

Organizational Variables and Turnover Intention among Civil Servants in Oyo State, Nigeria

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ABSTRACT

This study examined the predictive effect of organizational politics, organizational justice, and job satisfaction on turnover intention among civil servants in Oyo State, Nigeria. The study employed a descriptive research design. 1191 civil servants were selected through a multi-stage stratified sampling procedure. Four research instruments were used for this study: The Turnover Intention Scale, Organizational Politics Scale, Organizational Justice Scale, and Job Satisfaction Scale. Pearson Product Moment Correlation Coefficient (PPMC) and Multiple Regression Analysis were used to analyze the data. Results showed a significant association between turnover intention and organizational politics; an insignificant negative association between turnover intention and organizational justice; insignificant negative nexus between turnover intention and job satisfaction; a

significant negative relationship between organizational politics and organizational justice; a significant negative relationship between organizational politics and job satisfaction; and, significant positive relationship between organizational justice and job satisfaction. Also, there was a significant combined effect of organizational politics, organizational justice, and job satisfaction on the turnover intention of civil servants in Oyo State. It was recommended, among other things, that government should be mindful of factors such as prompt payment of salary and other forms of incentives to reduce the turnover intention of civil servant workers.

Keywords: *turnover intention, organizational politics, organizational justice, job satisfaction*

INTRODUCTION

Turnover intention among employees is one of the challenges in many workplaces because it determines the success or otherwise of any organization. People will leave one job or employment for another and a seemingly better one for several reasons. The condition for an individual to quit a job or an organization is also known as the intention to leave, which is referred to as turnover intention (Belete, 2018). It measures whether an employee plans to leave his or her job deliberately or in-deliberately. It is a deliberate intention due to a personal decision from

the affected staff. However, when the precipitating factors for turnover intention are associated with the organization, it is regarded as in-deliberate or involuntary intention. This has become a concern for human resources managers and industrial psychologists. Mcshane and Glinow (2005) revealed that high turnover had brought disruption to various organizations in the form of direct and indirect costs and profitability.

Economically, staff turnover is not beneficial to any organization because it increases the cost of training due to continuous recruitment of staff and lost productivity (Jha, 2009; Kaya & Abdioglu, 2010). It has been noted that worker turnover adversely affects organizations regarding poor service delivery and wrong public perception of the organization. It could also lead to an increased workload for the other workers left behind and eventually lead to turnover intention among them (Brandmeir & Baloglu, 2004; Hendrie, 2004; Waldman et al., 2004).

When the turnover intention is adequately checked, it could help the organization, including losing essential

potential and skills among staff. Although, in developing countries like Nigeria, with a high unemployment rate and competitive labor market, there seems to exist an induced form of employee job retention. However, some organizations still lack factors that could motivate or contribute to workers' retention, often leading to turnover intention among workers. The turnover intention is more prevalent among employees in the private sector, and some public sectors and civil servants have been observed to have disengaged willingly from their workplaces. This may be due to unfairness, politics, lack of motivation, and other psychological factors. Therefore, there is a need for concerted efforts by governments at all levels and management of public and private sectors in addressing the incidence of employee turnover intention. More so, it has been reported that research on turnover intention is only sometimes carried out in the public sector in Nigeria, except for some management in the private sector and a few public sectors like academics and nursing (Alam & Mohammed, 2010).

Scholars have identified factors that could be responsible for employees' turnover intention. These include justice, workplace politics, and workers' job satisfaction. It has been revealed that organizational politics is inevitable in all workplaces because it provides informal processes of conflicts and cooperation in workplaces which also impact the employees' performances (Vigoda-Gadot & Drory, 2006 in Cacciattolo, 2015). This concept is considered to have positive and negative effects on both the organization and the workers therein (Othman, 2008).

Scholars like Gostis and Kortezi (2010); Drory and Vigoda-Gadot, 2010 stated that positive organizational politics might stimulate competitive advantages for politically skilled individuals. It also provides easy management of organizations under stress. This represents the organization's overall political structure and climate. This has made more. In the same vein, Drory et al. (2010) believe that when workers have positive political skills, they tend to create a conducive political

environment that will promote organizational justice and fairness.

However, negative organizational politics may significantly lead to low morale among staff which could also hamper the productivity and profitability of an organization. Indecent politics in workplaces could lead to several harmful vices among staff. Some of the vices include but are not limited to rivalry, untruthfulness, theft, embezzlement, and falsification of documents for personal gain. Pelletier and Bligh (2008) attributed the incidence of tribalism, nepotism, favoritism, elitism, conflict among staff, and tribalism to the manifestation of negative organization politics in the workplace. Negative organizational politics can lead to workers' turnover intention and physical and mental detachment from the workplace (Vigoda-Gadot & Kapun, 2005). Thus, organizational politics influences general organizational behavior and is interrelated to organizational justice.

Organizational justice is a form of fair play and the manifestation of equity in the administration of organizational policies that affect staff generally in the

workplace (Robbins, 2005). Similarly, Le et al. (2016) linked organizational justice with employees' well-being, which may also affect their attitude, motivation, and commitment. Prior research has shown that perceived or actual organizational justice among employees could lead to job stress and affects their psychological well-being, which may result in absenteeism (de Boer et al., 2002; Greenberg, 2004; Judge & Colquitt, 2004).

Organizational justice can enhance smooth interpersonal relationships among colleagues in workplaces because workers would not perceive discrimination among them while considering issues relating to their jobs (Malik, 2011). There are three forms of organizational justice, as identified by Colquitt (2001), Colquitt et al. (2001), and Cropanzano & Schminke (2001) in Le et al. (2016). They are procedural, interactional, and distributive justice. When workers perceive equal treatment in decision-making and other procedures leading to rewards and promotion, it is referred to as procedural justice. When workers are given, considered as their rights and benefits without

discrimination, it is called distributive justice. The last one, interactional justice, is a situation whereby workers relate with each other freely without restrictions and limitations because of status or cadre.

Procedural justice is determined by some factors like the extent to which a worker can control his or her job and involvement in the processes of significant decision-making that could affect or influence job outcomes; interactional justice is based on the feelings and outcome of interpersonal relationships in the workplace, especially between the employee and the supervisor (Le et al., 2016). Ill feelings due to a lack of organizational justice can determine job satisfaction and employee turnover intention.

Employee job satisfaction deals with workers' feelings, thoughts, and perceptions concerning their jobs. The workers' attitudes towards their job could also lead to an organization's optimal performance. When workers are displeased with their jobs, there is a reduction in their zeal to respond to the organization's goals and objectives. Job satisfaction among workers can be expressed either

emotionally or cognitively. The emotional part of job satisfaction is contentment and excitement about the general happenings in the organization's environment. The cognitive aspect of job satisfaction manifests through positive thinking and optimism about one's job (Brief, 1998; Schleicher, Watt & Greguras., 2004; Lai Wan, 2007; Robins, 2010; Bowling, 2014). It could enhance the rate of commitment to one's job with enthusiasm and joy, which invariably would bring about other variables such as promotion, increased salary, and recognition for good performance. Kaliski (2007) attributed all of these to a sense of fulfillment. Therefore, job satisfaction can be described as the phenomenon responsible for workplace happiness and fulfillment.

Research on turnover intention among public sector employees becomes imperative because of their relevance in the nation's development and various invaluable services being rendered for the general public's well-being. Therefore, this study included civil service workers in Nigeria to examine turnover intention and determine some of its causes as central concepts.

From the preceding context, it has been established that organizational politics, organizational justice, and job satisfaction have direct and indirect links with employee turnover intention. However, there needs to be more empirical evidence on the relationship between the identified independent variables and employees' intention to leave their jobs.

Therefore, this study aimed to establish the combined and relative contribution of organizational politics, organizational justice, and job satisfaction on turnover intention among civil servants in Oyo State. In the same vein, the study identified the level of relationship among organizational politics, organizational justice, and job satisfaction on turnover intention among civil servants in Oyo State. In doing this, two hypotheses were set and tested for the study. The first was to determine if there would be no significant relationship between organizational politics, organizational justice, job satisfaction, and turnover intention of the civil servant in Oyo State. The second was to find out the significant combined and relative predictive effect of organizational

politics, organizational justice, and job satisfaction on the turnover intention of the civil servant in Oyo State.

METHOD

Ex-post facto descriptive research design was adopted for the study. Ex post facto design is a quasi-experimental study examining how an independent variable, present prior to the study in the participants, affects a dependent variable. 1191 civil servants in Oyo State were used as respondents for this study through a multi-stage sampling procedure. This represents 5% of the civil servant population in the State. The first stage involved selecting 30 agencies from the existing 53 agencies in the State through a simple random sampling technique. The next stage used a proportionate stratified random sampling technique to select 20 civil servants each from junior and senior staff cadres from the selected agencies, cumulating to 1200 civil servants. However, only 1191 respondents positively responded to the survey.

Four standardized instruments were adopted to obtain information concerning the studied variables. They are the turnover intention scale, organizational justice

scale, organizational politics scale, and job satisfaction scale. Roodt (2008) designed the turnover intention scale to measure workers' intention to leave or stay with a particular job. It is a 14-item on, seven-point Likert scale type. It has a reliability coefficient of 0.895 using the Cronbach alpha method. The organizational justice scale designed by Colquitt (2005) was considered a measuring tool in this study, and it has 24 items with 5 points on the Likert scale format. The scale has been widely used and proven to have an alpha value of 0.898. The items cover the schedule of work, and organizational decisions, among others. The organizational politics was measured by a perceived organizational politics scale developed by Kacmar and Carlson (1997), which has a total of 15 items with an internal consistency value of 0.87 by the Cronbach alpha technique (Vigoda, 2000). The fourth instrument was the Minnesota job satisfaction questionnaire by Weiss et al. (1967). It has 20 items on a 5-point Likert scale ranging from very satisfied to very unsatisfied. The alpha coefficient was 0.91.

As to method of data collection, the scales were administered to the respondents who were civil servants of the sample chosen on which basis an inference is drawn. Regression Analysis was employed to determine the prediction effect on the hypotheses in the study. The T-test was used for relative contribution, and regression analysis was tested at a 0.05 level of significance.

RESULTS AND DISCUSSION

Table 1 indicates a significant and positive relationship between turnover intention and organizational politics ($r = 0.117, p < 0.05$), there is an insignificant negative relationship between turnover intention and organizational justice ($r -0.061, p > 0.05$), there is an insignificant negative relationship between turnover intention and job satisfaction ($r -0.044, p > 0.05$), there is a significant negative relationship between organizational politics and organizational justice ($r -0.306, p < 0.05$), there is a significant negative relationship between organizational politics and job satisfaction ($r -0.173, p < 0.05$) and finally, there is a significant positive

relationship between organizational justice and job satisfaction ($r = 0.632, p < 0.05$).

Table 1

Relationship between Organizational politics, Organizational Justice, Job Satisfaction, and Turnover Intention among Civil Servants in Oyo State, Nigeria

	Turnover Intention	Organizational Politics	Organizational Justice	Job Satisfaction
Turnover Intention	1			
Organizational Politics	0.117**	1		
Organizational Justice	-0.061*	-0.306**	1	
Job Satisfaction	-0.044	-0.173**	0.632**	1

** Correlation is significant at the 0.01 level (2-tailed)

* Correlation is significant at the 0.05 level (2-tailed)

Table 2 above shows the R-value (0.120) with adjusted R^2 (0.012), which implies that organizational politics, organizational justice, and job satisfaction account for just 1.2% of the variance in turnover intention. Despite the small percentage of the effect of these three

variables, the F-value (5.791) is significant at 0.05; it follows, therefore, there is a significant combined predictive effect of organizational politics, organizational justice, and job satisfaction on turnover intention of the civil servant in Oyo State.

The result also reveals that the beta values; are 0.109 for Organizational Politics, -0.20 for organizational justice, and -0.012 for job satisfaction, which means that organizational politics predict turnover intention most, followed by organizational justice, then job satisfaction as the least predictor. The t-values with the level of significance; for organizational politics ($t\ 3.589, p < .05$), for organizational justice ($t\ -0.512, p > .05$), and for job satisfaction ($t\ -0.329, p > 0.05$) indicate that only organizational politics did not have a significant relative influence on turnover intention, others have an insignificant relative effect. Also, organizational politics positively influenced turnover intention; organizational justice and job satisfaction have a negative effect.

Table 2

Combined and Relative Effects of the Three Organizational Variables on the Turnover Intention among Civil Servants in Oyo State, Nigeria

	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta		
(Constant)	34.848	3.159		11.032	0.000
Organizational Politics	0.171	0.048	0.109	3.589	0.000
Organizational Justice	-0.016	0.031	-0.020	-0.512	0.609
Job Satisfaction	-0.011	0.033	-0.012	-0.329	0.742
Model summary: R=0.120; R ² = 0.014; R ² (Adj) = 0.012; F (3,1190) = 5.791 p<.001					

a. Dependent Variable: Turnover Intention

The first hypothesis stated that there is no significant combined predictive influence on organizational politics, organizational justice, and job satisfaction on the turnover intention of civil servants in Oyo State. The result, however, revealed a significant combined predictive effect of organizational politics, organizational justice, and job satisfaction on the turnover intention of civil

servants in Oyo State. Hence the null hypotheses were rejected by these findings. This was because all the predictor variables (organizational politics, organizational justice, and job satisfaction) significantly predicted turnover intention despite the small percentage of the effect of the three predictor variables, which implies that there was a 12% variation in the turnover intention, which is accounted for by the changes in organizational politics, organizational justice, and job satisfaction. This was because the variables are some management activities that could trigger employee turnover intention in any organization. This finding corroborates the work of MoBarak (2001), who submitted that employees must perceive fair treatment and observe fairness and justice concerning salaries and policies that are negatively related to turnover intentions. Employees who perceive fair treatment in respect of salary payment and other are more likely to stay in the organization.

It was also noted in the result above that only organizational politics has a significant relative effect on turnover intention; others (organizational justice and job

satisfaction) have insignificant relative effects. Also, while organizational politics positively affects turnover intention, organizational justice and job satisfaction have a negative influence. The result confirms the earlier assertion of Hochwarter (2003) on how organizational politics and the work environment negatively impact employees' behaviors. Breaux (2009) also found that it is the responsibility of individuals in leadership or management positions to ensure that politics increases job satisfaction. When an employee struggles with job satisfaction due to political influence, the turnover intention is unavoidable.

CONCLUSION AND RECOMMENDATIONS

The outcome of this work showed a significant combined predictive influence of organizational politics, organizational justice, and job satisfaction on the turnover intention of the civil servant in Oyo State. It also indicated that only organizational politics significantly influenced turnover intention; others had insignificant relative effects. Also, organizational politics positively influenced

turnover intention, whereas organizational justice and job satisfaction adversely affected workers' turnover intention. Based on the outcome of this research, management at all levels should work towards ensuring maximum job satisfaction for their workers by providing incentives that could bring the best out of them in terms of job performance. It was further suggested that government may take cognizance of factors such as promotion, pay, nature of work environment, and working conditions to lessen the turnover intention of the civil servant.

It has been noted in the present study that organizational politics could affect employees' turnover intention; policymakers in civil service should ensure fair play and transparency in administration to promote equity and justice at workplaces. This would, in turn, reduce turnover intention among staff. Employees may also be politically skilled to be able to cope with the political ideology of each work environment. Finally, government or civil servant management should ensure fairness in promotion processes, create constant promotion activities,

and increase salaries. This can be achieved by ensuring that promotion is based on merit, teamwork participation, experience, and skills acquisition. Workplace justice should be seen as fair, and policymakers should concentrate more on workers' well-being to minimize industry turnover intention.

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