



Perceived Organizational Politics and University Lecturers' Demographics Influences on Turnover Intentions

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Abstract. This study investigated perceived organizational politics and demographics influences on turnover intentions among Olabisi Onabanjo University, Ago-iwoye lecturers with specific objectives examining whether university lecturers perceived organizational politics will significantly influence their turnover intentions and whether there are independent and joint influences of age, gender, length of service and organizational politics on turnover intentions. The study adopted survey research design using stratified sampling technique to select 305 lecturers from Olabisi Onabanjo University, Ago-iwoye, Nigeria. Data obtained was analyzed using descriptive and inferential statistics while the hypotheses were tested at 5% level of significance. The results showed that, perceived organizational politics did not significantly influence lecturers' turnover intentions. Also, there was no significant independent and joint influences of lecturers' gender, age, length of service and their perceived organizational politics on turnover intentions. The implication of this findings is that, irrespective of lecturer's gender (male or female), their age levels and years spent in service coupled with high or low perceived organizational politics, they did not indicate any willful intent to leave their university for another. Therefore, the management of the university should make policies allowing for equitable distribution of resources, implementation of promotion without discrimination, appointment of officers based on merit and approval of staff development programme devoid of favouritism in order to sustain their continued retention.

Keywords: University Lecturers, Demographics, Organizational Politics, Turnover Intentions

1. Introduction

Organization's owners today are concerned about employees' withdrawal or turnover due the cost association with such unanticipated withdrawal which involves, new recruitments and training of such recruited staff to replace outgoing ones into the organization. Notably, turnover of employees can be involuntary or voluntary. Therefore, when employees leave their present employment or profession due to their employers' decision (in terms of disengagement or termination of contract), it is regarded as involuntary turnover. But when employees leave their present employment or profession, it is regarded as voluntary turnover. Consequently, Verhees (2012) posits that, actual turnover over the years could not be measured adequately due to inadequate data but concluded that based on this short coming, researchers have resorted to assessing employee turnover intentions instead of actual turnover.

Turnover intention is therefore, the intent of an employee to willingly separate from his or her present employment or profession in order to seek employment in another profession or organization (Yung, Wan & Fu, 2012). Admittedly, employee's intention to separate from his or her current organization is a psychological process of that person associated with it (Hunjra, Ali, Chani & Ur-Rehman, 2010). Also, Lasun & Nwosu (2011) submitted that, an employee's intention to separate from his or her organization is predicated upon an immediate

precursor of turnover decisions. In addition, Kabir, Mohindru & Pankaji, (2003) sees turnover intentions as a voluntary decision of an employee to leave his or her organization or profession. Notwithstanding, turnover intention is regarded as a mere thought which may lead to actual turnover.

Employee demographic here, entails a profile detailing the characteristics and composition of a working group or population. According to Pfeffer (1981), it is the study of organizational composition in terms of social entity of members which involves age, gender, occupation, seniority, ethnicity, salary level, marital status, family status in addition to work experience and race. These variables over the years have assisted in determining certain occurrences that affects employees in terms of flexibly hours of work, and job sharing which are pertinent for health care and family responsibilities. Furthermore, these demographics determines or reveals to organization's management strategies to adopt in sourcing for adequate manpower needs in order to meet set goal(s). In this study, the demographic variables of interest are gender, age, length of service.

Within the sphere of organizations, managers and leaders are frequently faced with the need to balance self-interest and organizational or institutional interest. Following this, Dappa, Bhatti & Aljarah (2019) noted that organizational politics is an unavoidable aspect of an organization. Therefore, in order for the organization to have a proper balance between the two, the workers who sought to attain self-interest would readily seek to serve their organizational or institutional interest. Hence, organizational politics are activities that employees engage in, to acquire, enhance and use power and other resources to derive their desired results during uncertainty and or disagreement (Pfeffer 1981). Also, Abass, Raja, Dart, & Boukenooghe (2014) explains organizational politics to reflect the manner an employee perceives his or her supervisor or manager's behaviour to have a semblance of self-centeredness among others that are co-workers. In other words, managing organizational politics is complex, and therefore demands first, the understanding of the reasons for political behaviour which involves unclear goals, scarce resources, technology and environment, management decision and organizational change (Miles, 1987). Second, the technique of political behavior involving control of information, the use of consultants or advisers, game planning and building coalition (Pfeffer, 1981). Third, strategies for limiting the effect of political behavior involving, open communication within the organization, reducing uncertainty and creating

awareness on the causes and techniques of political behaviour (Pfeffer, 1981). Notwithstanding, Dhar (2011) noted that, political behaviour exhibition in an organization is unauthorized, problematic and is founded on inequality in its operation. Hence, employee who may not want to be involved in such behavior within their organization would seek for equity by leaving the organization. In the same drive, Poon (2003) posits that, employees who perceives their organization to be higher in politics, indicated a high level of turnover intention than those who perceive their organization to be low in politics.

Unfortunately, the Nigerian educational system has for more than one decade faced with several challenges ranging from inadequate funding, infrastructure, strike actions by various unions within the university system, especially the Academic Staff Union of Universities (ASUU), unequipped libraries and laboratories, brain drain to cultism and examination malpractice (Infoguide Nigeria, 2022). Each of these challenges over the years have hindered the university system from performing optimally thereby compromising the quality of research and productivity of the academic staff in Nigerian universities (Ogunode & Adamu, 2021). Based on these challenges, there has been increased in turnover rate of Nigerian university lecturers over the years to foreign universities, politics and or other sectors of the economy (Onwuka, 2021). Also, Ologunde (2005) noted significant lower level of motivation among university lecturers arising from these challenges and brain drain. In the same view, Ibukun (2007) argues that, Nigerian universities have witnessed crises in terms of movement of lecturers out of the system indicating a system enveloped in crises. In addition, Afolabi (2005) examination of lecturer's turnover in private universities in Nigeria reported a 46% turnover rate among private university lecturers to other jobs or universities while Aibinu (2015) reported that, 23,000 lecturers withdraw from African universities annually. However, Abbas & Rubab (2020) summed that, turnover intention is experienced as crucial in both private and public educational systems. More specifically, adequate and qualified academic staff in both developed and developing countries are difficult to acquire and retain (World Bank, 2010). However, Seo, Ke & Price (1995) concluded that, information on turnover intentions of workers enables organizations effectiveness in terms of managing its outcome. This conclusion is based on the fact that, turnover intentions can be measured to determine the intent of employees who wants to leave their organization (Ngamkroejoti, Ounprechauvaie & Kijboonchoo, 2012).

Studies on turnover intentions in African universities and specifically Nigerian universities have been documented scantily in literature. For instance, Onnubiko, Emmanuel & Chidiadi (2020) examined demographic variables and their functions in forecasting turnover intentions among librarians in public libraries in Nigeria. Also, Akpa & Olalekan (2016) examined the effects of demographic factors on employee intention to leave in selected private universities in Southwest, Nigeria. While, Ssali, Onen & Musoke (2019) studied factors determining the retention of academic staff in universities. On the other hand, Hussain, Ali & Hussain, 2020; Adeyeni-Adewoyin, 2019) investigated organizational politics and turnover intentions in universities and a comparison of private and community school teachers. While, Ologunde, Asaolu & Elumilade (2006) studied motivation and labour turnover among university teachers in Southwestern Nigeria. Meanwhile, Kanu, Ugwu, Ogba, Ujuotuonu, Ezech, Eze, Okore, Agudiegwu & Ugwu (2022) investigated psychological contract breach and turnover intentions amongst lecturers using organizational climate as a moderator variable. More specifically, Ajayi & Olantunji, 2017; Likoko, Ndiku & Mutsotso, (2018) investigated demographic analysis of turnover intention amongst Nigerian high school teachers. Furthermore, Adekoya (2018) studied the effect of organizational politics on employee turnover in private institutions in Nigeria. While, Okeke (2019) examined Organizational politics and employee performance in selected tertiary institutions in Anambra State. Each of these studies over the years were focused on the independent influence(s), effect and or relationship between demographic variables or factors and or organizational politics on turnover intentions without assessing the joint influences of those demographic variables or factors and organizational politics to determine their effects on turnover intentions among university lecturers which could have provided better explanations on the concept of turnover intentions in these universities.

Based on the above observed gap in literature, this present study is set to investigate perceived organizational politics and demographics influences on turnover intentions among Olabisi Onabanjo University, Ago-iwoye lecturers in order to bridge the observed gap. In addition, emphasis on specific objectives is to examine whether university lecturers perceived organizational politics will significantly influence their turnover intentions and to examine whether there are independent and joint influences of age, gender, length of service and organizational politics on turnover intentions.

Also, answers will be provided to the following research questions in the study as follows:

- Will university lecturers perceived organizational politics influence their turnover intentions?
- Will university lecturers' age, gender, length of service and perceived organizational politics independently and jointly influences their turnover intentions?

2. Literature Review

2.1 Perceived Organizational Politics and Turnover Intention

Social exchange theory is used here to explain for understanding the relationship of the independent variables (perceived organizational politics and employee demographics) and dependent variable (turnover intention) in the study. Social exchange theory is predicated on the fact that social behaviour in the interaction of two parties are based on a cost-benefit analysis in determining risk and benefit. The theory in addition, focus on economic relationship and the cost-benefit analysis that accompanies the relationship when parties have something of value to exchange (Thibaut & Kelly, 1959). The theory suggests a condition that occurs in a relationship and concluded that, if the cost associated with the relationship is higher than the reward, then such relationship may be discontinued.

According to Saks (2006) study on engagement of employees in organization. Saks (2006) noted that social exchange theory tries to explain the obligation that generates from some interaction existing between persons in a reciprocal interdependence. The study indicated that when workers receive economic and socio-emotional resources from their employer or organization, they feel obligated to repay with compliance to undertake assigned duties and responsibilities. This however indicates, a greater level of cognitive, emotional and physical resources the workers bring in, to undertake their jobs. On the other hand, when their organization breaches in providing these economic and socio-emotional resources, the employees are more motivated to withdraw their services or themselves from the organization.

However, to gain workers full potential and to provide behaviour and attitude considered necessary for competitive advantage among organizations, requires three basic managerial controls. First, a

change in organizational and job design; second, organizational culture and third, personnel policies and techniques (Brayton & Gold, 1999). Therefore, in order to achieve these, acquiring political skill and knowledge of its function in organizational behaviour which is the third focused issue of organizational politics is required. Organizational politics is mostly seen as a pursuance of a person's self-interest without recourse to others benefit(s). According to Abbas, Ansari, Gulzar, Zameer & Hussain (2021), politics is regarded as a tool adopted by organizations to promote a reduction of workers and to cause them to leave their employment. Abbas et. al. (2021) went further to add that, when workers perceived their organization to be more political, they start losing their best hands and ultimately end up not achieving their set goals(s).

In the same vein, Bryne (2015) noted that when workers perceive an organization to be highly political, it brings about negative results that are harmful to employees and the organization itself. The study of Hussain, Ali & Hussain (2020) comparing private and community school teachers based on organizational politics and turnover intention, reported a no significant difference between private and community school teachers on organizational politics and turnover intentions. Meaning that with perceived organizational politics among teachers, they indicated no intention to leave their employment. More specifically, Adeyemi-Adewoyin (2019) study on the influence of organizational politics on employee turnover intentions in Universities in Ogun States showed that extrinsic factors associated with motivation inhibited satisfaction and performance of workers which ultimately caused an increase in turnover intentions among them, while Adekoya (2018) study, examining the effect of organization politics on employee turnover in private institutions in Nigeria reported a no significant effect of organizational politics on turnover intention in private institutions. Also, Uzundu, Nwonyi & Ezenwa (2015) study on the relationship of job stress, politics and turnover intention indicated a no significant relationship existing between perceived organizational politics and turnover intentions. But Guangiin & Lee (2010) found a significant relationship between perceived organizational politics and employee turnover intentions. In the same drive, Khan, Kaewsaaeng-on, Zia, Ahmed & Khan (2020) study examining perceived organizational politics and their interactive effects on job outcomes established a significant positive relationship with employee turnover intentions. While, Adeyemi-Adewoyin (2019) found a significant difference in organizational politics among non-academic staff of three public universities

in Ogun state. Arguably, their study implicated intrinsic motivation to have a promoted self-interest over institutional goal as source of organizational politics. In addition, the study of Vigoda (2000) examining the relationship between perception of organizational politics, job attitudes and work outcomes indicated a negative relationship with job satisfaction and organizational commitment but revealed a positive relationship with turnover intentions. Furthermore, Andrew, Witt, & Kacmar (2007), found in their study a negative relationship between organizational politics perception and managers retention ratings in their organization.

2.2 Employee Demographics and Turnover Intention

Turnover intention has received a lot of attention by researchers who have investigated the causes, consequences, outcomes and different managerial strategies to reduce its effect on organizations production and attainment of set goal(s). However, the effect, influence and or relationship of employee demographics have not been adequately documented in literature. Consequently, Nyamubarwa (2013) posits that several factors influence turnover intentions of workers in organization that ultimately informs their decision to want to stay or leave their organization or profession. Nyamubarwa, went further to identify these factors to include: age, gender, ethnicity, tenure, family responsibilities, educational level and personality style.

Meanwhile, Akpa & Olalekan (2016) study on the effect of demographic factors on employee's intention to leave in selected private universities reported that age, marital status, length of service at present universities, higher education attainment, present academic rank and present monthly income had significant influences on turnover intentions of university employees. In the same vein, Kamau, Muathe & Wainaind (2021) examination of demographic factors and turnover intentions in secondary schools revealed an association between age and turnover intentions of teachers. Meanwhile, Khan, Nawaz, Khan, Khan & Bakht Yar (2013) study on impact of demographics on intentions to leave of academician in Pakistan showed that age, gender, marital status, and educational level did not moderate the relationship between organizational commitment and intention to leave. However, Moynihan (2008) reported that age and work experience of employees had negative effects on turnover intentions. Yet, Nzundu, Nwonyi & Ezenwa (2015), revealed in their study a no significant relationship between gender and turnover intentions while age had a significant

positive relationship with turnover intentions. Additionally, Begiim, Orhan & Haluk (2015) revealed that, employees' age and gender significantly determined turnover intentions. They further explain that, older employee reported lower intention to leave their organization than younger employees.

More specifically, Ajayi & Olatunji (2017), study showed that turnover intentions among high school teachers reduces according to teacher's age, but tend to increase significantly at 35 years of the teachers' age but tend to reduce drastically before 55 years of the teacher's age. Also, Ajayi & Olatunji (2017), reported that teacher's turnover intentions significantly increased among teachers who have been in service for less than 15 years and significantly reduces among those who have been in service for more than 16 years. However, Hayes (2015) found a significant negative relationship between employees' age and turnover intentions. In other studies, for example, Likoko, Ndiku & Mutsotso (2017) indicated in their study the existence of a significant effect of employees' tenure and their turnover intentions but a no significant effect of employees' gender and their turnover intentions.

3. Methodology

This study adopted survey research, the independent variables are; employee demographics and perceived organizational politics, while the dependent variable is turnover intentions. The study was conducted among lecturers in Olabisi Onabanjo University, Ago-Iwoye, Ogun State, Nigeria. The general population of the study were all full-time lecturers in the university who have been on employment for at least three (3) years. The study excluded all other categories of lecturers who are on contract, temporal, adjunct or part-time and sabbatical or annual leave.

A sample size of three hundred and five (305) from the population of lecturers in the university were drawn using a stratified sampling technique for inclusion in the study. The stratified sampling technique used was adequate since it allowed the researchers to ensure that each category of lecturers (that is; Assistant Lecturer, Lecturer 2, Lecturer 1, Senior Lecturer, Associate Professor or Reader and Full Professorship) were represented within the sample. A structured questionnaire with three (3) different sections (A, B and C) was used for data collection. Section A obtained information on the

demographic profile of the participants. Section B measured the perceived organizational politics of lecturers using a modified 12 item scale developed by Kacmar (1997) with a Cronbach Alpha of 0.87. Section C measured turnover intentions of the lecturers with a modified version of turnover intentions scale developed by Roodt (2004) with a reliability coefficient of 0,80.

The permission for participation by lecturers in the study was sought for and obtained by the researchers before interaction with the participants (lecturers of the institution) in compliance with the ethical conducts in research. On meeting with the participants, they were informed of need for the study and a guarantee of the confidentiality of their responses. The questionnaires were administered to the participant during working hours through the assistance of three (3) research assistants. However, in many cases, the participants requested that the questionnaire be dropped in their pigeon hole and that it should be picked up the following work day, while other participants attended to the questionnaire and returned the same day. Out of the Three Hundred and sixty-five (365) questionnaires administered, Three Hundred and Twenty-five (325) copies were returned, indicating a response rate of 89.04%. The usable data were however, analyzed for Three Hundred and five (305) participants of the Three Hundred and Twenty-five participants. The researchers derived this number due to the fact that some of the questionnaires were not properly filled out or unfilled out-rightly and returned. More importantly, to answer the questions posed in the study, the researchers controlled for extraneous variable by administering the questionnaires to participants who had been in the employment of the university for at least three (3) years. The data obtained were analyzed using simple percentages, One-Way Analysis of Variance (ANOVA), t-test of independent measures and Multiple Regression. While, the hypotheses were tested at 0.05 level of significance.

4.1 Research Hypotheses

- Lecturers perceived organizational politics will significantly influence their turnover intentions.
- Lecturers' gender, age, length of service and perceived organizational politics will significantly independently and jointly influence their turnover intentions.

4. Results and Discussion of findings

4.1 Analysis of demographic variables of the participants

VARIABLES	GROUP	FREQUENCY	PERCENTAGE
Gender	Male	180	59.01%
	Female	125	40.98%
	Total	305	100.0%
Age Group	31-40 years	77	25.25%
	41-50 years	95	31.15%
	51-60 years	73	23.93%
	61-70 years	60	19.67%
	Total	305	100.0%
Educational Qualification	M.Sc/M.A/M.Ed	101	33.11%
	Ph.D	204	66.89%
	Total	305	100%
Rank of Lecturer	Assist Lecturer	34	11.11%
	Lecturer 11	43	14.09%
	Lecturer 1	74	24.26%
	Senior Lecturer	101	33.11%
	Reader	35	11.47%
	Professor	18	5.90%
	Total	305	100%
	Marital Status	Single	63
Married		205	67.21%
Separated/ Divorce		24	7.86%
Widowed		13	4.26%
Total		305	100.0%
Length of Service	Between 3- 5 years	44	14.42%
	Between 6- 10 years	70	22.95%
	Between 11- 15 years	87	28.52%
	16 years and above	104	34.09%
	Total	305	100%

Source: Authors' Computation

The analysis of the socio-demographic of the respondents revealed that 305 respondents participated in the study, 180 (59.01%) are male and 125 (40.98%) are female. The table also revealed the age group of the respondents as 31-40, 41-50, 51-60 and 61-70 with 77 (25.25%), 95 (31.15%), 73(23.93%) and 60 (19.67%) respectively. The table also showed the educational qualification of the respondents as follows: MSc/MA 101(33.11%) and M. Ed./ Ph.D 204 (66.89%). The distribution of the respondents based on rank, Assistant Lecturer 34 (11.11%), Lecturer II 43 (14.09%), Lecturer I, 74 (24.26%), Senior Lecturer 101(33.11%), Reader 35 (11.47%) and Professor 18 (5.90%). Marital status of the respondents indicated, single 63 (20.65%), married 205(67.21%), separated/divorced 24(7.86%), widowed 13 (4.26%). Assessing length of service of respondents, 44(14.42%) had worked between 3-5 years, 70(22.95%) worked for between 6-10 years, 87(28.52%) worked for between 11-15 years while 104(34.09%) had worked with the university for more than 16 years.

4.2 Hypotheses Testing

Hypothesis One

There will be a significant influence of perceived organizational politics on turnover intentions among academic staff of Olabisi Onabanjo University

Table 4.2: Summary table t-test showing the influence of perceived organizational politics on turnover intentions

Variable	N	Mean	SD	DF	T	P
Low organizational Politics	157	26.46	4.4	303	-.734	>.05
High organizational Politics	148	26.23	4.1			

Source: Authors' Computation

The result presented in table 4.2 revealed a no significant influence of perceived organizational politics on turnover intentions among academic staff of Olabisi Onabanjo University (t =-.734; P>.05). Thus, the hypothesis is rejected.
Hypothesis Two

There will be a significant independent and joint influence of perceived organizational politics, gender, length of service, and age group on turnover intentions among academic staff of Olabisi Onabanjo University.

Table 4.3: Summary table of regression showing the independent and joint influence of age group, gender, length of service and perceived organizational politics on turnover intentions

Variables	Beta (β)	T	P	R	R ²	Adjusted R ²	F	Sig	P
Age group	-.095	-1.088	>.05						
Gender	-.089	-1.543	>.05						
Length of Service	-.053	-.683	>.05	.253	.028	.011	1.357	.231	>.05
Perceived organizational Politics	.047	-1.32	>.05						

Source: Authors' Computation

The result presented in table 4.3 revealed that age group (β = -.095; t = -1.088; P >.05) gender (β = -.089, t = -1.543, P >.05) length of service (β = -.053; t = -.683; P >.05), and perceived organizational politics (β = .047; t = -1.32; P >.05) did not significantly, independently influence turnover intentions among academic staffs of Olabisi Onabanjo University. In addition, the table revealed a no significant joint influences of participants' gender, age group, length of service, and perceived organizational politics on their turnover intentions (R = 0.253; F = 1.357; P >.05) The joint percentage prediction is 28% while the independent prediction is age group 10%, gender 9%, length of service 5% and perceived organizational politics 5%. Therefore, hypothesis two was not supported.

5. Discussion of Findings

Turnover intentions are the intent of an employee to willfully separate from his or her current employment in order to seek employment in another organization (Yung, Wan & Fu, 2012). Several researchers in the area of organizational politics and turnover intentions in universities have reported how university lecturers perceived their institutions management as being political and their level of turnover intentions. (Olufayo, Akinbo & Martha,2022; Adeyemi-Adedoyin, 2019; Akpa & Olalekan, 2016; Ologunde,

Asaolu & Elumilade, 2006 and Kanu et al,2022). These researchers examined lecturer's demographics and or perceived organizational politics on turnover intentions.

From the result of this present study, hypothesis one which stated that lecturers perceived organizational politics will significantly influence their turnover intentions was not supported. The result means that, even when lecturers perceive their institution to be highly political, they are not demotivated or dissatisfied to want to leave. This finding collaborates the results obtained in the studies of Hussian, et al 2020; Adekoya, 2018 and Uzundu, et. al. 2015 which reported a no significant difference, effect and or relationship between perceived organizational politics and turnover intentions. The result of this study is however, at variance with the studies of Adeyemi-Adedoyin, 2019; Guangiin & Lee,2010 and Khan, et al, 2020 which revealed significant influence, relationship or effect of perceived organizational politics on turnover intentions. The result of this study however, provides avenue for further studies by researchers to assess the factors that could have caused a no intent to quit employment by lecturers even with a high perceived level of organizational politics.

The result of Hypothesis two which stated that lecturer's gender, age, length of service and perceived organizational politics will significantly independently and jointly influence lecturer's turnover intention was not supported. This means that irrespective of lecturer's gender (male female), age, years spent in the service of the university coupled with high perceived organizational politics, the lecturers did not have any willful intent to leave their employment. The result of this study is in line with the study of Khan, et. al (2013) which reported that age, gender, marital status and educational level did not moderate the relationship between organizational commitment and intention to leave. Also, Nzundu, et al. 2013 and Likoko et. al. (2017) studies is in supported of this present study, noting no significant relationship between gender and turnover intentions. The result of this study is however a total departure from the finding of Akpa & Olalekan, 2016; Moynihan, 2008; Begiin, Orhan & Haluk, 2015 and Ajayi & Olatunji 2017 which reported that age, marital status, length of service at present academic rank and present monthly income influences and or affects turnover intentions negative respectively.

6. Conclusion

This study investigated university lecturers' demographics and perceived organizational politics influence on turnover intentions among Olabisi Onabanjo University Lecturers in Ogun State, Nigeria. Several Studies in this area had hitherto focused on the independent influence of demographic variables or perceived organizational politics without considering the joint influences of these variables in determining turnover intentions of lecturers.

In this study, two hypotheses were tested using t-test of independent group and a univariate analysis of variance (one-way ANOVA). The result of the analysis showed that a no significant influence of perceived organizational on turnover intentions of Olabisi Onabanjo University lecturers. Also, a no significant independent and joint influences of gender, age, length of service and organizational politics on lecturer's turnover intentions was found. The implication of this findings is that, irrespective of lecturers in Olabisi Onabanjo University gender (male or female), age level. Length of service with the university and level of perceived organizational politics (high or low), the lecturers are not motivated to have any willful intent to separate from the university.

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