORGANISATIONAL POLITIES ON EMPLOYEES TURNOVER IN NIGERIA

AKINSEYE, E.M
COLLEGE OF HUMANITIES,
DEPARTMRNT OF BUSINESS ADMINISTRATION
KINGS UNIVERSITY, ODE-OMU, OSUN STATE

Abstract
Organizational polities is becoming a very disturbing problem in affecting the smooth running of most companies around the world, because of its complex nature and inability of management to handle it properly. This study focuses on impact of organizational polities on employee turnover in Nigerian Universities. The study is based on survey research design and it involves the distribution of 200 questionnaires to the selected university. The hypothesis of the study was done using regression analysis in SPSS and the variables considered by the study were organization polities, motivation of employees, employee commitment. The result of the analysis shows that both variable have direct relationship with each other. The study therefore conclude that management of universities need to put in place mechanism to regularly check the nature of organization polities in the universities, so to improve the motivation and employees commitment.
Keywords: organizational polities, employee commitment, motivation, performance

1.1 Introduction

The organizational politics is an informal way in which the employee tries to attaining power through merit or fortune. His struggle done only for personal benefits and to acquire extra projects (Dubrin, 2001). Sometime in an organization, the employees are known to plays the silent organization politics to fulfill their personal desires. These types of activities are most dangerous and harmful than open political activities (Andrews & Kacmar, 2001). Frost (1987) argued that employees who do not involve in organizational politics show their reaction into two forms, the absenteeism, and employee turnover.

According to Daft (1989) low autonomy and task contribute to powerlessness in an individual and this is always increased by dramatic organization polities. The effects of politics on employee's performance are often harmful and are known to increase the stress level of employees at the workplace (Vigoda, 2003). People mostly linked organizational politics with cunning, subversion and personal goal which are seen as the best strategies to achieve once goals in an informal way. Kanter (1979) emphasized that power, force, and politics are generally related to polities. He further stated that these power and force have significant effects on every member and also on an entire organization. He also added that the individual behavior and attitude depending on the display of other employee's behavior and attitude (e.g, colleague, supervisor, and boss).

The level of politics is said to increases in most Nigerian universities, when the individual bypass or avoid the authority chain for personal interest. He uses a shortcut and unofficial channel for personal benefits. The employee turnover figures often tells the management and other stakeholders that the employees are not happy with an organization environment and its present working condition.

1.2 Statement of the problem

Politics is a fact of life in organizations. People who ignore this fact of life do so at their own peril. This means that politics in organizations is a reality and therefore largely seen as a necessary evil, According to a study conducted by Ahmed (2018) titled Organizational Politics and Turnover Intention: A Study From Private Colleges of Pakistan it was established that organization polities has proportional relationship with turnover intention of employee. This study was done using

regression analysis in SPSS.. Similary, in another study conducted by Gbadamosi & Nwosu (2011), it was establish that organizational polities, employee turnover intention and organizational commitment have significant influence on efficiency and effectiveness of employees. The study was titled organizational politics, turnover intention and organizational commitment as predictors of employees' efficiency and effectiveness in academia. The statistical analysis was using correlation analysis.

The above studies(i.e. Gbadamosi & Nwosu 2011; Ahmed 2018) reveals that organization polities influences employee turnover intention, and employee effectiveness, but, none of these studies, have considered the effect of organization polities on motivation of employee, and employee commitment in the Nigerian university.

1.3   Research questions

To be able to solve the problem identified in the statement of problem above, the following research question will be considered
- What impact exist between organizational polities and motivation of employees in Nigerian Universities.
- How does organization polities relate with employees commitment in Nigerian Universities.

1.4   Objectives of the Study

The main objectives of this study is to examine the impact of organizational polities on employee turnover while the specific objective are to
- ascertain the impact of organizational polities on motivation of employees in Nigerian Universities
- investigate the relationship between organization polities and employees commitment in Nigerian Universities.

1.5   Hypotheses of the Study

Ho$_1$ Organization polities does not have impact on motivation of employees in Nigerian Universities

Ho$_2$ There is no relationship between organization polities and employees commitment in Nigerian Universities.

2.0   Literature Review
2.1   Conceptual Review
2.1.1   Concept of Perception of Organizational Politics

The phenomenon or organizational politics was first brought to academic literature by Burns (1967,). In the view of Burns (1967) politics occurs when others are made use of as resources in competitive situation. Since then the construct has been conceptualized differently by preceding scholars. For instance, Mays and Allen (1977) defined organizational politics as the management of influence to obtain ends not sanctioned by the organization or to obtain sanctioned ends through non-sanctioned influence means. Similarly, Ferris et al. (1989) opined that politics is a social influence in which behaviour is strategically designed to maximize short-term or long-term self-interest, which is either consistent with or at the expense of others interest . In line with the above theoretical definitions, the researcher view organizational politics as a behaviour, formal or informal that is motivated by self-interest, executed with the sole purpose to satisfy individual interest now or in the future.

2.1.2   Concept of Turnover Intentions

A stressful work environment naturally creates behavioural intentions among the workforce. According to Whiteman (1999), turnover intention has to do with an employee thoughts regarding voluntarily leaving his or her present organization. Dolcos (2006) intimated that, turnover intenfion is the step that occurs immediately before an employee call it quit. Intention to leave has been a major source of concern for employers because it is a direct predictor of behaviours like attendance, turnover and organizational citizenship behaviours (Schalk & Freese,

1997). Increasing levels of unemployment as well as uncertainty in getting a better place to work has been assigned as reasons why people fear to quit their organizations (Dolcos, 2006). Thus, in people's mind, the thought is "this is not the right place for me to work" but because the unemployment situation such intentions are sometimes significantly lowered as it may affect one's input and subsequently output. Turnover in organizations also influence retained employees negatively. For instance, it results in decreased employee commitment and increase burnout which could result in additional turnover (Castle, 2006).

2.1.3   Concept of Job Involvement

Job involvement is a positive workplace behaviour perceived to be an important determinant of organizational effectiveness (Pfeffer, 1994). Dubins (1968) characterized job involvement as a situation in which the individual likens the job to his or her life. Similarly, Allport (1943) view job involvement as the degree to which the individual employee perceives his or her job performance as central to his or her self-concept or self-esteem. Job involvement can also be defined as an individual's ego involvement with work (Kanungo, 1982). The job involvement is thus premised on the notion that being involved in one's job has the propensity to increase motivational processes which in turn influence job performance and other relevant outcomes like turnover intentions and absenteeism (Diefendorff, Brown, Kamin & Lord, 2002)

2.2   Theoretical Review

2.2.1   Social Exchange Theory

Originally, social exchange theory was developed for the purpose of examining human behaviour (Homans 1958). However soon after, it was applied in the attempts to grasp organisational behaviour (Blau, 1964; Emerson 1962). Emerson (1976) asserts that the theory of social exchange has the supposition that there are certain norms that direct behaviour and attitude. These customs steer the exchange process (Cropanzano & Mitchell 2005) and if fair, satisfaction, support and mutual values would classify the relationship, resulting in trust (Lee, Capella, Taylor, Luo & Gabler 2014) which paves the way for quality, stability and the tenure of the exchange relationship (Blau, 1964; Cropanzano & Mitchell 2005; Cropanzano & Rupp 2008; Rodriguez & Wilson 2002; Zaheer, McEvily & Perrone 1998). As Andrews, Witt and Kacmar (2003) and Chang et al. (2009) affirmed that organisational politics have become widespread within the business environment, this suggests that politics are a norm that governs behaviour within most organisations. Since organisational politics often impact negatively on employees (Saleem, 2015) they are perceived as being unfair (Perrewé, Brymer & Stepina 1991; Ross 2005) which according to social exchange

2.3   Empirical Review

According to Ahmed(2018) in a study titled Organizational Politics And Turnover Intention: A Study From Private Colleges Of Pakistan it was established that organization polities has proportional relationship with turnover intention of employee. This study was done using regression analysis in SPSS. The study data were obtained by distribution of questionnaire. The result of the study reveal that the P-value obtained for the analysis for both variable was less than 5% specified as the benchmark for regression analysis.

In another study, conducted by Gbadamosi & Nwosu, (2011), it was established that organizational polities, employee turnover intention and organizational commitment have significant influence on efficiency and effectiveness of employees. The study was titled organizational politics, turnover intention and organizational commitment as predictors of employees' efficiency and effectiveness in academia. The study was based on ex-post facto research design while the statistical analysis was based on correlation analysis.

2.4   Methodology

The study is based on the survey research approach. It involves distributing 200 questionnaires among staffs (i.e. academics) of the five (5) selected universities in Nigeria. These universities are Joseph Ayo babalola, State Ikeji Arakeji, Osun State, Achievers University, Owo, Ondo State Bowen University, Iwo Osun State and Kings University Ode Omu, Osun, Federal University of technology, Akure. The sample size was determine using purposive sampling technique. This purposive sampling technique was used in selecting the staffs in the various universities considered by the study, while the statistical analysis was done using regression analysis. The variables used for the

analysis were organizational polities, employees turnover, employee effectiveness.

2.5   Data Analysis and Interpretation
2.5.1   Test of Hypotheses
- **Decision Rule**

Accept Alternative hypothesis if the P-Value obtained using regression analysis in SPSS is lower than 5% which is the benchmark value specified in SPSS for this analysis, but, if otherwise, reject the Alternative hypothesis and accept the Null Hypothesis.

- **Statistical Analysis for Hypothesis One**
- **Ho_1** Organizational polities does not have impact on motivation of employees in Nigerian Universitie

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.0.756a	.869	.811	.53282

ANOVAb

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	346.265	1	346.265	1.188E3	.004a
	Residual	43.128	148	.291		
	Total	389.393	149			

Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.746	.103		-7.221	.000
	Organisation polities	1.150	.033	.943	34.471	.004

The Regression analysis above shows that the Model summary statistics reveals that correlation coefficient represented by letter **"r"** is 0.756 which indicate that there is strong positive correlation between organisation polities and motivation of employees in Nigerian Universities. It also, reveal that the value of the R Squared is 0.87% (i.e.0.869) and this implies that 87% of the variation in the independent variable can be accounted for by the dependent variable, while the remaining 13% can be accounted for by other factors outside the model. This means that organisation polities have great impact on motivation of employees in Nigerian Universities. Also, the result of the analysis of variance statistic (ANOVA) reveal that organisation polities has significant impact on motivation of employees in Nigerian Universities. This is because the P-value obtained (i.e. 0.004) was lower than the significance value of 5% specified in SPSS for this analysis. Hence, according to the decision rule the null hypothesis will be rejected while the Alternate hypothesis will be rejected. This interpretation was also supported by the result of the coefficient of regression, since it, show that that P-value obtained is (0.004), and this also establish that there is statistical significant relationship between organisation polities and motivation of employees in Nigerian Universities.

- **Statistical Analysis for Hypothesis two**
- **Ho_2** There is no relationship between organization polities and employees commitment in Nigerian Universities.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.711a	.843	.712	.82392

ANOVAb

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	248.706	1	248.706	366.370	.003a
	Residual	100.468	19	.679		
	Total	349.173	20			

Regression Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	.071	.157		.451	.653
	Organisation polities	.963	.050	.844	19.141	.003

The Regression analysis above shows that the Model summary statistics reveals that correlation coefficient represented by letter "r" is 0.711 which indicate that there is strong positive correlation between organisation polities and employees commitment in Nigerian Universities.. It also, reveal that the value of the R Squared is 0.84% (i.e.0.843) and this implies that 84% of the variation in the independent variable can be accounted for by the dependent variable, while the remaining 16% can be accounted for by other factors outside the model. This means that organisation polities have great impact on employees commitment in Nigerian Universities.. Also, the result of the analysis of variance statistic (ANOVA) reveal that organisation polities has significant impact on employees commitment in Nigerian Universities.. This is because the P-value obtained (i.e. 0.003) was lower than the significance value of 5% specified in SPSS for this analysis. Hence, according to the decision rule the null hypothesis will be rejected while the Alternate hypothesis will be rejected. This interpretation was also supported by the result of the coefficient of regression, since it, show that that P-value obtained is (0.003), and this also establish that there is statistical significant relationship between organisation polities and employees commitment in Nigerian Universities..

2.5.2. Discussion of Findings
The finding of this study confirms that organisation polities has significant impact on motivation of employees in Nigerian Universities. This is because the statistical analysis shows that the P-value obtained was lower than the benchmark value of 5% specified for this analysis. This findings is in agreement with the studies of (Vigoda, 2003) who emphasized that increased organization polities can lead to increased stress of employee in the work place, this implies that organization polities has direct relationship with motivation of employees. The findings of the

study also establishes that organisation polities has significant relationship with employees commitment in Nigerian Universities., and this is supported by the statistical analysis which shows that the P- value obtained using regression analysis is lower than the significance value of 5% specified in SPSS for this analysis. This findings corresponds with the study of Kanter (1979), who emphasized that organization polities has direct relationship with individual attitude to work.

2.5.3 Conclusion and Recommendations
This study concludes that employees are most important aspect of any educational institutions and also suggest that for them to keep their brilliant performance, the management of the organization must ensure that the culture of an organization polities is drastically reduced. This conclusion was captured in the statistical analysis result which shows that there is significant relationship between organizational polities, motivation of employees and commitment of employees. Therefore, base on these findings the study recommends that management of Nigerian universities must always consider the problem of organization polities among it employees, so as to mitigate the negative effect that this might have on the motivation and commitment of the employees .

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