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**The Impact of Perceived Organizational Politics and Job Security on  
Turnover Intentions among Workers of the Electricity Company of Ghana**

BY

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## DECLARATION

I hereby declare that this thesis is conducted by me under the supervision of Dr. Maxwell Asumeng and Prof. J.Y Opoku. This work has never been submitted to any other institution by anyone for any award. All references cited in this work have been duly acknowledged and I take full responsibility for any shortcomings in relation to this work.

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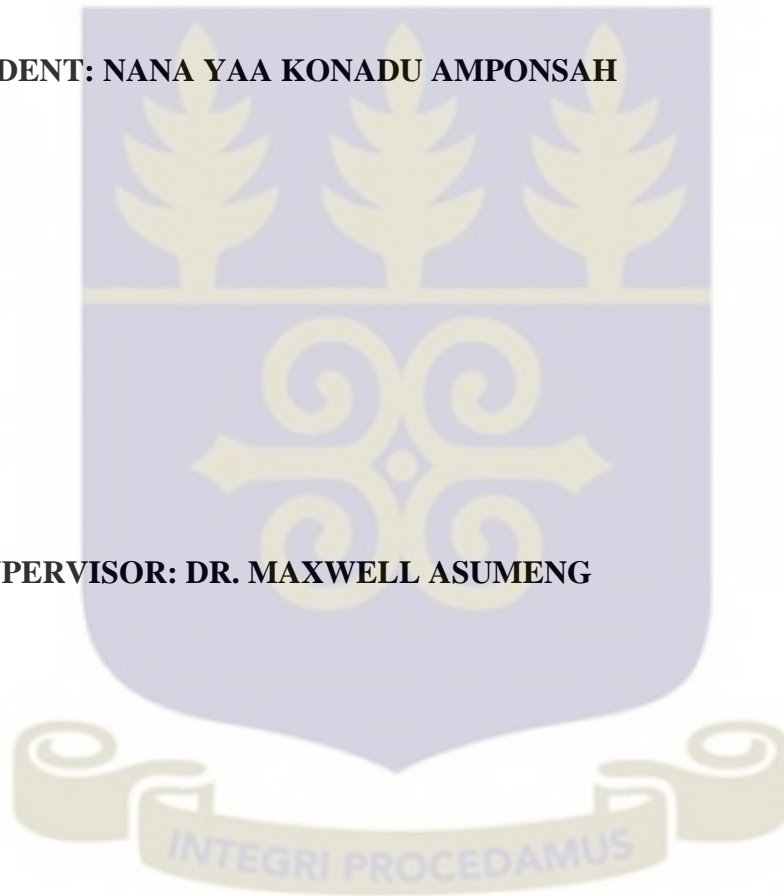
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## **DEDICATION**

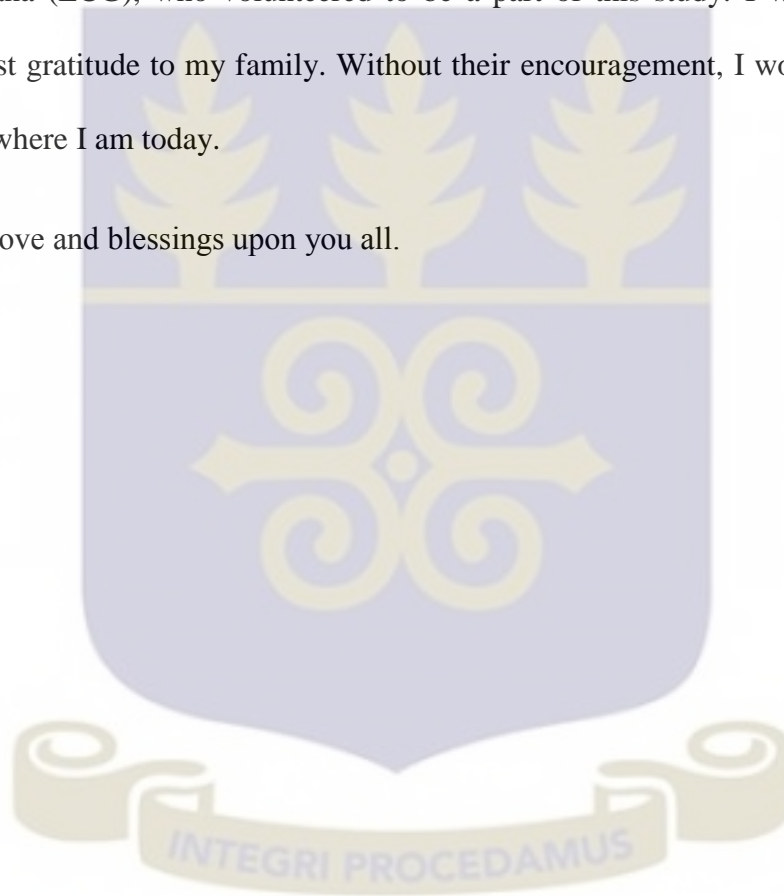
This research is dedicated to my dearest husband and also to my family, especially my mum. I love you all.



## ACKNOWLEDGEMENT

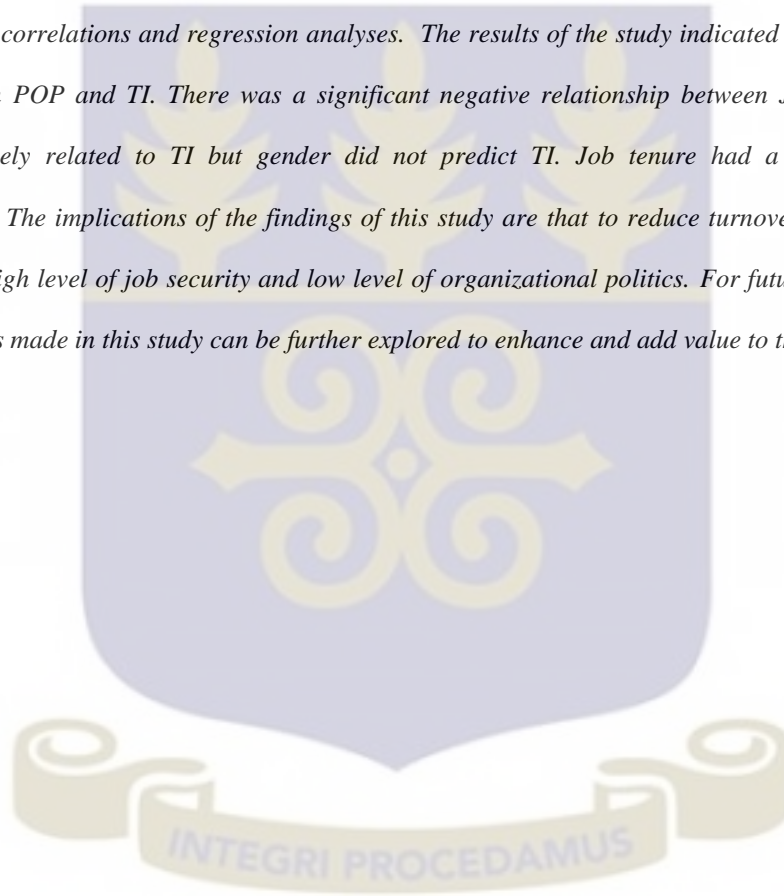
I thank Jehovah God so much for giving me the strength to complete this research successfully. I also thank my husband for his love, care, support and prayers. My sincerest gratitude goes again to my supervisor Professor J.Y. Opoku and Dr. Maxwell Asumeng for their invaluable support and advice. Special thanks to the management and employees of the Electricity Company of Ghana (ECG), who volunteered to be a part of this study. I would also like to extend my deepest gratitude to my family. Without their encouragement, I would not have had the chance to be where I am today.

I pray for God's love and blessings upon you all.



## ABSTRACT

*The purpose of this study was to examine the impact of perceived organizational politics (POP) and job security (JS) on turnover intentions (TI). The study also investigated how demographic variables like age, gender and job tenure also predict turnover intentions. Employees of the Electricity Company of Ghana (ECG) served as the population for this study. Data was collected through the distribution of personally administered questionnaires to the respondents who were chosen by convenience non-probability sampling procedure. A total of 276 (93%) answered questionnaires were returned and used in the final analysis. The findings in this research were determined by using correlations and regression analyses. The results of the study indicated a significant positive relationship between POP and TI. There was a significant negative relationship between JS and TI. Age was significantly negatively related to TI but gender did not predict TI. Job tenure had a significant negative relationship with TI. The implications of the findings of this study are that to reduce turnover intentions, there is the need to ensure high level of job security and low level of organizational politics. For future research, some of the recommendations made in this study can be further explored to enhance and add value to this research area.*



**TABLE OF CONTENTS**

<b>Content</b>	<b>Page</b>
Declaration.....	i
Dedication.....	ii
Acknowledgement.....	iii
Abstract.....	iv
Table of content.....	v
List of Tables.....	viii
List of Figures/Model.....	ix
List of Abbreviations.....	x
<b>CHAPTER ONE: INTRODUCTION</b>	<b>1</b>
1.1 Background to the Study.....	1
1.2 Statement of the Problem.....	9
1.3 Aims and Objectives of the Study.....	11
1.4 Significance of the Study.....	12
<b>CHAPTER TWO: LITERATURE REVIEW</b>	<b>13</b>
2.0 Introduction.....	13
2.1 Theoretical Framework.....	13
2.1.1 Organizational Equilibrium Theory.....	13
2.1.2 Cognitive Appraisal Theory.....	15
2.1.3 Psychological Contract Theory.....	15
2.2 Review of Related Studies.....	17

2.2.1 Perception of OP and TI.....	17
2.2.2 Relationship between JS and TI.....	23
2.2.3 Demographic factors and TI.....	27
2.3 Rationale for the Study.....	34
2.3 Statement of Hypotheses.....	35
2.4 Proposed Structural Model of the Relationships.....	36
2.5 Operational Definitions.....	36

### **CHAPTER THREE: METHODOLOGY**

3.0 Introduction.....	37
3.1 Research Setting.....	37
3.2 Population.....	38
3.3 Sampling and Sampling Size.....	38
3.4 Design.....	40
3.5 Instrument/Materials.....	41
3.7 Measures.....	41
3.7 Scoring.....	44
3.8 Procedure.....	44
3.9 Ethical Approval.....	47

### **CHAPTER FOUR: RESULTS**

4.0 Introduction.....	48
4.1 Preliminary Analysis.....	48
4.2 Hypotheses Testing.....	51

4.3 Summary of Findings.....55

4.4 Description of Structural Model.....56

**CHAPTER FIVE: DISCUSSION**

5.0. Introduction.....58

5.1. Discussion.....59

5.2 Limitations of the Study.....73

5.3 Recommendation/Implications.....75

5.4 Summary and Conclusions.....78

**REFERENCES.....80**

**APPENDICES.....99**

Appendix A: Ethical Approval.....

Appendix B: Departmental Introductory Letter.....

Appendix C: Protocol Consent Form.....

Appendix D: Instrument/Questionnaire.....

Appendix E: SPSS Output Of Raw Data.....

**LIST OF TABLES**

Table 1: Demographic Characteristics of the Respondents.....40

Table 2: Descriptive and reliabilities among the variables .....49

Table 3: Correlations Matrix of the Variables .....50

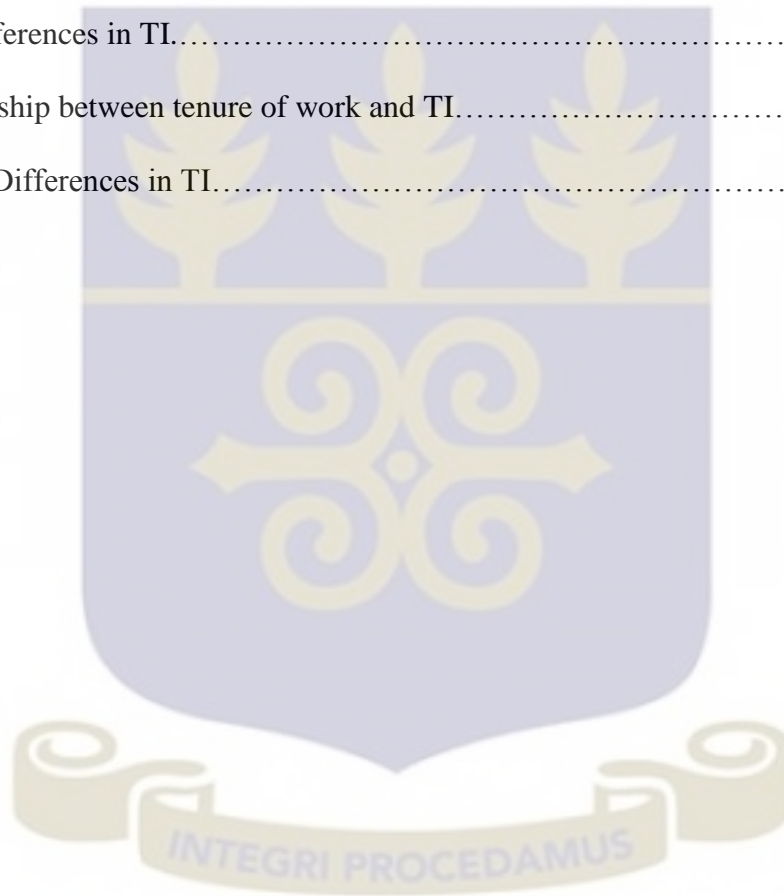
Table 4: Regression Coefficients of OP as Predictor of TI.....52

Table 5: Regression Coefficients of JS as Predictor of TI.....52

Table 6: Age Differences in TI.....53

Table 7: Relationship between tenure of work and TI.....54

Table 8: Gender Differences in TI.....55



**LIST OF FIGURES/MODELS**

Figure 1: Proposed model of relationships.....36

Figure 2: Final Observed Structural Model for the Results.....56



### LIST OF ABBREVIATIONS

- E.g. ....For example
- H.....Hypothesis
- M..... Mean
- SD..... Standard deviation
- OP.....Organizational Politics
- TI.....Turnover Intentions
- JS.....Job Security



## CHAPTER ONE

### INTRODUCTION

#### 1.1 Background to the Study

In the face of ever increasing competition, the issue of productivity has become central to the survival and success of all modern organizations. Organizational research has therefore become more interested in investigating the factors that influence productivity in organizations over the last few decades. Among the factors consistently proven to affect productivity are the issues of turnover and turnover intentions (Tariq & Riaz, 2013; Ton & Huckman, 2008).

Employee turnover is simply understood by many as the employee leaving an organization. In a more detailed sense, Abassi and Hollman (2000), defines it as the rotation of workers around the labour market; between firms, jobs and occupations; and between the states of employment and unemployment. The phenomenon of turnover has been seen as very detrimental to organizations considering the fact that organizations invest a great deal in their employees in terms of hiring, induction and training, development, etc. (Ongori, 2007). Though researchers have identified two types of turnover which are voluntary and involuntary (Price & Mueller, 1986), evidence (eg. McShane & Williams, 1993; Stohr, Self, & Lovrich, 1992), shows that voluntary turnover (quitting) accounts for the majority of turnover and is comparatively the more avoidable, costly and disruptive to an organization.

Research over the years has revealed that actual voluntary turnover (the point of leaving an organization) among employees is most often preceded by an intention to leave. Lambert (2006) notes for instance that, turnover intention is the best predictor of voluntary turnover. Considering

the immense impact that voluntary turnover has on organizations, investigating into turnover intentions has become paramount to organizational researchers.

By definition, researchers agree that turnover intention refers to an employee's intention to leave a present organization or quit a job. For example, the classic work of Mobley, Griffeth, Hand, & Meglino (1979) describes turnover intention as the cognitive process of thinking, planning and desiring to leave a job. Overall, Lambert (2006) observes that there is a general consensus in turnover literature that turnover intention is the final cognitive step in the decision making process of voluntary turnover. Evidence on the positive link between turnover intention and actual voluntary turnover is quite overwhelming (Cotton & Tuttle, 1986; Griffeth, Hom, & Gaertner, 2000; Jurik & Winn, 1987; Steel & Ovalle, 1984).

Over the past few years, volumes of research information have been generated regarding the organizational, personal and environmental factors that lead to the development of turnover intentions in workers. This heavy research focus has come about as a result of recognition by organizational theorists and researchers that turnover intention is at the very roots of voluntary turnover and that tackling this phenomenon would prove preventive as compared to tackling actual turnover which would likely prove curative.

For example, Dalessio, Silverman and Schuck (1986) in their famous analysis of occupational turnover stated that: "more attention should be given to the direct and indirect influences of variables on intentions to quit as opposed to the actual act of turnover" (p. 261). The researchers' rationale for making this declaration was quite simple: they reasoned that should the precursors to intentions to quit be fully understood by employers, there is a better chance for measures to be taken to affect this intention before it boils down to actual turnover. Thus, from an employer's

stand point, intentions to quit may be a more important variable compared to the actual act of quitting because once the employee quits, there is little an employer can do except to take up the cost of hiring and training a replacement employee.

With research establishing that it is the most qualified personnel that normally develop intentions to quit due to the heightened probability of getting new jobs (Harpert, 2013), it becomes crucial that employers take early steps to fight off the development of such intentions rather than wait for it to occur before engaging in damage control.

Research in the area of turnover intentions has largely been concentrated on the precipitating factors of the phenomenon as well as the various consequences it brings. Much of such research have concentrated on the private sectors of various economies, on the basis that actual voluntary turnover is much more rampant in that sector compared to public sectors. For example, Wang, Yang, Wang and Wang (2012) found in a survey in Taiwan that low extrinsic job satisfaction in public sector employees leads them to have lower turnover intentions compared to their counterparts in the private sector. Shamsuzzoha and Shumon (2012) also note that low job security in the private sector of Bangladesh makes turnover intentions and actual voluntary turnover higher in the sector compared to the public sector. Similar trends have been observed in Ghana. In 2006, a report issued by the National Labour Commission indicated that the highest amount of turnover (20.4%) are found in the private sector.

The heavy concentration of research attention on turnover intentions in the private sector has however yielded inconsistent results regarding its predictors and consequences. According to Ongori (2007), the inconsistency is partly due to the huge diversity in employees and the differences in characteristics between the organizations that are used in such studies. The most

consistently found predictors of turnover intentions include individual factors such as gender (Camp, 1994), age (Robinson, Porporino, & Simourd, 1997), the experience of job-related stress, lack of commitment and job dissatisfaction (Firth, Mellor, Moore & Loquet, 2007) and organizational factors including predictability of work environment, organizational efficiency (Alexander, Bloom & Nuchols, 1994) and other factors such as supervision, autonomy, communication, support, authority, promotional opportunity and input into decision making (Benton, Rosen, & Peters, 1982; Jurik & Winn, 1987; Kieckbusch, et al., 2003; Slate & Vogel, 1997).

As rightly observed, the differences in employee characteristics, and job as well as organizational and industry characteristics likely means that the predictors and consequences found by research so far may be inadequate in explaining the totality of the phenomenon of turnover intentions. As noted by Cho and Son (2012), the turnover research is quite troublesome in that most models leave the vast majority of variance unexplained.

This has led to calls for an expansion of the scope of research to better understand turnover and turnover intentions. The present study was a response to such calls as it shifted focus from private sector to public sector and explored variables that are rarely considered in turnover intention research: Perception of politics at work and job security.

### **Perceptions of Organizational Politics and its Possible Links to Turnover Intention**

According to Vigoda and Cohen (2002), organizational politics has been a controversial topic of investigation in organizational research for years. This has been largely due to the fact that while

researchers have little or no doubt that internal politics is a common occurrence in every organization, very little is known about the nature and boundaries of such politics. Due to this, research findings on the concept are inconsistent regarding its predictors and its consequences. Porter, Allen and Angle (1983), define organizational politics simply as the promotion of self-interest within an organization. In a broader sense, Vigoda–Gadot and Talmud (2010) describe it as representing a unique domain of interpersonal relations, characterized by the direct or indirect (active or passive) engagement of people in power struggles and influential tactics.

Thus in a nutshell, it is the pursuit of individual agenda and self-interest in an organization without regard to their effects on the organization's efforts to achieve its goals. On the bases of these definitions, Rashid, Karim, Rashid and Usman (2013) then define perception of organizational politics as consisting of an individual's observation of others' self-interested behaviours such as the careful manipulation of organizational policies.

According to Molm (1997), it is rare for an organization to exist without the expression of political behaviours by its employees because organizations are social entities where individuals and groups make efforts or compete for valued resources, struggle for control or power, engage in conflicts and execute different influential tactics to obtain benefits and serve their self-interests. Having accepted that organizational politics is an integral part of modern organizations, it is rational then to also assert that employee perceptions of political behaviour at work may be a common phenomenon in the modern work place.

Two approaches to research seem to be dominating the perceptions of organizational politics literature. A concentration on the individual and organizational factors that precipitate perceptions of political behaviours at work, and the consequences or effects that perceptions of

politics at work have on employees and the organization. Several researchers (eg. Valle & Perrewé, 2000; Vigoda-Gadot, 2003; Vigoda-Gadot & Drory, 2006) have found perceptions of organizational politics to be a good predictor of various job outcomes, including job satisfaction and organizational commitment, and performance outcomes including stress and burnout.

Ferris, Russ and Fandt (1998), proposed a model that sought to suggest a possible relationship between perceptions of organizational politics and turnover suggesting that Perceived Organizational Politics (POP), may play a crucial role in the process of turnover. Research confirmations or otherwise of this suggestion has however not been forthcoming. Instead, there have been concentrations on more popular concepts such as job satisfaction, organizational commitment, job stress and burnout while issues of turnover and turnover intentions are correlated with other factors.

While accepting that the dedication of attention to the aforementioned factors is well in order due to the immense influence they have in organizational effectiveness and success, it is also fair to say that the lack of attention to how other equally crucial factors such as turnover intention could be precipitated by factors such as perceptions of politics is a problem.

On the basis that research has proven the existence of relationships between work stress and turnover intentions and perceived organizational politics and work stress, it is proper that investigations are carried out to explore the possible relationships between perceived organizational politics and turnover intentions.

Again, majority of the work on organizational politics seems to have been focused on the private sector. As noted by researchers such as Ferris and Kacmar (1992), Cropanzano et al (1997), and Valle and Perrewé (2000), most studies of organizational politics have been located in the private

sectors of economies leaving much to be studied in the larger bureaucracies and public sector systems. Given that work procedures and control mechanisms differ significantly between private sector and public sector organizations, it is obvious that the generalization of findings of POP studies conducted in the private sector to the public sector may be problematic. The few studies that have taken a comparative approach to such studies have found higher perceptions of organizational politics in public sectors than private sectors (Bodla & Danish 2010, Vigoda-Gadot & Kapun, 2005;). It goes to suggest that should there really be a positive relationship between perceptions of organizational politics and turnover intentions, then, all things being equal, turnover intentions will be high in public organizations. These findings indicate the need for further investigations to other possible consequences that this high perception of politics in public sector organizations may have on employees and their organizations.

The present study therefore explored the relationship between perceptions of organizational politics and turnover intentions with the view of deepening scientific understanding of the totality of factors that may contribute to the development of employee intentions to quit.

### **Job Security and Turnover Intentions**

The concept of job security has dominated organizational research for years. According to Davy, Kinicki & Scheck (1997), job security reflects an individual's expectations about continuity in a job situation. The researchers note that interest in job security has increased over the past decade due to the increasing turbulence on the business arena which is leading to consistent lay-offs as organizations strategize and re-strategize every now and then.

Technological advancements, stiff competitions and ever changing customer and client demands are leading modern organizations to continually look for workers whose skill sets match the particular trends at a given time. Security of jobs therefore keeps dwindling.

In May 2014, it was reported widely in the Ghana media that one of Ghana's flagship mining companies, Anglo Gold Ashanti laid off thousands of its workers as the company re-strategized to face emerging business demands. This is just one of the cases that indicate the lowering levels of job security that has become characteristic of the modern business world in countries such as Ghana.

Research shows that, the extent of security perceived by an employee regarding his or her job has implications for work attitudes and behaviour and also for the effectiveness of the organization. For example, Dekker and Schaufeli (1995) have found that perceived threats concerning the nature and continued existence of a job may have negative consequences just as job loss. According to Olabimitan, Ilevbare and Alausa (2011) this is so because, as explained by stress theory, anticipation of a stressful event represents an equally important or even greater source of anxiety than the stress itself.

Kozlowski, Chaos, Smith and Helund (1993) have stated that lowered levels of perceived job security consistently correlate positively with reduced levels of work attitudes including job satisfaction and increased turnover. Other researchers (eg. Burke & Nelson, 1998; Davy et al, 1997; Dekker & Schaufeli, 1997; Hartley et al, 1991) have also found that perceptions of low job security could lead to a withdrawal response as manifested in, for example, turnover intention).

Interestingly, as organizations work to ensure more job security in attempts to combat the detrimental effects that actual and perceived job insecurity on the part of employees may have on

the organization, research is gradually finding that perceptions of high job security may also lead to counter-productive behaviours such complacency and low job involvement on the part of employees. That is, an employee's perception that his or her job is secured may lead to careless work attitudes or *laisse-faire* work behaviours. For example, Leung (2009) notes that workers may take advantage of their job security and do as little work as possible. Thus perceptions of both high and low job security may be costly to organizations.

From the discussions so far, it can be observed that the literature on job security and how it predicts work attitudes and behaviours are sparse and inconsistent. Because the phenomenon of turnover intentions has been found to be higher in the private sector than the public sector, majority of the literature are based on information from mainly private sector organizations. However, as governments, especially the government of Ghana, strives to improve performances of its departments and agencies, reshuffling of officials has become an order of the day and this serves as a precursor to the expression of political behaviours by such officials. It therefore becomes important for investigations to be conducted into trends regarding job security and its possible implications for turnover intentions in public sector organizations.

The present study was aimed at this kind of investigation using a sample from one large public sector organization: The Electricity Company of Ghana.

## **1.2 Problem Statement**

The consequences of turnover intentions among employees for organizations are well documented. Research has consistently shown that employees who harbour intentions to quit

their jobs or leave their organizations demonstrate relatively negative work attitudes and behaviours, including lowered commitment (Firth *et al*, 2007).

For many years, research attention has been dedicated to investigating the factors that lead employees to want to leave their organizations but few have looked into the possibility that factors such as perceptions of organizational politics and job security could play a role in producing such intentions.

Instead, researchers have focused on more popular phenomena including job satisfaction, organizational support and perceived organizational justices and churned out volumes of evidence that demonstrate how these factors are crucial in predicting employee intentions to leave.

However research descriptions of consequences of employee perceptions of organizational politics and job security make it possible that these factors could have a link with turnover intention. For example POP and JS have been linked to employee experiences of work stress (Dekker & Schaufeli, 1995), a phenomenon that is also found to be associated with turnover intentions.

Also most investigations into the issues of turnover intentions have been centered on the private sectors of many economies leaving much to be done in the public sectors. The problems with this trend of investigation are quite a lot.

This leaves employee problems in the public sectors largely unsolved as research-based interventions become difficult to develop. Also the large amount of research evidence do not encompass the totality of factors that may account for the problem of turnover intentions, as researchers continue to pay attention to only popular factors such as job satisfaction,

organizational commitment, etc. There has also been little attention towards comparing the identified predictors on their relative contributions towards predicting turnover intention. The lack of this detail does not help organizational problem solving, especially regarding prioritizing measures.

In order to further broaden the scope of research regarding turnover intentions, and its possible links with perception of organizational politics and job security, this study was conducted to explore the possibility of such relationships, especially in the public sector where there is need for such evidence. Questions that were raised and addressed in this study included:

1. To what extent do perceptions of organizational politics relate to or predict turnover intentions among employees?
2. Does employee perception of job security predict their turnover intentions?
3. To what extent do the demographic variables of age, gender and tenure of work relate to and / or predict turnover intentions?

It was hoped that answering these questions would help provide evidence on how organizational politics and job security predict turnover intentions and give organizations empirical evidence upon which they can develop interventions.

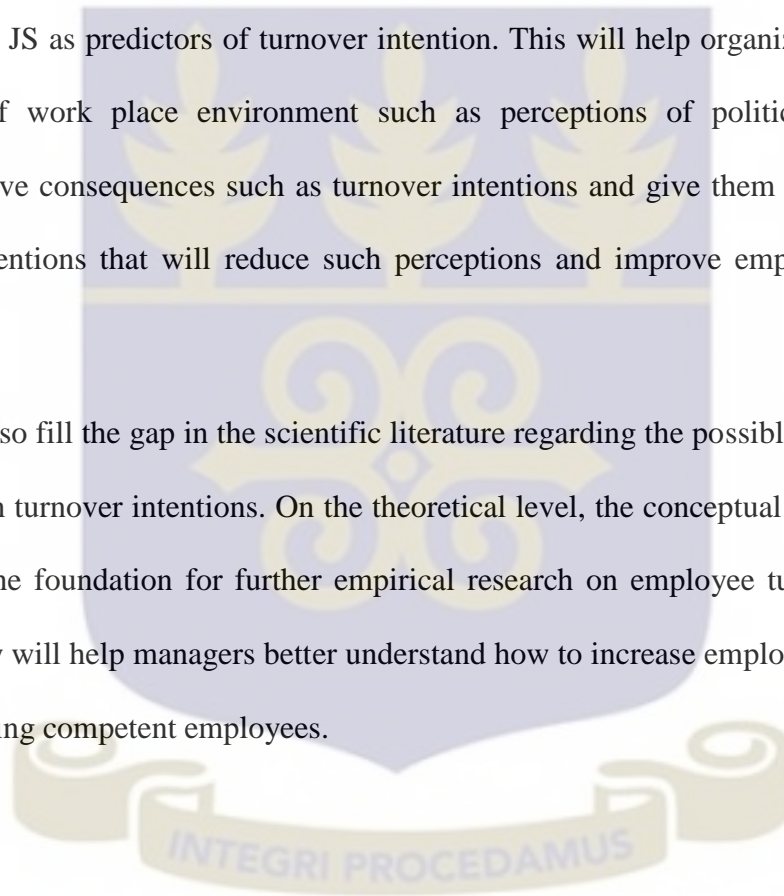
### **1.3 Aims/Objectives**

1. To determine whether perceived organizational politics predicts turnover intentions among employees
2. To assess whether job security predicts employee turnover intentions
3. To find out how employee demographic characteristics of age, gender and tenure of work relate to, and also predict turnover intentions.

#### **1.4 Relevance of the Study**

Since research findings have revealed that generally, turnover, both voluntary and involuntary, is very detrimental to organizational effectiveness, understanding the prospective antecedents of turnover is very important in helping to find ways to reduce the problem. The major significance of this study, therefore, is that it throws light on the possible complex relationships that exist between perceived organizational Politics, (POP) Job security (JS) and turnover intentions and identify POP and JS as predictors of turnover intention. This will help organizations understand how elements of work place environment such as perceptions of politics at work could precipitate negative consequences such as turnover intentions and give them an empirical basis to look at interventions that will reduce such perceptions and improve employee retention at work.

This study will also fill the gap in the scientific literature regarding the possible predictive power of POP and JS on turnover intentions. On the theoretical level, the conceptual framework of this study could be the foundation for further empirical research on employee turnover intentions. The present study will help managers better understand how to increase employee job security as a means of retaining competent employees.



## CHAPTER TWO

### LITERATURE REVIEW

#### 2.0 Introduction

This chapter discusses relevant theories that form the framework for the present study and a review of studies that are related to the present one. Rationale for the present study is also presented here. There is also a presentation of predictions in the form of hypotheses which are followed by a conceptual model that graphically demonstrate the relationships predicted. Operational definitions of terms used in the study conclude the chapter.

#### 2.1 Theoretical Framework

The use of theory serves as a guide for finding answers to research questions as well as providing broad explanations for research findings. The predictions made in the present study were therefore based on certain specific theories such as Organizational Equilibrium Theory (March & Simon, 1958), Cognitive Appraisal Theory (Folkman & Lazarus, 1984), and Psychological Contract Theory (Rousseau, 1989). It is within the framework of these theories that the findings obtained are explained.

##### 2.1.1 Organizational Equilibrium Theory (March & Simon, 1958)

Many studies of voluntary turnover are, to some degree, derived from March and Simon's (1958) organizational equilibrium framework. The organizational equilibrium theory argues that all employees are confronted with decisions through their interaction with the company

(Mano, 1994). The theory specifies that employees' decision to resign is influenced by two factors: their perceived ease of movement, which refers to the assessment of perceived alternatives or opportunity, and perceived desirability of movement which is influenced for instance by job satisfaction (Morrell, 2001). This describes how balance is struck both for the organization and its employees in terms of inducements, such as pay, and contributions, such as work, which ensures continued organizational efficiency. When inducements are increased by the company, this will lower the tendency of the worker to leave and vice versa (Morrell, 2001).

Many limitations of March and Simon's model exist though. For example (Morrell, 2001) observes that the model, to a great extent, presents a static rather than a procedural view of turnover and turnover intentions. They also fail to include important variables that influence the turnover process, such as the role of stress or different forms of organizational commitment. Some theorists asserted that March and Simon's (1958) model has overly influenced further studies about employee turnover and that their success may have constrained other aspects (e.g. Lee & Mitchell, 1999).

Despite these criticisms, the theory clearly demonstrates that organizational factors including employee subjective perceptions of organizational atmosphere, human relations and justice are critical predictors of the decision to leave or stay. It is from this line of argument that it was predicted in this present study that employee perceptions of political behaviour at work could equally lead to the development of turnover intention.

### *2.1.2 Cognitive Appraisal Theory (Folkman & Lazarus 1984)*

The Cognitive Appraisal Theory is actually a stress theory developed by Folkman & Lazarus (1984) to explain how individuals perceive, interpret and handle stressful events in their lives. The theory holds that an individual's perception of self-inefficacy or uncontrollability in dealing with an event may lead to the manifestation of stress.

Organizational researchers have over the years noted that employees' subjective interpretations of workplace events and their perceptions of their ability to handle these events may cause considerable stress (Cropanzano, Howes, Grandey, & Toth, 1997). Again, stress coping studies have found that one way of coping with stress that are normally common among people is avoidance coping, explained as the individual avoiding contact with the perceived stressor (Turner, 2008).

In this regard, the possibility that employee perceptions of high political behaviour at work may lead them to adopt avoidant coping strategies, including developing intentions to quit the job, is high. In situations where employees perceive that people are self-seeking in the work environment, they may respond in one of three ways: join the train, stay away from it or simply leave. Thus employees' 'cognitive appraisal' of work place behaviours as political in nature may precipitate turnover intention, according to the theory.

### *2.1.3 Psychological Contract Theory (Rousseau, 1989).*

Psychological contract is arguably one of the most investigated work relationship concepts in organizational studies. According to Rousseau (1989), psychological contract consists of the beliefs individuals hold regarding the terms and conditions of the exchange agreement between

themselves and their organizations. In other words, psychological contract consists of employee expectations of what their employers should do for them and employers' expectations of what their employees should do for them. Thus, when one party perceives that the other has failed in fulfilling its part of this 'mutual agreement', a breach perception has occurred.

According to Topa and Palaci (2004), employee perceptions of breach of this contract by their organization brings consequences including increases in negative results for the individual employee and the organization such as dissatisfaction with work and negligence in task performance, as well as decreases in desirable results such as satisfaction, organizational commitment and civil behaviour.

The increment in negative results could include the development of intentions to leave especially when the breach perceptions persist over a long period of time. De Cuyper and De Witte (2006) proposed the psychological contract theory to explain how employee perceptions of organization's failure to fulfil their side of the bargain could precipitate negative consequences.

The theory states that, employees expect a fair exchange between efforts (on their part) and rewards on the part of the employer. One key expectation of every employee is that he or she will be allowed to work for long and that there are some guarantees of security and remuneration at work.

As explained by the Maslow's (1954) Hierarchy of need theory, individuals have an intrinsic need for security at work and they take up job roles with the expectations that some job security and longevity will be given. Thus, rationally, in a situation where employees perceive that job security is low, they may start looking at alternative opportunities, which according to the

literature discussed so far, is the beginning of the development of intentions to leave or quit the present organizations.

In sum, the psychological contract theory, explains the responses that employees give when they perceive that the mutual agreement between themselves and their organizations are being fulfilled or breached. Employee perceptions that the organization has failed to provide their expectations including rewards, safe environments and job security may lead to negative consequences which include employee turnover intent. In this regard it is predicted in the present study that some form of relationship exists between job security and turnover intentions among employees.

## **2.2 Review of Related Studies**

The plethora of research studies that have been conducted over the years regarding the employee and organizational factors that influence the development of turnover intentions and the consequences such factors have on organizational successes and effectiveness gave bases for making certain predictions in the present study. These previous studies were conducted in a wide range of geographical and work contexts and it was imperative for a review to be conducted to serve as a guide for the predictions in this study.

### ***2.2.1 Perception of Organizational Politics and Turnover Intentions***

Research by Ferris et al (1989) has intimated that high level of organizational politics is likely to create a certain level of disillusionment strong enough to fuel higher intentions of leaving an organization. Despite this assertion, other evidence exists that indicate that it is not all the time

that higher levels of organizational politics lead to intentions to quit. This is an indication that evidence supporting a relationship between perceptions of politics and turnover intentions presently is inconsistent and inadequate for the development of any concrete form of organizational interventions.

For instance, positive association between the two constructs has been reported by researchers including Cropanzano et al. (1997), Danish (2000), Kacmar *et al.* (1999), Poon (2003), Rozhan (2008) and Valle and Perrewé (2000); whereas other researchers (eg. Harrel-Cooke *et al.* 1999; Hochwarter *et al.*, 1999), have presented evidence showing no relationship at all, others (eg. Larwood *et al.*, 1998) have demonstrated a negative relationship.

Rozhan (2008) set out to determine the role of justice, trust and job ambiguity on perception of organizational politics using a sample of 190 employees from a Malaysian financial company. Among the findings reported, the researcher stated an observed significant positive relationship between perception of organizational politics and turnover intentions. That is, the higher employees perceived that others were self-seeking in their behaviours at work, the more they reported a desire to quit the job should an alternative opportunity be available.

In another study involving 69 participants made up of 53 line workers, 10 supervisors and 6 individuals working in a manufacturing organization in the Southwest of the United States, Cropanzano et al. (1997) obtained a significant positive relationship between perception of organizational politics and turnover intentions ( $r=.49$ ,  $p<0.05$ ). The researchers also reported that employees that perceived higher levels of political behaviours at work viewed their positions at work as unsecured which, in a way, increased their intentions to quit their jobs. Thus the study

also demonstrated a link, though indirect, between perceptions of job security and intentions to leave.

This positive relationship is also supported largely by Ferris et al. (1989) who suggest that demands to political behaviours in an organization have been accepted as being predictive of employees' turnover intentions. The researchers found in their study that high level of organizational politics creates a certain level of disillusionment strong enough to fuel higher intentions of leaving an organization.

Poon (2003) also examined situational antecedents and outcomes of organizational politics perception. Collecting data from 208 full-time working adults made up of 132 men and 76 women in two large public universities in Malaysia from a wide range of occupations including administrative, managerial, professional and technical jobs in various functional areas of organizations, the study found organizational politics to significantly and positively predict turnover intentions ( $b=0.21$ ,  $p<.01$ ).

Sowmya and Panchanatham (2012) also confirmed that indeed employee perceptions of organizational politics could fuel intentions to quit their jobs. The researchers explored the relationships between gender, organizational politics and turnover intention among employees in educational institutions in Chennai, India.

Collecting data from a sample of educational workers, a Pearson correlation test of the data collected produced a coefficient of .634 indicating a strong positive relationship between organizational politics and turnover intentions among the sample. An independent t-test of data collected for males and females on turnover intention however showed higher mean scores for males as compared to females, indicating that males' turnover intentions were significantly

higher than females. The study reveals that a fundamental difference exists between males and females, for instance, in their desire to leave their present organizations as a result of predictive factors like political behaviour at work. However, as whether this difference is due to differences in the ways men and women perceive organizational politics, the study did not reveal.

On the basis of individual differences in cognitive appraisal of events as indicated by the cognitive appraisal theory of Folkman & Lazarus (1984), it was predicted in this study that a significant difference would exist between males and females in their perceptions of organizational politics. This could be the reason why when faced with political behaviour at work, men showed higher tendencies to leave as compared to women.

Byrne (2005) also proved that perception of fairness reduces the negative effects of organizational politics on employee outcomes such as turnover intentions, citizenship behaviour and job performance. According to the study report, responses from 150 employees revealed that procedural justice reduced the negative effects of perceptions of covert, self-serving political behaviours (e.g. going along with others), but not overt political behaviours (e.g. tearing others down to build up self) on turnover intentions. Both procedural and interactional justice moderated effects of covert, but not overt political behaviours on occupational citizenship behaviour (OCB) beneficial to the organization; However, the interaction between interactional justice and covert behaviours was in the opposite direction than hypothesized. Neither interactional nor procedural justice moderated the two forms of perceptions of politics on supervisory rated job performance or OCB beneficial to supervisors.

Adenguga, Adenuga and Ayodele (2013) explored the relationship between the different dimensions of organizational commitment and turnover intentions among workers of private

universities in Ogun State, Nigeria. The researchers adopted a descriptive survey research design of an ex-post- facto type to test three hypotheses using data collected from 600 employees of six (6) private institutions. Data were analyzed using product moment correlation method and hierarchical multiple regression analysis. The results indicated a significant relationship between the dimensions of organizational commitment and turnover intention. The researchers also reported that demographic factors (gender, marital status, educational status, job type and job tenure) significantly predicted organizational commitment and turnover intention. The finding that is most relevant to the present study was that organizational politics was positively related with turnover intention among the employees.

In a study that sought to portray organizational politics, turnover intention and organizational commitment as predictors of employees' efficiency and effectiveness, Gbadamosi and Chinaka, (2011) collected data from 200 randomly selected employees of Babcock University Ilishan, Ilishan – Remo, Ogun State, Nigeria and found that the predictor variables combined and separately made significant contribution to the prediction of the criterion variable. In other words, high and positive correlations were found between organizational politics and turnover intention and work efficiency and organizational commitment. This led the researchers to suggest that a happy employee is a better employee.

Working under the conviction that situational variables such as perceptions of organizational politics would have buffer effects on the stress-turnover relationship, Zhang and Lee (2010) collected data from a sample of 304 male and females employee in the Hunan province of China and tested the possible moderation effects of perceptions of organizational politics on the

relationship between work stress and turnover intention. It was eventually revealed that lower levels of perceived politics minimized turnover intentions among the respondents.

Despite the overwhelming support for a positive relationship between employee perceptions of organizational politics and turnover intentions, there have been evidence that has challenged this relationship. For example, Delle (2013) obtained findings that challenged this presumed relationship. In a study investigating the influence of perception of organizational politics on employee's work-related outcomes like job involvement and turnover intentions, the researcher collected data from 138 participants of eight (8) service-oriented Ghanaian organizations. Bivariate analysis showed that, perceptions of organizational politics was positively and significantly related to job involvement ( $r=.376$ ,  $p<0.05$ ) but not between perception of organizational politics and turnover intentions ( $r=.096$ ,  $p>0.05$ ). Similar findings have been obtained by scholars such as Cropanzano *et al.* (1997), Harrel-Cooke *et al.* (1999), Hochwarter *et al.* (1999), from different geographical locations. The inconsistencies in findings give grounds for further investigations among different populations to ascertain, for instance, the possible differences in these relationships regarding different working populations.

Also many of the evidence presented in the literature are based on data collected from the ever dynamic private sector. Little is known about what pertains in the public sector regarding this relationship. Work characteristics, employer demand on employees and the demands for innovation and educations are proven to be fairly different between the private and the public sectors. In this regard, literature based largely on the private sector is, rationally, a bit deficient in explaining the possibility of perceptions of politics at work leading to the development of

turnover intentions. The present study was therefore an effort to expand the evidence in the literature to cover institutions in the public sector.

### ***2.2.2 Job Security and Turnover Intentions***

Job security has been defined as an individual's expectation about continuity in a job situation (Davy, Kinicki & Scheck, 1997), overall concern about the future existence of the job (Rosenblatt & Ruvio, 1996), perception of a potential threat to continuity in one's current job (Heaney, Israel & House, 1994) and insecurity has been defined as powerlessness to maintain desired continuity in a threatened job situation (Greenhalgh & Rosenblatt, 1984). One general theme underling the various definitions is that, job security is a subjective phenomenon. It is based on the individual's perceptions and interpretation of the immediate work environment. In contrast to actual job loss, job insecurity refers to the anticipating of this stressful event in such a way that the nature and continued existence of one's job are perceived to be at risk. This implies that the feeling of job security or insecurity may differ between individuals even if they are exposed to the same objective situation, and individuals may differ in their reaction to perception of the job at risk.

While job security is likely to be low in the context of downsizing, that is, among employees in organization about to undertake, or already undergoing changes, that may reduce the number of jobs available as in case of merger and acquisition, it also appears that job insecurity can be an important factor in seeming unthreatened job situation (Rosenblatt & Ruvio, 1996). There is also agreement that job security only comes under threat in the case of involuntary job loss (Hartley *et. al*, 1991). These researchers went further to argue that job low security reflects the discrepancy between the levels of security a person experience and the level he/she prefer.

Studies on job security have suggested that perceived threats concerning the nature and continued existence of a job may have detrimental consequence as job loss itself (Dekker & Schaufeli, 1995). This is consistent with the central proposition of stress research that anticipation of a stressful event represents an equal important or perhaps even greater source of anxiety than the actual stress (Lazarus & Folkman, 1984). Samuel and Chipunza, (2009) found a strong association between job security and employees retention. This is even more so in underdeveloped and developing economies, like Nigeria, where job security presents an important factor in employment decision making of individuals.

The radical change from a traditionally secure working environment to a rapidly changing and insecure one could be expected to have an impact not only on the wellbeing of individual, but on their work attitude and behaviour, and also in the long run, on the vitality of the organization. Workers react to job insecurity and their reactions have consequences for organizational effectiveness, the success or failure of any downsizing strategy is essentially determined by the reactions of the survivors in the organization.

As noted by Kozlowski, Chaos, Smith & Helund (1993) job insecurity has consistently been found to be associated with reduced level of work attitudes, such as job satisfaction and increased turnover. Ashford, Lee & Bobko (1989) findings shows that employees who felt insecure about their future employment were more dissatisfied with their jobs and likely to look for job elsewhere compared to those perceived their future job situation as more secure.

Moreover, perceived insecurity concerning one's future role in the organization may also make an employee less inclined to remain with the organization. Job insecurity, like any stressor could

lead to a withdrawal response as manifested in, for example, higher level of turnover intention (Davy et al, 1997, Burke & Nelson, 1998; Dekker & Schaufeli, 1997, Hartley *et, al*, 1991).

According to the researchers, the feelings of job insecurity occur when an employee becomes unable to accept the fact of what is being offered by the employer or if the methods used by the employer seem to threaten the existence and security of an employee's job. The works of Greenhalgh and Rosenblatt further suggested that job insecurity is best measured as the interaction of several components: job features, total job, threats to overall job and powerlessness. Job features is defined as opportunities for promotion and freedom to schedule work; total job is defined as possibilities of being fired or laid off for a short while; threat to overall job is defined as threat that maybe perceived or seen by the individual in their overall work situation; and finally, powerlessness is defined as being powerless towards a loss at work.

It is understandable that job insecurity is highly threatening to employees, given the prospect of losing the positive material, social, and psychological benefits associated with employment (Reisel, Swee-Lim, Maloles, & Slocum, 2007). Thus rationally, perceptions of job security is expected to have a positive relationship with turnover intentions as employees who perceive low security in their jobs are likely to look for alternative jobs that could offer high security.

This, to some extent has been proven by researchers over the years. For example, Olabimitan, Ilevbare and Alausa (2013) examined the influence of perceived job insecurity, gender and age as predictors of turnover intentions among employees of merged banks in Lagos with the intention of proving that the threat and powerlessness sub-scales of perceived job insecurity, would have a significant main and interaction influence on turnover intention and that there would be significant main and interaction influence of employees' age and gender on turnover

intention. Using a total sample of two hundred and sixty-six (266) participants drawn from banks, the researchers observed that the threat and powerlessness sub-scales of perceived job insecurity indeed, had significant main and interaction influence on turnover intention. However while age was found to have a main influence on turnover intention, gender and interaction influence was not significant.

This finding supported an earlier finding by Dekker and Schaufeli (1995) who reported that perceived threats concerning the nature and continued existence of a job, may have negative consequences just as job loss. In their study the researchers found that among the negative consequences was lowered job commitment precipitated by employee intentions to quit their jobs.

Kozlowski, Chaos, Smith and Helund (1993) also stated that lowered levels of perceived job security consistently correlated positively with reduced levels of work attitudes including job satisfaction and increased turnover after their meta-analysis produced substantial evidence to support a predicted positive relationship between perceived job security and turnover intention. Davy *et al.* (1997) also reported from a study involving 307 employees that, perceptions of low job security (to wit, job insecurity) lead to a withdrawal response as manifested in, for example, turnover intention. This supported earlier findings by Burke and Nelson (1998), Dekker and Schaufeli (1997) and Hartley *et al.* (1991).

The evidence from the literature makes it clear therefore that, all things being equal, employee perceptions of the extent of longevity or continuity in their jobs have implications for whether they decide to stay or leave organizations. What has not been established so far in the literature is whether demographic characteristics including age, gender and length of service, for example,

have some roles to play in this established relationship. Factors like age and length of service are known to have significant positive relationships with employee factors like commitment and organizational citizenship behaviour (Badu, 2012). This serves as a basis to expect that these demographic variables may also have a role to play in how perceptions of job security predict turnover intentions.

Also, as observed earlier, the evidence suggesting a relationship between job security and turnover intentions come from data collected in the private sector. Research has however established differences in the level of turnover between the private sector and the public sector. The assumption is that, the public sector usually offers more security than the private sector but this is largely anecdotal. In order to establish an empirical basis for these arguments, the present study diverted attention to the public sector and factored in the role of demographic variables such as age and length of service in determining the relationship.

### ***2.2.3 Demographic Factors and Turnover Intentions***

Empirical studies indicate that demographic variables are relevant with turnover intentions (William & Hazer, 1986). Age, income and tenure are identified as negatively related to turnover intentions (Cotton & Tuttle, 1986; Morrow, 1983; Gregersen & Black, 1982). Samad (2006) observed that age, income and tenure have a negative and significant effect on turnover intentions. He observed that these demographic variables combined with job satisfaction contributed 80 percent of variance in turnover intentions. According to Poling (1990), the best predictor of job satisfaction is when the employees' personal values match those of the organisation.

### **2.2.3.1 Age and Turnover Intentions**

Some researchers examining age differences have noted varieties of younger employees characteristics. Compared to older employees, younger employees are said to be more collaborative or accustomed to working in teams, better educated, less hierarchical, more entrepreneurial, more technology skilled and more technological skilled and likely to move more from one job to another (Burke, 1994); and mostly below thirty five years old (McShane & VonGlinow, 2000). If younger employees displayed lower commitment level compared to older employees, it was expected that these classes of employees would show higher intentions to turnover. This is also consistent with research associating lower organizational commitment levels with greater intentions to leave an organization (Aquino, Allen & Hom, 1997). Studies have also shown that younger employees are more accepting of a new psychological contract of employment that increases mobility between organizations and position compared to older employees (Ferres, Travaglione, & Firms, 2002).

In a comprehensive meta-analysis, Mathieu and Zajac (2000) found that older, female, less educated individuals who have long tenure with the organization tend to display higher levels of organizational commitment. Furthermore, a variety of job-related characteristics were also related to dedication to the organization. Individuals who had autonomy at work, felt challenged, had adequate leadership with clear structure, and experienced little role ambiguity, role conflict, and role overload possessed a strong commitment to the organization. The findings of Mathieu and Zajac's (2000) meta-analysis have been confirmed in a study of U.S. Army combat soldiers by Jex and Bliese (2009).

Moreover, as the people grow older, they move up the career ladder and get into better positions. The report also shows that older people sort through different alternative careers to find something that matches their talents and ability better. They are goal oriented and strive hard to move forward. Vandewalle (2001) suggested that good orientation has important implications for the enhancement of employee and organizational performance. Besides, performance-oriented people strive to demonstrate, and hereby gain favourable judgements of their competence (Dweck & Leggett, 1988).

Differences in turnover intention among younger and older employee appears to be associated with nature of their commitment and orientation. Kegan (in Wagner & Rush, 2000) suggested different interpersonal orientation for younger and older adults. Moral obligation is said to shape the older adult behaviour. Younger adults tend to relate themselves with others in more transactional manner (Kanungo & Conger, 1993). By contrast, older workers also tend to have lower needs of achievement and higher need for affiliation than younger workers (Wagner & Rush, 2000). According to Kanungo and Conger (1993), younger individuals may be influenced by norm of reciprocity, which is the expectation for a fair exchange in return for assistance. If the employee perceived that they have been fairly supported by the organisation (e.g fairness in distribution of reward), employees will reciprocate – thus exhibiting a high level of organisational commitment. On the other hand, for older employees their commitment is the result of social responsibilities, that is helping others without regard of personal benefit (Kanungo & Conger, 1993) and social exchange relationships (Blau, 1964).

Furthermore, Marsden, Kalleberg, and Cook (2003) discovered a variety of factors to be related to organizational commitment. In particular, those who felt they had autonomy, had a position of

authority, and perceived quality workplace relationships expressed more dedication to their occupation. Additionally, in each of these studies, individual characteristics such as age, gender, race, and education were generally not found to be significantly predictive of organizational commitment. Thus, the more recent literature continues to confirm that job-related characteristics, rather than personal characteristics, are likely to influence one's dedication to his or her job.

### **2.2.3.2 Gender and Turnover Intentions**

Gender is known to be one factor that influences turnover intentions. Gender attribute has much implication on individual behaviour since gender is a socially constructed concept with much roles and expectations. Generally, women are known and are expected to be more trustworthy and committed to task. Based on this social ascription of gender attribute, it will be expected that female police personnel be more committed to their organization and entertain little turnover intentions as compared to their male counterparts.

A review of the research related to gender differences in turnover intentions and turnover rates showed mixed results. Some studies suggest that women report higher levels of turnover intentions (e.g., Miller & Wheeler, 1992; Moncrief, Babakus, Cravens, & Johnson, 2000; Schul & Wren, 1992) and actual turnover (Mano-Negrin, 2003), than men. Research has suggested that these findings may be due to job dissatisfaction on the part of women (which could be related to the lower level positions commonly held by women) or because women have lower earnings and fewer opportunities for advancement (e.g., Blau & Kahn, 1981). Some may speculate that these findings are related to statistical discrimination theory which suggests that employers'

experiences may cause them to expect women to leave an organization sooner than men (Konrad & Cannings, 1997). Others have found that women experience a greater number of “shocks” or events that force them to decide to leave the organization (e.g. pregnancy and birth of a child) (Donnelly & Quirin, 2006).

However, a study of textile workers found that while women had a higher turnover rate than men, no gender differences were found in intentions to leave the organization (Weisberg & Kirschenbaum, 1993). Still other studies of managerial and professional positions have found no gender difference in turnover intentions (Rosin & Korabik, 1995; Xu, Veloski, Hojat, & Fields, 1995). Some studies even found that men had higher turnover intention (Smith & Calasanti, 2005). In their study, Marsden, Kalleberg, and Cook (2003) discovered higher job commitment among female employees than male employees. However, Tett and Meyer (1993) believed that male employees have higher tendency to quit or change jobs due to their higher occupational expectations. Based on the inconclusiveness of research on gender and turnover and turnover intentions, there is need to further investigate gender differences in turnover intention, especially in a less explored context such as Ghana.

Other studies that examined the effect of gender and employee attitudes posit that knowledge of the procedures used in allocation of rewards are more important to women than men considering the fact that they are relatively underpaid (Lee, Pillutla & Law, 2000; Tata, 2000). The literature on gender inequities has shown that women earn an average of 70% of men’s earning. Although different reasons (e.g. glass ceiling, glass wall effect, access discrimination, non-supportive work environment) for such wage differentials have been articulated, the fundamental inequalities in

earnings have not been eradicated. Such differences tend to be across various occupations and industries such as management (Schneer & Reitman, 1994), Lawyers (Wood, Corcoran & Courant, 1999) and private sector (Gerhart & Milkovich, 1989).

### **2.2.3.3. Job Tenure and Turnover Intentions**

The number of years employees spend in an organization or what is often referred to as tenure is an important factor in many job-related issues. Tenure, as used in industrial/organizational psychology literature refers to the number of years that a person has been formally employed in an organization (Trimble, 2006). Few empirical studies on the relationship between tenure and turnover and turnover intentions are beginning to emerge (Gable, Hollon & Dangelo, 1984; Guper, 1999; Parasuraman & Futrell, 1983; Schultz, Bigoness & Gagnon, 1987; Trimple, 2006). In these previous studies, it was found that tenure is inversely related to turnover in such a way that those who have stayed longer in the organization have less intention to leave their organizations. Also, previous studies on tenure and turnover were carried out among employees in private business (e.g. Schultz, Bigoness & Gagnon, 1987) or among missionaries (e.g. Trimple, 2006) and little is known about tenure and turnover intentions among public sector employees especially in developing economies of Africa. This study, among other things, investigated the impact of tenure on turnover intentions among public servants in the Electricity Company of Ghana.

Employee's motivation towards work is extremely high when they first start their work. The morale subsequently 'decreases during the next few years and remains relatively low level until workers are in their late twenties or early thirties' (Scott, Swortzel & Tylor, 2005). However, the

longer an employee stays in the organization, the more his or her job satisfaction increases and continues to rise through the remainder of the workers' career. Reuters (2007) report on American labour indicates that 80 percent of people questioned between 1972 and 2006 said they were content with their work and only 4 percent were not satisfied. The study also showed that workers over 65 years old were the most satisfied while people under 29 were the least happy in their work. Thus, this shows that job satisfaction increases with age and reduces intention to quit.

A longer tenure is normally associated with a positive feeling toward the employer, a high degree with employee identification and ownership with the organisation, which in turn cause them to render meaningful contributions to the organisation by reducing turnover intention and absenteeism (Turnipseed & Murkison, 2000). This has been supported by studies like Alotaibi, 2001; Hochwarter, James, Johnson & Ferris, 2004; Morrison, 1994; Heidi, 2001).

As tenure increases within the organization, so does the employee's potential for both formal benefits such as promotion and informal benefits such as status as compared to less tenured employees (Hellman, 1997). The high tenure employees typically receive more money, have more close friends, investments, are better informed, and have more power all of which reduce their turnover (Price, 1995). There is considerable evidence of an inverse relationship between tenure and actual turnover (Bannister & Griffeth, 1986; Batt & Valcour, 2003; Bidir, 2002; Cotton & Turtle, 1986; Somers, 1986) and turnover intention (Flaherty & Pappas, 2002; Schulz *et al*, 1987; Weisberg & Kirschenbaum, 1991).

### **2.3 Rationale for the Study**

Generally, research has revealed that turnover, both voluntary and involuntary, is very detrimental and costly to organizations. These revelations have come on the back of heavy concentration of research attention on investigating the consequences of turnover intentions and actual turnover for organizational effectiveness. Those that have focused on the predictors of turnover intentions have not significantly considered the possible roles of employee perceptions of politics and job security developing intentions to leave. However the evidence has been largely criticized as having two significant weaknesses.

First it is seen as largely one sided – coming from data collected from private sector employees with little attention to public sector which ironically happens to have the largest population of workers in developing countries such as Ghana. Again, the evidence has been inconsistent so far, as positive, negative and no relationships have been found between perceptions of politics, job security and turnover intentions by various researchers working from different job and geographical contexts.

This implies that perhaps the different characteristics of jobs and employees in different occupational settings and economic contexts could render the cross-cultural generalizations of research findings problematic. The inconsistencies in the findings also indicate that more research is necessary to properly verify if such relationships do indeed exist.

The reason behind the conduct of this study was therefore twofold. Firstly, to address the gap in the literature by throwing more light on the possible relationships that may exist between the three concepts (Perceived Organizational Politics, Job Security and Turnover Intentions), and secondly, to provide empirical grounds for organizations to appreciate the consequences of

perceptions of workplace politics and job security among employees for the organization. The study is also to add evidence from one public sector institution regarding the stated relationships in order to broaden the empirical basis for these relationships. This may lead leaders of organizations to consider designing and implementing policies, strategies and interventions that could help improve the workplace environment by reducing political behaviour and perceptions of politics as well as improving perceptions of job security. This could help reduce employee intentions to leave and its contingent consequences.

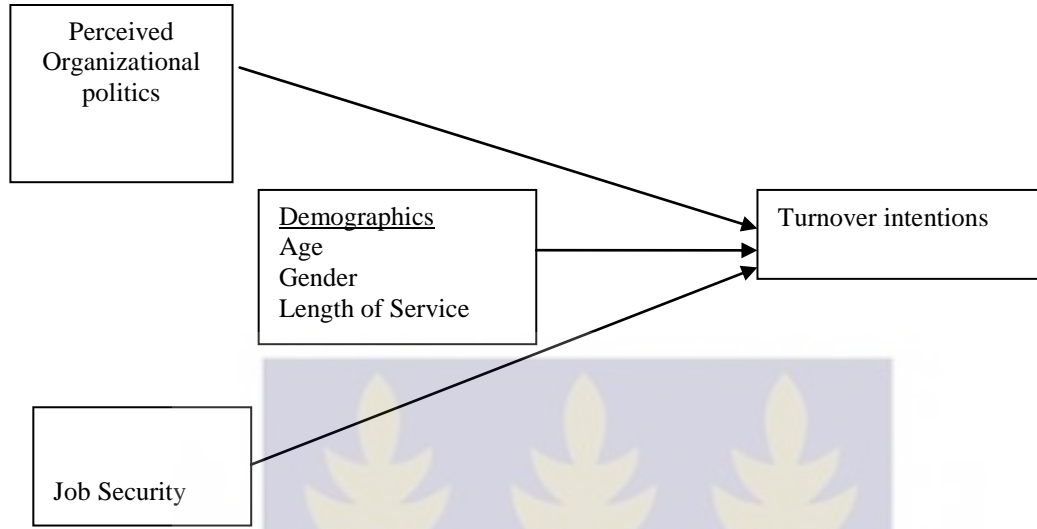
## 2.4 Statement of Hypotheses

Based on the literature reviewed, the study sought to test the following hypotheses:

1. Perceived organizational politics will positively relate to, and significantly predict turnover intentions.
2. Job security will negatively relate to, and significantly predict turnover intentions
3. Younger employees will have higher level of turnover intentions compared to older employees
4. There will be a significant negative relationship between work tenure and turnover intentions
5. Males will have higher level of turnover intentions compared to females

Figure 1 is a self-design showing how perceived organizational politics and perceptions of job security relate to turnover intentions among employees. It also demonstrates the expected roles of demographic variables of age, gender and work tenure in predicting turnover intentions. :

### CONCEPTUAL MODEL OF PREDICTED RELATIONSHIPS



**Figure 1: Conceptual Framework showing the expected relationships between perceived organizational politics, job security and turnover intention among employees.**

### 2.5 Operational Definitions

1. **Perceived Organizational Politics:** Employees’ understanding of the use of power by others within an organization for the pursuit of their own self-interest without regard to the effects on the organization’s goals.
2. **Job security:** The extent to which an employee perceives continuity or longevity in his or her current job.
3. **Turnover intentions:** Tendency of wanting to quit the present organization.
4. **Tenure of work:** The number of years one has worked for the organization.

## **CHAPTER THREE**

### **METHODOLOGY**

#### **3.0 Introduction**

This chapter is a description of how the research was conducted. It presents the step-by-step approach used in choosing the study population, the sample and the study design. It also describes the instruments used for data collection and how their psychometric properties were determined through a pilot study. There is also a presentation of the procedure that was followed in collecting data, how the various instruments were scored and some ethical issues that were considered during the conduct of the study.

#### **3.1 Research Setting**

The study was carried out in Accra, the capital of Ghana. Accra is located on the Ghanaian Atlantic coast and has an estimated population of about 1,848,614 as at 2012 (Ghana statistical Service, 2012). As at 2014, Accra is known to be the second largest city in Ghana and the centre for most of Ghana's businesses (GSS, 2013). Accra also serves as the administrative capital and therefore is the headquarters of all public organizations including the Electricity Company of Ghana.

At the time of data collection, ECG had 16 customer service centres spread across the city of Accra. Data was therefore collected from employees at the centres that granted access. Also data was collected at the premises of the ECG head office in Accra after permission was granted.

Data collection specifically took place on the premises of the ECG headquarters and four other offices within the city of Accra.

### **3.2 Population**

Employees of the Electricity Company of Ghana (ECG) in Accra, Ghana, formed the population of the study. ECG is a Ghanaian organization and the provider of about 70% of electrical energy for Ghana. Incorporated under the Companies Code (1963) in February 1997, the company is a limited liability Company wholly owned by the Government of Ghana and operating under the Ministry of Energy (ME). As at 2011, ECG had a staff strength of about 5,799 individuals in various capacities and have branches spread across the ten regions in Ghana. For purposes of generalizability, it was the population of workers within the catchment area of Accra that was targeted. This population was made up of a blend of male and female workers across a wide age range of 18 -60 with varying levels of education and ethnic backgrounds. These characteristics of the population made it fit for the cross-sectional survey design that was used in the study.

Again, being a government organization, the company offers equal opportunities for all Ghanaians who have the requisite skill sets to be employed there, and for those already working there to be promoted. This implies that, as demonstrated in the literature, political behaviour is likely to be high in such an organization.

Since the present study was aimed at shifting focus to the public sector to investigate how perceptions of political behaviour and job security could influence turnover intentions, employees in this organization were deemed fit for the study.

### **3.3 Sample and Sampling Technique**

The non-probability convenient sampling technique was used. This technique allowed the collection of data from all employees of the company who were available and willing to respond

to the instruments. This way, as many respondents as possible were obtained until the targeted sample size for the study was reached. The procedure therefore entailed all cases on hand that suited the purpose of the study.

Conscious efforts were however taken to ensure that only employees who could read and understand the questionnaires were made to respond. This is because, the company also employs some non-formal staff that do menial jobs including cleaning, and other physical labour users who do not necessarily need to be literates for their jobs. It was observed that such employees had difficulties reading and understanding the instruments. Because it was necessary for all respondents to be able to read and understand the items properly in order to provide objective and truthful responses, these employees were excluded from the study.

The final sample obtained consisted of employees from all departments and units including all job levels with the exception of job levels that had illiterate and semi-literate job holders. In all, two hundred and seventy (270) questionnaires were distributed within a span of three days and two hundred and fifty (252) were completed and returned. This gave a response rate of 93%. Since researchers such as Babbie and Mouton (2001) have indicated that a response rate of 50% is adequate for data analyses while rates of 60% and 70% are good and very good respectively, the response rate of 93% obtained in this study was deemed as excellent for the required data analysis.

Also, Tabacknick and Fidel (2007) have stated that adequate sample size for a social science research is calculated using the relation:  $N > 50 + 8M$  (where N represents the sample size and M represents the number of independent variables or predictors used). For the present study, there were five predictors (POP, JS and demographic variables: age, gender and length of

service). The required sample size was therefore  $50 + 8 (5)$  which would be 90. The obtained sample size of 252 was therefore more than adequate for the study.

In table 3.1 below, details of the demographic characteristics of the respondents used in this study have been summarized:

**Table 3.1: Descriptive Characteristics of Respondents**

Variable		Frequency	percentage (%)	Min	Max	Mean	SD
Gender	Male	147	58.3	-	-	-	-
	Female	105	41.7	-	-	-	-
Age	-	-	-	22	57	38.7	10.65
Job tenure (years)	-	-	-	2	23	9.7	8.50

Out of the 252 respondents who completed and returned their questionnaires, there were 147 (58.3%) males and 105 (41.7%) females. Ages of respondents ranged between 22 years and 57 years with a mean age of 30.32 years (SD = 10.65). The highest recorded length of service was 23 years and the lowest was 1.5 years with a mean length of service of 5.6 years (SD = 8.50).

### 3.4 Design

In general, this study used the correlational research method because the intention was to establish relationships between the variables under study. The Cross – Sectional Survey design was the specific research design adopted. Because this design falls within the quantitative methodology, it allowed for the collection of data from a large sample of employees from a range of work and educational backgrounds in a relatively short time. The design also allowed

for the collection of data from employees with varying socio-demographic characteristics. The self-report nature of the design also allowed for the collection of first-hand data from respondents' own viewpoints.

As noted by Bartlett (2005), this design improves the reliability of data collected as respondents themselves report their opinions and feelings. Basically questionnaires were given out to available respondents who provided responses from their own will.

### **3.5 Materials/Instruments**

A set of questionnaires were used to collect data from the respondents. For easy understanding and clarity, the questionnaire was divided into parts. There were four parts in all.

Part one measured participants' perception of the extent of organizational politics at their work place while Part Two measured the extent to which participants perceived their jobs as secured. Part Three elicited information on the extent to which participants intended to leave their present jobs while the last part (Part Four) elicited demographic information from the respondents including such information as age, gender, education, position at work and length of time a participant had worked for the organization.

For each part, there were directions for participants regarding how they were to respond to each statement and the meaning of each response option provided.

### **3.6 Measures**

#### *3.6.1 Perception of Organizational Politics*

The Perception of Organizational Politics Scale (POPS) developed by Kacmar and Carlson (1997) was used to collect information on the first independent variable (POP). The scale is a 12-

item instrument designed to measure the extent to which employees in different organizations perceive that their colleagues at work or superiors or subjects engage in behaviours that are self-serving even at the expense of organizational successes.

The Scale measures perceptions of organizational politics in three dimensions: *General Political behaviour* (2 items), *Go Along to Get Ahead* (7 items) and *Pay and Promotion Policy* (6 items). Each of the items has a 5 point Likert style response format ranging from Strongly Agree (5) to Strongly Disagree (1). Sample items on the scale include: “Favoritism, rather than merit, determines who gets ahead in this organization” and “There has always been an influential group of employees in this organization that no one ever crosses”.

Previous researchers such as Ayobami and Ofoegbu (2013) have reported Cronbach Alphas of 0.77, 0.78 and 0.73 for the *General Political Behaviour*, *Go Along to Get Ahead* and *Pay and Promotion Policy subscales* respectively. Piloting of the instrument in this present study also yielded Cronbach’s alphas of 0.75 for the *General Political behaviour subscale*, 0.77 for the *Go Along to Get Ahead* subscale and 0.71 for the *Pay and Promotion Policy* subscale. The Cronbach’s alpha for the whole instrument was 0.87. The alphas therefore proved the instrument reliable for use in the study.

### 3.6.2 Job Security

The measurement of the second independent variable (Job Security) was done using the 3-item *Job Security Scale* designed by De Witte, (2000). The scale measures the extent to which employees feel insecure about their jobs. In this case, a higher extent of insecurity measured on

the scale is a direct representation of lower extent of security. Thus, the higher a respondent scores on this scale, the less that respondent's perception of security.

The scale has three items in all measuring cognitive and emotional dimensions of job insecurity. The items include a cognitive item like: "I am sure I can keep my job", and an emotional item like: "I feel insecure about the future of my job". Respondents are expected to select one response from a range of five, Likert -style response options ranging from "Strongly Disagree (1)" to "Strongly Agree (5)".

Studies conducted by De Cuyper and De Witte (2005) reported a reliability coefficient of 0.86 and piloting of the instrument in this present study produced a Cronbach's alpha of 0.74 proving that it is reliable enough for the study.

### 3.6.3 *Turnover Intention*

The dependent variable in this study, Turnover Intention, was measured using the *Turnover Intention Questionnaire (TIQ)* developed by Olusegun (2013). The questionnaire is made up of 8 items that measures the extent to which employees think about leaving their organizations and the probability of looking for another job in the next three years.

Each of the 8 items has a 4-point Likert response format ranging from "Strongly Disagree (1)" to "Strongly Agree (4)". Sample items on the questionnaire include: "I would quit my job for a similar position with better pay in another organization at the least opportunity" and "I will probably look for a job outside of this organization within the next three years".

Olusegun (2013) reported a reliability coefficient of 0.81 for the scale and piloting of the instrument in this study also produced a Cronbach's alpha of 0.96, making the instrument reliable for this study.

### **3.7 Scoring**

Scoring of the scales used in the study followed the scoring principles outlined by the scholars who developed them. The total score of each scale was obtained by adding up the individual values assigned to each response option on the scale. For all the scales, higher scores represented higher measure of the construct.

For the Job security Scale, items 2 and 3 were reverse-scored so that a higher score indicated a higher perception of security. For the Perception of Politics Scale (POPS), items 2,3,6,7,11 and 12 were reverse-scored as required by the scoring norms of the scale while only the 6<sup>th</sup> item of the Turnover Intention scale was reversed scored. Possible score ranges were 12 – 60 for the POPS, 3 – 15 for the JIS and 8 – 40 for the TIS.

### **3.8 Procedure for Data Collection**

The procedure followed in the conduct of this study was in two stages. First, a pilot study was conducted to test the reliability of the instruments to be used before the main study commenced. The main study only commenced after the reliability coefficients had been found to be adequate for the study through the pilot study.

### 3.8.1 Piloting

As noted by Oppenheim (1992), piloting has the advantage of checking people's understanding and ability to respond to questionnaire items, highlighting areas of confusion and looking for any routing errors, as well as providing an estimate of the average time each questionnaire will take to complete. For these reasons, a pilot study preceded the main study in this present research with the sole aim of establishing the extent to which the instruments would prove reliable in the main study.

A sample of 35 respondents from the Takoradi Branch of Electricity Company of Ghana was conveniently obtained as a test sample for the instruments. The piloting was carried out on the premises of the Legon branch of the company. It took between 10 -15 minutes for each respondent to complete and return the questionnaire.

In general, all the instruments proved reliable for the study, as the Cronbach alpha's obtained were all above 0.70.

Reliability analyses of all three subscales of the POP scale proved them sufficiently reliable. The *General Political Behaviour (GPB)* subscale recorded an alpha of 0.75 while the *Go Along to Get Ahead (GAGA)* subscale recorded an alpha of 0.77. The Alpha recorded for the *Pay and Promotion Policy subscale (PPP)* was 0.71

### 3.8.2 Main Study

The main study began with approval from the Ethics Committee of the Humanities (ECH) of the University of Ghana. A proposal was submitted to this committee and data collection began only

after approval had been given. After ethical approval had been secured, a letter of introduction was obtained from the Department of Psychology and presented to the authorities of the Electricity Company of Ghana introducing the research to the organization expressing the intention to collect data from its employees.

After the organization gave its consent, a visit was paid to the various branches within Accra and dates for data collection were arranged.

On the scheduled dates, all available and willing employees were briefed about the study, its purpose and what is required of anyone who agreed to participate. Employees who volunteered were given consent forms to read and sign before being issued the main questionnaires.

It was a condition for the data collection process not to interfere with work activities, and so volunteers were allowed to take the questionnaires home and return them upon completion. A box was placed at the receptions of the various branches as collection point where all completed questionnaires were deposited.

The questionnaires came in an enveloped package for purposes of convenience and anonymity. There were no names or any possible identification on the envelopes. It took a total of three weeks for data collection to be completed. In all, 270 questionnaires were distributed across 10 branches of the company and 252 were correctly completed and returned. These were used in the analyses of data.

### **3.9 Ethical Considerations**

The American Psychological Association (APA) outlines certain ethical principles that must be adhered to by all scientific researchers within the field of psychology. All of such principles that were relevant to the present study were duly followed throughout the conduct of the study.

First, the study received institutional approval, as ethical clearance was secured from the Ethics Committee of the Humanities. A letter of introduction was also obtained from the Department of Psychology which indicated the department's approval of the research.

Permission letters were then drafted and attached to informed consent forms and sent to the head office of ECG as well as the branches within Accra to solicit the organization's participation in the research. The Informed consent forms contained such information as the purpose of the study, participant rights to decline participation, foreseeable consequences of declining or withdrawing, potential risks, discomforts or adverse effects and limits of confidentiality. There was also information on incentives for participation and whom to contact for questions about the research and research participants' rights.

Upon the commencement of data collection, these same consent forms were given to each individual participant to read and sign before proceeding to answer the questionnaire. For anonymity and confidentiality purposes, the questionnaire package was presented in a sealed envelope and a box was placed at the reception for completed questionnaires to be dropped and later retrieved for statistical analysis.

## CHAPTER FOUR

### RESULTS

#### 4.0 Introduction

In this chapter, results obtained from analyses of the data collected are presented. The data analyses were done using the Statistical Package for the Social Sciences (SPSS). There were five main hypotheses that were formulated at the beginning of the study. Each of the hypotheses predicted a relationship between the independent variables and the dependent variable. As a result, the Pearson correlation test was used to measure the relationships. Also, because previous research (eg. Samad, 2006; McShane & VonGlinow, 2000; Mano-Negrin, 2003) have consistently proven that demographic characteristics of age, gender and tenure of work have significant influences on turnover intentions, a hierarchical multiple regression analyses was conducted in this study in which these demographics were entered in the first block and controlled for, in order to be able to determine the relative contributions of perception of politics and job security in predicting turnover intention when demographics are controlled.

Preliminary analyses of the data were first conducted and this involved descriptive statistics, reliability analysis, tests for normality in the data and test for inter-correlations between the variables. This was followed with the inferential statistics

#### 4.1 Preliminary Analyses

Preliminary analyses in this study began with tests for descriptive statistics of the sample including means and standard deviations, percentage representation regarding gender, education, work positions and length of service within the organization. The results of the demographic

characteristics of the respondents are displayed in Table 3.1. This was followed with reliability analyses of the various instruments and tests for the normal distribution of the data collected.

This was done in accordance with the assertion by researchers such as Tabachnick and Fidell (2001) that parametric statistical testing including test for correlations and regression are conducted on condition that the data used is normally distributed. Table 4.1 presents a summary of the preliminary analyses conducted:

**Table 4.1: Descriptive Statistics and Reliability Results of the Study Variables (N=252)**

Variables	Mean	SD	Skewness	Kurtosis	Alpha
Perception of Politics	34.9	7.9	-0.931	-0.767	0.87
Job Security	8.6	2.5	0.615	0.716	0.74
Turnover Intention	27.7	8.9	-0.962	-0.773	0.96

The results displayed in Table 4.1 indicate that the data was normally distributed as the test for normality produced Skewness and Kurtosis figures that fell between -1 and +1. The reliability coefficients displayed in the table also prove that the instruments were reliable for the study as researchers such as Ofori and Dampson (2011) agree that reliability coefficients of 0.7 and above are adequate for use in psychological research.

The establishment of the normal distribution of the data and the adequate reliability coefficients meant that parametric statistical tests could be used for the study.

The test for descriptive statistics was followed with a determination of the relationships between the predictor and criterion variables. This was done using the Pearson Product Moment Correlation Coefficient. Table 4.2 shows the inter-correlation matrix obtained for the variables:

**Table 4.2: Correlation Matrix Showing the Relationship between Predictor Variables and the Criterion**

	1	2	3	4	5
1. Age	-				
2. Job Tenure	.315**	-			
3. Perception of Politics	.073	.089	-		
4. Job security	-.146*	-.159**	-.519***	-	
5. Turnover intentions	-.122*	-.110*	.252**	-.416***	-

\* $p < .05$ , \*\* $p < .01$ , \*\*\* $p < .001$

The correlation matrix in Table 3 shows significant relationships between the predictors and the dependent variable (the criterion). For the demographic variables, the matrix shows weak negative relationships between age and turnover intentions ( $r = -.122$ ,  $p < .05$ ) and between job tenure and turnover intention ( $r = -.110$ ,  $p < .05$ ).

For the main predictors, a moderate significant positive relationship was demonstrated between perception of politics and turnover intention ( $r = .252$ ,  $p < .01$ ) while a strong significant negative relationship was demonstrated between job security and turnover intention ( $r = -.416$ ,  $p < .01$ ).

## 4.2 Hypotheses Testing

The hypotheses were tested using inferential statistical techniques such as simple regression, independent t-test and the Pearson Product Moment Correlational Analyses. In presenting the findings, the hypothesis was stated, the test used in analyzing the hypothesis was justified, the summary table of the findings and the interpretation of the tables then followed.

### *Hypothesis 1*

Perceived organizational politics will positively relate to, and significantly predict turnover intentions. The purpose of this hypothesis was to test for the strength and direction of the relationship between employee perceptions of political behaviour at work and their intentions to leave their organizations, as well as determine the extent of variance in turnover intention that would be accounted for by perceptions of politics. This hypothesis was tested using simple regression because the amount of variance accounted for turnover intentions by organizational politics was verified. The results are presented in Table 4.3

**Table 4.3: Regression Coefficients of Perceived Organizational Politics as Predictor of Turnover Intentions**

Model	B	Std. Error	F	$\beta$
(Constant)	15.593	3.011		
Organizational Politics	.294	.071	16.931	.252**

$R^2 = .063$ , \*\* $p < 0.01$

In assessing whether the amount of variance accounted for is significant, one condition that is a relationship between the predictor and the criterion must be ensured. As shown on Table 4.1, perceived organizational politics is positively related to turnover intentions ( $r = 0.252, p < .01$ ). The regression coefficients presented in Table 4 below indicates that perceived organizational politics made significant contribution in explaining the variations in turnover intentions ( $\beta = .252, p < .001$ ). Perceived organizational politics accounted for 6.3% of the variance in explaining turnover intentions ( $R^2 = .063, F_{(1, 250)} = 16.931, p < .01$ ). The results therefore support hypothesis 1 that ‘perceived organizational politics will positively relate to, and significantly predict turnover intentions’.

### ***Hypothesis 2***

Job security will negatively relate to, and significantly predict turnover intentions. Like the first hypothesis, this hypothesis sought to establish a relationship between employee perceptions of how secured their jobs are and their intentions to leave their organization. It also sought to determine the extent of variance in turnover intention that would be accounted for by job security. This hypothesis was tested using simple regression because the relationship between two variables was established with an interest in the amount of variance accounted for by the predictive variable (job security). The results are presented in Table 4.4

***Table 4.4: Regression Coefficients of Job Security as Predictor of Turnover Intentions***

Model	B	Std. Error	F	$\beta$
(Constant)	10.501	2.443		
Job Security	-.419	.058	52.306	.416***

$R^2 = .173, ***p < .001$

Inferring from Table 4.1, a negative relationship exists between job security and turnover intentions ( $r = 0.416, p < .001$ ). This meet the condition for assessing the amount of variance accounted for the criterion by the predictor. The regression coefficients presented in Table 4.4 above indicates that job security made significant contribution in explaining the variations in perceived turnover intentions ( $\beta = .416, p < .001$ ). Job security accounted for 17.3% of the variance in explaining perceived turnover intentions ( $R^2 = .173, F_{(1, 250)} = 52.306, p < .001$ ). The result therefore supports hypothesis 2 that ‘Job security will negatively relate to, and significantly predict turnover intentions’.

### Hypothesis 3

*Younger employees will have higher level of turnover intentions compared to older employees.*

This hypothesis was analyzed using the independent t-test because the mean scores of two independent groups (younger employees and older employees) were compared on only one dependent measure (turnover intentions). The results are presented in Table 4.5

**Table 4.5: Age differences in Turnover Intentions**

Age	N	Mean	SD	Df	t	P
Younger	107	29.95	7.41	250	3.343	.001
Older	145	26.22	9.55			

$p < .05$

From Table 4.5, the effect of age on employee turnover intentions was significant [ $t_{(250)} = 3.343, p < .05$ ]. This indicates that the mean score on employee turnover intentions of younger employees ( $M=29.95, SD=7.41$ ) was significantly higher than the mean score on employee turnover intentions of older employees ( $M=26.22, SD=9.55$ ). The third hypothesis which

therefore states that “younger employees will have higher level of turnover intentions compared to older employees” was supported.

#### **Hypothesis 4**

*There will be a significant negative relationship between work tenure and turnover intentions.*

In other words, it was expected in the study that the longer employees work for an organization, the lesser the tendency for them to have turnover intentions. This hypothesis was analysed using the Pearson Moment Product Correlation Coefficient because the relationship between two variables (tenure of work and turnover intentions) was established. The results are presented in Table 4.6.

**Table 4.6: Relationship between Tenure of Work and Turnover Intentions**

	R	P
Tenure of Work	-.110 <sup>*</sup>	.040
Turnover Intentions		

$p < .05$

Assessing the summarized results of the Pearson Correlation shown on Table 4.6, the relationship between tenure of work and employees turnover intentions was significant [ $r = -.110$ ,  $p = .040$ ]. This means that hypothesis 4 which states that there will be a significantly negative relationship between tenure of work and turnover intentions was supported.

### Hypothesis 5

*“Males will have higher level of turnover intentions compared to females”*. This hypothesis was also analyzed using the independent t-test because the mean scores of two independent groups (male employees and female employees) were compared on only one dependent variable that is turnover intentions. The results are presented in Table 4.7.

**Table 4.7: Gender Differences in Turnover Intentions**

Gender	N	Mean	SD	Df	t	P
Males	147	28.64	9.089	250	1.776	.077
Females	104	26.64	8.558			

$p > .05$

Inferring from Table 4.7, the impact of gender (males and females) on level of employees turnover intentions was not significant [ $t_{(250)} = 1.776, p > .05$ ]. This means that the mean score on employee turnover intentions of males ( $M=28.64, SD=9.089$ ) was not significantly different from the mean score on employee turnover intentions among females ( $M=26.64, SD=8.558$ ). The fifth hypothesis which therefore states that “males will have higher level of turnover intentions compared to females” was not supported.

### 4.3 Summary of findings

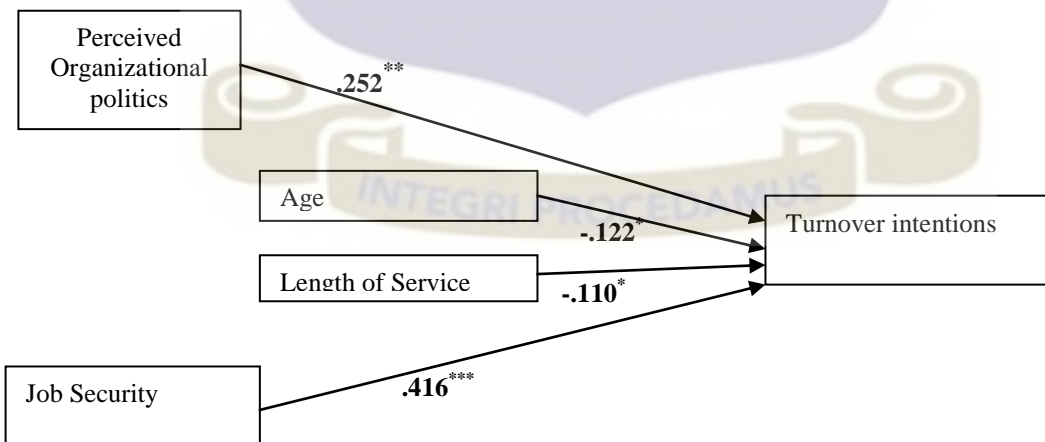
Five main hypotheses were tested in this study, all formulated on the bases of evidence in the literature reviewed. After parametric statistical testing, the following findings were made:

1. Perceived organizational politics was positively related to employee turnover intention and significantly predicted the phenomenon. That is, employees who perceived that

political behaviour is high at their work place also showed higher desire or intention to quit their jobs or leave the organization.

2. There was a strong, significant negative relationship between the extent to which employees perceive their jobs as secured and the extent to which they think of quitting their jobs or leave their organizations.
3. Younger employees were found to perceive higher level of turnover intentions compared to older employees. This means that the older an employee is the less likely he or she is to have turnover intentions.
4. Tenure of work had significant negative relationship with turnover intention. That is, employees tendencies to develop intentions to leave their organizations depended significantly on how long they had worked for the organization.
5. Gender did not significantly differ in level of turnover intentions. In other words, an employee's tendency to develop turnover intentions had nothing to do with gender.

#### 4.4 Emerging Model from the Study on the relationship among variables



**Figure 2: Conceptual Framework showing the relationships between perceived organizational politics, job security, demographic characteristics, and turnover intention among employees.**

The final structural model indicates that as predicted, perceived organizational politics and job security were significantly related and accounted for significant variance in turnover intentions. Demographic characteristics (age and tenure of work) were also found to relate with turnover intentions. However, gender as a demographic characteristic did not have any significant impact on turnover intentions. All the predictions made are in line with the final model except gender which was found not to have any link with perceived turnover intentions.



## CHAPTER FIVE

### DISCUSSION

#### 5.0 Introduction

Over the past few years, volumes of research information have been generated regarding the behavioural and attitudinal consequences that the phenomenon of turnover intentions wreaks on employees within various organizations. Research across the world has proven that, for example, turnover intention is at the very roots of voluntary turnover and that tackling this phenomenon would prove preventive as compared to tackling actual turnover. However, the bulk of research has focused on the negative effects or consequences of turnover intentions, with less focus on the predictors or factors that precipitate the phenomenon.

Mano (1994) notes that theories such as the Organizational Equilibrium theory argues that all employees are confronted with decisions through their interaction with the company. In this sense, should the employee perceive some undesirable interactions (such as high levels of self-seeking behaviours by fellow colleagues and superiors and /or low levels of job security) at the workplace, there is a higher probability for negative consequences including deviant behaviours (Reisel, 2010) and turnover intentions, to set in.

On the bases of these theoretical explanations, it was deemed necessary to investigate how employee perceptions regarding such organizational environmental factors as political behaviour at work and the extent of security attached to jobs affect their intentions to leave their organizations.

## 5.1 Discussion

The focus of the present study was on exploring the relationships that exist between employee perceptions of the extent of political behaviour demonstrated at their work places and how secured they see their jobs to be and how these two perceptions influence their intentions to quit their jobs or leave their present organizations.

The main objectives of the study were to determine whether there is a relationship between perceived organizational politics and turnover intentions among employees and to assess whether there is a relationship between job security and turnover intentions. It was also an objective of the study to find out the comparative power of demographic variables like age and length of service in predicting an employee outcome like turnover intention. The study was also interested in determining possible differences between male and female employees in their turnover intention.

It was hoped that these investigations would yield empirical results which would be valuable for organizations in their policy and intervention design and implementation for efficiency and success.

Evidence that exist in the scientific literature regarding how certain organizational environmental factors influence the occurrence of employee outcomes like turnover intention led to four main predictions regarding how organizational politics and job security relate to turnover intention at the beginning of the study. These predictions were tested using statistical tests for confirmation or rejection. The results obtained from the statistical testing supported some of the predictions whilst others where not supported.

### 5.1.1 Perceived Organizational Politics and Turnover Intention

The first prediction made in this study was about the possible relationships between employee perceptions of organizational politics and their turnover intentions. It was predicted that a significant positive relationship would be found between these two variables. This prediction was made on the basis of evidence from the literature that suggests that employee perceptions of political behaviour on the part of supervisors and colleagues lead to the development of negative affect which precipitates feelings of unfairness and therefore an intention to quit the job. For example, Ferris *et al* (1989) found from a study that high level of organizational politics is likely to create a certain level of disillusionment strong enough to fuel higher intentions of leaving an organization. This is supported by further evidence from other researchers including Cropanzano *et al.* (1997), Danish (2000), Kacmar *et al.* (1999), Miller, Rutherford & Kolodinsky (2008), Poon (2003), Rozhan (2008), and Valle and Perrewe (2000) who all proved that the relationship between these two variables is positive.

However other researchers (e.g., Cropanzano *et al.* 1997; Harrel-Cooke *et al.* 1999; Hochwarter *et al.* 1999), have presented evidence showing no relationship at all while others, such as Larwood *et al.*, (1998) have reported significant negative associations between the two variables. The implication is that, in the settings, where, for example the study of Larwood *et al.* was conducted, high levels of political behaviours rather encouraged employees to stay on and fight for a position.

Since different findings were obtained by the different researchers working in different contexts, the inconsistency in reported findings regarding this relationship made it necessary to test it

again, this time, in the Ghanaian setting to establish the case as it is in Ghana. With the bulk of the research evidence suggesting a positive relationship, it was rational to also expect in the present study that the relationship will be positive among a sample of Ghanaian workers.

When the Pearson Product Moment Correlation Coefficient was used to test the relationship from the data gathered the research expectations were met as the coefficient was strongly positive. This implied that, among the sample of workers from who the data was collected, those who perceived high levels of organizational politics in their offices also had higher intentions to leave the organization.

The finding therefore supports the evidence provided by the Ferris *et al* (1989) as well as that provided by researchers such as Cropanzano *et al.*, (1997), Danish, (2000), Kacmar *et al.*, (1999), Miller, Rutherford and Kolodinsky (2008), Poon (2003), Rozhan (2008), and Valle and Perrewe, (2000). Thus, this study has revealed that the relationship between employee perceptions of organizational politics and their intentions to quit their jobs is strong and positive. The first finding provides empirical support to the cognitive appraisal theory of Folkman and Lazarus (1984) which explains how individuals perceive, interpret and handle stressful events in their lives. Organizational politics may be considered as a major source of stress in the organizational settings. Like all sources of stress, individual employee's subjective interpretation of organizational politics may lead to significant alterations in their psychological state. As the theory postulates, an individual's perception of self-inefficacy or uncontrollability in dealing with an event may lead to the manifestation of stress. In effect, employee perceptions of high political behaviour at work leads them to adopt avoidance coping strategies such as engaging in the intention to quit the job. In the work environment, employees will respond in one of three

ways in situations where they perceive people as self-seeking or opportunists. They either join the train, stay away from it or simply leave. However, this study has confirmed that whenever there is high perception of organizational politics, turnover intentions proportionately increase. Thus, consistent with the assumptions held in the cognitive appraisal theory, this study has revealed that employees' cognitive appraisal of work place behaviours as political predict their turnover intentions.

The positive relationship found between perceived organizational politics and turnover intentions however contradicts some earlier findings reported in the literature. For instance, earlier studies of Cropanzano *et al.* (1997), Harrel-Cooke *et al.* (1999) and Hochwarter *et al.* (1999) found no relationship between perceived organizational politics and turnover intentions. Larwood *et al.* (1998) however found a significant negative relationship.

The differences in observations made between this present study and the earlier ones discussed could be as a result of contextual differences regarding the settings and sample used in each research situation. For example, majority of the research evidence came from samples of workers in the private sectors while the sample of the present study came from the government/ public sector. The implication is that, differences in work contexts and work place policies between private and government/ public organizations could result in differences between employees in the two sectors regarding their judgment of work place behaviour and how that affects their decisions. However, this is only anecdotal and may need research clarification for any concrete conclusions to be drawn.

Notwithstanding the mixed support from the literature, the current finding renders support to the explanations offered by the Organizational Equilibrium theory which posits that employee decision making regarding the nature of their jobs and the choices available to them come from their interaction with the work environment. This assertion is supported especially because different findings were obtained by different researchers working in different contexts. Perhaps, in the studies that found negative relationships, employee interaction with the work environment provided other factors that led them to judge the situation differently.

### **5.1.2. Job Security and Turnover Intention**

In assessing the relationship between job security and turnover intentions, the researcher predicted a significant negative relationship between job security and turnover intentions. The analyses of data provided supportive evidence for this hypothesis. The study revealed a strong, significant negative relationship between the extent to which employees perceived their jobs as secured and the extent to which they intended to quit their jobs or leave their organizations. That is, the more employees perceived their jobs as insecure, the more they intended to quit those jobs. This result is consistent with the findings of other investigators of job insecurity-turnover relationship.

The current finding is consistent with the finding of Samuel and Chipunza (2009) who found a strong association between job security and employee retention in underdeveloped and developing economies. In either type of economy, employees place great importance on their jobs, because it provides them with the source of income with which socio-economic stability and psychological wellbeing are achieved. The result is also consistent with earlier findings by

Ashfold, Lee and Bobko (1989) that employees who felt insecure about their future employment were more dissatisfied with their jobs and likely to look for jobs elsewhere compared to those who perceived their jobs' future as more secure. Similar results were obtained by Heaney *et al.* (1994) and Rosenblatt and Ruvio (1996).

Davy, Kinicki and Scheck (1997) also noted that perceived job insecurity concerning one's future role in the organization may also make employee less inclined to remain with the organization. In practical sense, when people are not sure of their future role in an organization, they start searching for another job in order not to be out of the labour market for a long period of time. Likewise, when employee perceives any threat to the existence of their job or any aspect of the job, the search for alternatives begins. This may account for constant movement of employees from one organization to another, particularly during periods of downsizing. In other words, employees who experience threat and powerlessness over their jobs would be motivated to look for job elsewhere. Hence, the higher the threat and powerlessness over one's job security, the higher the intent to search for a new job.

Research shows that the extent of security perceived by an employee regarding his or her job has implications for work attitudes and behaviour and also for the effectiveness of the organization. For example, Dekker and Schaufeli (1995) have found that perceived threats concerning the nature and continued existence of a job may have negative consequences just as job loss. According to Olabimitan, Ilevbare and Alausa (2011) this is so because, as explained by stress theory, anticipation of a stressful event represents an equally important or even greater source of anxiety than the stress itself.

The current observation regarding the negative relationship between job security and turnover intentions is consistent with the assumption of the Psychological Contract Theory proposed by Rousseau (1989). The psychological contract refers to the voluntary commitment individuals make with one another regarding their mutual obligations. In an organization, psychological contract consists of the beliefs individuals hold regarding the terms and conditions of the exchange agreement between themselves and their organizations. When one party perceives that the other has failed in fulfilling its part of this ‘mutual agreement, a perception of breach occurs. In situations that an employee perceives that the organization is insensitive to employees’ own goals and aspirations, and a high sense of job insecurity, turnover intentions increase among employees. Topa and Palaci (2004) assert that employee perceptions of breach of this contract by their organization bring consequences including increase in negative results for the individual employee and the organization such as dissatisfaction with work and negligence in task performance, as well as a decrease in desirable results such as satisfaction, organizational commitment and civil behaviour. The disaffection leads the employee to entertain higher turnover intentions. In this way, whenever employees perceive that organizations are insensitive to their needs or perceive that there is a gross breach of the psychological contract, they feel insecure and they begin to entertain thoughts of quitting their jobs entirely.

### **5.1.3. Demographic Characteristics and Turnover Intention**

William and Hazer (1986, in Samad, 2006) stated that empirical studies have indicated that demographic variables are relevant to turnover intentions. Age, income and tenure are substantially confirmed as negatively related to turnover intentions (Cotton & Turtle, 1986; Morrow, 1983; Gregersen & Black, 1982). It is based on their direction that this study examined

three key demographic variables that are identified in the literature to have a significant relationship with turnover intentions. These are age, gender, and job tenure. Age is the chronological number of years that a person has lived. Gender is the socio-cultural characteristics associated with male and female genders. Turnover intentions are the thoughts that employees entertain regarding their tendency to quit their job. The relationship between these demographic characteristics and turnover intentions were assessed and the findings are discussed below.

#### **5.1.3.1 Age and turnover intentions**

It was predicted in the third research hypothesis that younger employees will have higher level of turnover intentions compared to older employees. A confirmatory finding was obtained from the analysis of data. The study revealed a significant negative relationship between age and turnover intentions. This implies that as people age, their turnover intentions decrease. The current observation is congruent with the research done by Mobley, Horner and Hollingsworth (1978) who also observed a negative relationship between age and turnover among hospital employees (Mobley et al., 1979). The finding is also supported by the studies of George (1989) and Lucas *et al.* (1993) which show that age is negatively related to turnover intentions. Their results indicated that older workers have lower intentions to leave their organizations compared to younger workers. Salmon, Crews and Scanlon *et al.* (1999) found that the younger nurses are more likely to resign whilst older nurses show greater sense of commitment to their organization.

Furthermore, Neri (2000) in her article stated that there is a difference in turnover intention based on age groups. The older workers show lower rate of turnover intention and higher level of job satisfaction than younger workers. Cotton and Tuttle (1986) (in Fisher *et al.* 1993) said that the longer the workers stay at an organization, the lower the turnover intention. This is supported by

Gregson (1990) and George (1989) who found a significant difference in intention to leave from the different length of service level of accounts and sales persons. As they gain more experience, their intent of leaving decreased. Sharpnak and Funsten (1999) in their research stated that turnover and length of service have a negative relationship.

Moreover, the current finding is consistent with that of Ferres *et al.* (2002) who found a significant lower continuance commitment and a high turnover intention among young employees compared with older employees. Younger employees are more collaborative, better educated, less hierarchical and more entrepreneurial, hence more likely to move from one job to another and choose a career that offers a balanced life style (Burke, 1994) and are also more accepting of new psychological contract of employment that increases mobility between organizations and positions than older employees (Ferres *et al.*, 2002).

Moreover, experiences in today's ever-changing workforce have arguably made younger employees careful about the concept of continuance commitment. Alternatively, younger employees may feel less continuance commitment and have stronger turnover intentions because they perceive greater opportunities outside their current organization. Perhaps the older group may feel they have to stay at the organization due to perceptions of fewer opportunities elsewhere. Again, older employees have more economic responsibilities for their family and may feel that they would have difficulties managing their family if they could not get new job immediately.

It must be noted that not all research has shown consistent finding on the relationship between age and turnover intentions among employees. A research done by Parasuraman (1989), and Rosin and Korobik (1995) (in Rumery, 1997) revealed a non-significant relationship between age and turnover. Moreover, Hellriegel and White (1973) (in Mobley *et al.* 1979) found no difference between age groups and turnover among the certified public accountants. However, the great majority of findings point out a significant negative relationship between employees' age and their turnover intentions.

The negative relationship between age and turnover intentions can be explained by the organizational equilibrium theory which argues that all employees are confronted with decisions through their interaction with the company (Mano, 1994). The theory asserts that employees' decision to resign is influenced by two factors: their perceived ease of movement, which refers to the assessment of perceived alternatives or opportunity, and perceived desirability of movement which is influenced for instance by job satisfaction (Morrell, 2001). Both perceived ease of movement and perceived desirability of movement appear to favor younger employees more than older employees. This may perhaps be due to the greater mobility and energy as well as the higher level of dynamism among younger employees than older employees. In this sense, when employees are experiencing unsatisfactory conditions in their work environment, younger employees would show greater tendency to quit for alternative jobs as compared with older employees. It must however be noted that this theory does not account for the important variables that explain turnover processes (Morrell, 2001). It only offers a static account on turnover intentions rather than a procedural account.

### **5.1.3.2. Tenure of Work and Turnover Intentions**

The number of years employees spend in an organization is an important factor in many job-related issues. It is based on this understanding that the researcher formulated the fourth hypothesis on the relationship between employee job tenure and their turnover intentions. The researcher predicted that there will be a significant negative relationship between work tenure and turnover intentions. A confirmatory finding emerged from the study. It was observed from the data analyses that a significant negative relationship exists between employee tenure of work and their turnover intentions. This means that as employees stayed in the organization for long, their intentions to quit their job increases.

The finding of negative relationship between employee tenure and their turnover intentions is consistent with most of the conclusion in the existing literature. Existing studies show a negative relationship between tenure and turnover and turnover intentions (Gable, Hollon & Dangelo, 1984; Guper, 1999; Parasuraman & Futrell, 1983; Schultz, Bigoness & Gagnon, 1987; Trimple, 2006). In these previous studies, it has been found that tenure is inversely related to turnover in such a way that those who have stayed longer in the organization have less intention to leave their organizations. Whilst these previous studies on tenure and turnover were primarily carried out among employees in private business (e.g. Schultz, Bigoness & Gagnon, 1987) or among missionaries (e.g. Trimple, 2006), the current evidence shows that such relationship is pervasive across organizations including public organizations. Thus, the present finding on the negative relationship between job tenure and turnover intentions has received support from previous studies across all organizations.

It is generally true that employees' motivation towards work is extremely high when they first start their work. The morale subsequently 'decreases during the next few years and remains relatively low level until workers are in their late twenties or early thirties' (Scott, Swortzel & Tylor, 2005). However, the longer an employee stays in the organization, his / her level of job satisfaction increases and continues to rise through the remainder of the workers' career. Reuters (2007) reported on American labour indicated that a significant majority were content with their work and only 4 percent were not satisfied. The study also showed that workers over 65 years old were the most satisfied while people under 29 were the least happy in their work. This shows that job satisfaction may mediate the relationship between tenure and turnover intentions, which requires further research attention in future studies.

Truly, a longer tenure is normally associated with a positive feeling toward the employer. This means that a high degree with employee identification and ownership with the organization, which in turn causes them to render meaningful contributions to the organization by reducing turnover intention and absenteeism (Turnipseed & Murkison, 2000). This assertion has been supported by a number of studies (e.g. Alotaibi, 2001; Hochwarter, James, Johnson & Ferris, 2004; Morrison, 1994; Heidi, 2001). As tenure increases within the organization, so does the employee's potential for both formal benefits such as promotion and informal benefits such as status as compared to less tenured employees (Hellman, 1997). The high tenure employees typically receive more money, have more close friends, investments, are better informed, and have more power all of which reduce their turnover (Price, 1995). In effect, as employees spend more years with the organizations, managers ought to draft and implement effective policies that could help them maintain their membership and commitment.

### 5.1.3.3. Gender and Turnover Intentions

The researcher conjectured in the fifth hypothesis that males will have higher level of turnover intentions compared to females. The finding obtained from the data analysis revealed no significant influence of gender on employee turnover intentions. This suggests that both male and female employees in the Electricity Company of Ghana have relatively equal levels of turnover intentions.

Earlier studies regarding gender differences in turnover intentions and turnover rates showed mixed results. Some studies suggest that women report higher levels of turnover intentions (e.g., Miller & Wheeler, 1992; Moncrief, Babakus, Cravens, & Johnson, 2000; Schul & Wren, 1992) and actual turnover than men (Mano-Negrin, 2003). Lee *et al* (2000) and Tata (2000) observed significant differences between women and men on turnover intentions. Also, Adewoyin (2003) concluded that female employees have higher rate of turnover than male employees. Azumi (1999) explained that female employees have the tendency for leaving organizations such as bank for a less demanding employment due to their commitment to home management. Some researchers have suggested that these findings may be due to job dissatisfaction on the part of women which could be related to the lower level positions commonly held by women. Women, on the average, are known to have lower earnings and fewer opportunities for advancement (e.g., Blau & Kahn, 1981).

However, the current finding shows that gender is not a significant predictor of turnover intentions among employees in the Ghana Electricity Company. This may justify the argument raised in the statistical discrimination theory which suggests that employers' experiences may

cause them to expect women to leave an organization sooner than men (Konrad & Cannings, 1997). In other words, the significant findings on gender differences in turnover intentions only reflect biases in speculations regarding women greater tendency to quit their jobs in response to certain unique challenges facing women. Some have suggested that women experience a greater number of “shocks” or events e.g., pregnancy and birth of a child, that force them to decide to leave the organization (Donnelly & Quirin, 2006).

A number of studies have reported an insignificant difference regarding the impact of gender on turnover intentions. For example, among textile workers it was found that while women had a higher turnover rate than men, no gender differences were found in intentions to leave the organization (Weisberg & Kirschenbaum, 1993). This suggests that women though may have higher rate of turnover, they do not have any premeditation for their turnover. Thus, their personal circumstances or situations may force them to quit their jobs.

Other studies of managerial and professional positions have also found no gender difference in turnover intentions (Rosin & Korabik, 1995; Xu, Veloski, Hojat, & Fields, 1995). Some studies even found that men had higher turnover intention (Smith & Calasanti, 2005). Tett and Meyer (1993) believed that male employees have higher tendency to quit or change jobs due to their higher occupational expectations. These inconsistent findings regarding gender differences in turnover intentions suggest that reported significant differences may be related to the characteristics of the jobs which may not be congruent with male and female characteristics. It is important to note that whenever job characteristics fit both males and females, differences in turnover intentions ceases to exist. Through job design and redesign, male and female employees

are performing duties and responsibilities that fit their own characteristics, at least in the Electricity Company of Ghana. Thus, turnover intentions among male and females relating to the characteristics of their jobs are no more apparent.

Again, in the context of significant gender differences in turnover intentions, factors regarding fairness in the allocation of resources such as pay have been cited by some studies. Studies that examined the effect of gender and employee attitudes posit that knowledge of the procedures' used in allocation of rewards are more important to women than men considering the fact that they are relatively underpaid (Lee, Pillutla & Law, 2000; Tata, 2000). The literature on gender inequities has shown that women earn an average of 70% of men's earning. Although different reasons (e. g glass ceiling, glass wall effect, access discrimination, non-supportive work environment) for such wage differentials have been articulated, it is interesting to note that in Ghana, gender differences in pay does not exist in the public sector. This is due to the single spine salary structure which serves as a framework for payment of salaries of all public sector workers. The single spine salary structure provides a fair platform for the allocation of salary to workers in the public sector without regard to gender. In this sense, pay ceases to be a reason to account for differences in turnover intentions among males and females.

## **5.2. Limitation**

Although the results of this study have shown a remarkable leading factor in assessing the contribution the selected factors (demographic factor, job security and perception of organizational politics) on turnover intentions, the study is limited to the Electricity Company of Ghana and the cross-sectional design adopted.

The results of this study may only be applicable to the Electricity Company of Ghana which is a statutory company where the study was conducted. The findings may not fit well with other organizations, especially those in the private sector. This is largely because the characteristics of any job affect its human resource. The politics and power dynamics found in statutory companies are very much likely to differ significantly from that found in the private companies. If this is found to be the case, then findings obtained in a statutory company are not likely to apply to organizations in the private sector.

In addition to the above, the internal validity of the results may be limited due to the nature of the research design employed in this study. Given the cross sectional nature of study, it is suggested that future research should consider experimental or longitudinal approach. Future studies should also consider using different organisational setting. A longitudinal approach may help in improving one's ability to make causal statements which will offer explanation on the underlying causes of turnover intentions. Although this study may pose limitation in term of generalizability, however, it furthers our understanding by determining and testing the factors that relate and affect turnover intentions. Therefore, is an initiative towards a greater understanding of organizational attitudes and behaviours particularly on employees' intentions to leave their organization.

### **5.3. Recommendations**

Factors such as organizational, personal, occupational and cultural elements apart from perception of organizational politics, job security, and demographic variable that may influence turnover intentions should be explored in further research. Findings of this study invite policy

makers and managers of companies as well as practitioners to formulate strategies and programs to overcome turnover problem among public sector workers in Ghana in order to ensure efficiency, effectiveness and high productivity in public organizations. Consequently, the study suggests that management should consider some aspects that have been identified to be related and have affected the turnover intentions by having proper motivation to them. The following are the specific recommendations made for practice and future research.

### **5.3.1 Practical Recommendations**

First and foremost, in order to reduce turnover intentions among workers, there is a high need to control or minimize organizational politics in public sector organizations in Ghana. Clear policies must be put in place to regulate the allocation of power and authority, duties and responsibilities among public sector employees and managers. Issues regarding promotions must be effectively addressed through well-defined procedure or framework.

Secondly, based on the observation that high sense of job insecurity predicts greater intentions to quit, it is recommended that management show high commitment to the psychological contract they sign with their employees. Management ought to provide cues of assurance to their employees. This requires that employees' welfare and interest should be paramount. It is only by this that employees will have high sense of security and entertain lower level of turnover intentions.

Thirdly, the study suggests that management of public organizations should be able to address problems pertaining to job satisfaction in order to overcome turnover intentions. This is

especially important considering the fact that job tenure is found in this study to have a strong negative relationship with turnover intentions. This implies that greater priority should be given to workers with low tenure. Among the aspects that need to be given priority by management in addressing turnover intentions in the study should be job satisfaction and job characteristics of employee in organization. This recommendation is in line with the suggestion by Sager *at al.* (1998) that when employees perceive their organizations as having greater concern on their job satisfaction and aspects of job characteristics, their emotions will be more positive. It is also in tandem with the recommendation by William and Hazer (1986) that the positive emotion will be yielded if employees perceived as being taken cared by management with regards to their job characteristics and job satisfaction. Ultimately, this will develop and increase level of loyalty and commitment to the organization among employees with low tenure.

Moreover, the researcher recommends that policies to control turnover intentions should be directed more at younger employees than older ones. This recommendation is founded on the observation made in this study that there is an inverse relationship between age and turnover intentions. This implies that turnover intention is higher among younger employees than older ones. In the light of this evidence, there is the need for management to identify and satisfy the unique needs of the younger employee in the organizations. By addressing such needs, younger employees will find good reason to remain in and be committed to their organizations.

### **5.3.2. Recommendations for Future Research**

Obviously, as established in the literature, turnover intentions can be predicted by multiple factors. Although this study showed greater interest in investigating the predictive power of

perceived organizational politics and job security, the researcher is still cognizant of the several other factors identified in the literature as predictors of turnover intentions. Based on this recognition, the researcher recommends that future researchers include many of such factors as job characteristics, pay, working environment, leadership styles, and perceived organizational justice in order to build a model with greater explanatory power.

Additionally, the researcher recommends that future researchers should explore possible mediating and moderating variables that could affect the link between the predictor variables explored in the study and turnover intentions. Such possible mediating and moderating variables could be job satisfaction, organization commitment and income. Such an endeavor will help broaden the scope of knowledge and promote greater understanding on the factors accounting for turnover intentions in public organizations.

Finally, future researchers may need to specify the dimensions of perceived organizational politics and the contributions each dimension makes to turnover intentions of employees. Such specification is necessary to provide precise information and refined conclusion on how various dimensions of perceived organizational politics influence employees' turnover intentions.

#### **5.4. Conclusion**

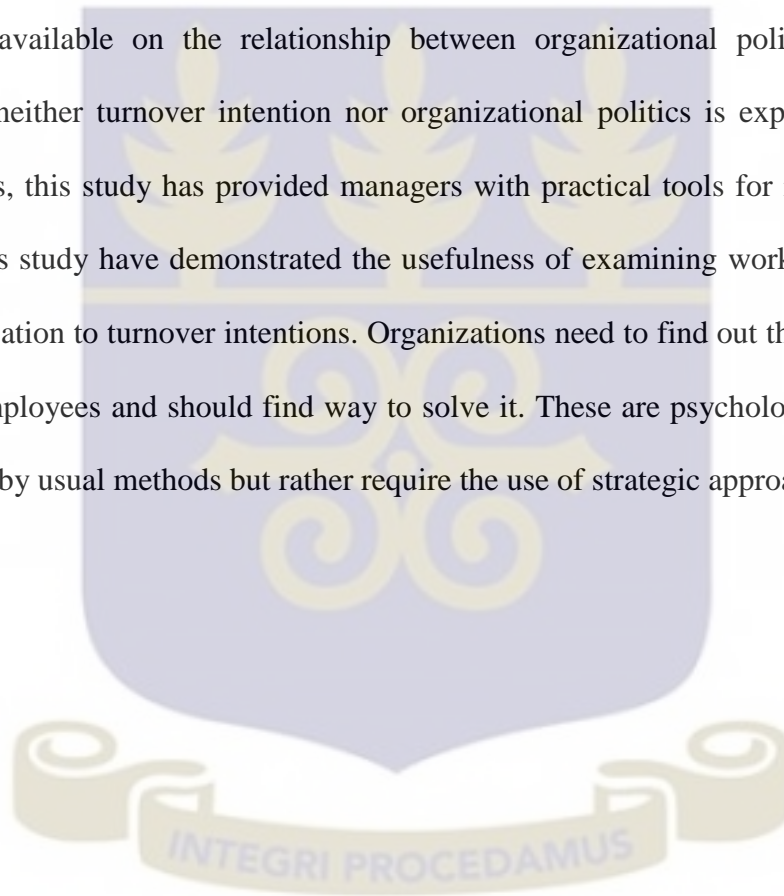
Understanding turnover intention is important because when employees choose to leave, there are multiple direct and indirect costs and other consequences on organizational efficiency. Greater comprehension of turnover intention can allow for targeted intervention. Turnover intention is not only influenced by a single factor such as satisfaction with pay but there are

several variables that could predict it. For example, literature has identified work related factors, personal characteristics and external factors as determinants of employee turnover tendency (Tyagi & Wotruba, 1993). Therefore, the identification of other factors that relate or impact on turnover intentions is considered important. It is based on this reason that this study looked at how employees' perceived organizational politics, job security, and certain demographic variables such as gender, age and tenure predict turnover intentions.

The findings obtained revealed that a moderate significant positive relationship exists between employee perceptions of organizational politics and their turnover intentions. In other words, employees who perceive that political behaviour is high at their work place also showed higher desire or intention to quit their jobs or leave the organization. Again, it was revealed that there is a strong significant negative relationship between the extent to which employees perceive their jobs as secured and the extent to which they intend to quit their jobs or leave their organizations. That is, the more employees perceived their jobs as insecure, the more they intend to quit those jobs. With regards to the demographics, age was found to have a negative relationship with turnover intentions. This implies that as people age, their tendency or intentions to quit the job increases. Gender had no significant influence on turnover intentions of the employees, suggesting that both males and females had relatively equal levels of turnover intentions. Finally, the study established a significant negative relationship between job tenure and turnover intentions of employees. This means that as employees spend more years with the organization, their turnover intention increase. These findings led to practical recommendations to organizations to design effective intervention strategies to reduce turnover intentions among

employees, taking into consideration the significant predictors (i.e., perceived organizational politics, job security, age, and job tenure).

In a nutshell, the study has probed a missing link in organizational politics literature and provided interesting findings that will stimulate future efforts. Many studies had been conducted on the relationship between job satisfaction, commitment etc. and turnover intention but there is sparse research available on the relationship between organizational politics and turnover intention. Since neither turnover intention nor organizational politics is expected to shrink in modern worksites, this study has provided managers with practical tools for improvement. The findings from this study have demonstrated the usefulness of examining workplace politics and job security in relation to turnover intentions. Organizations need to find out the reasons for such politics of the employees and should find way to solve it. These are psychological issues which cannot be solved by usual methods but rather require the use of strategic approaches.



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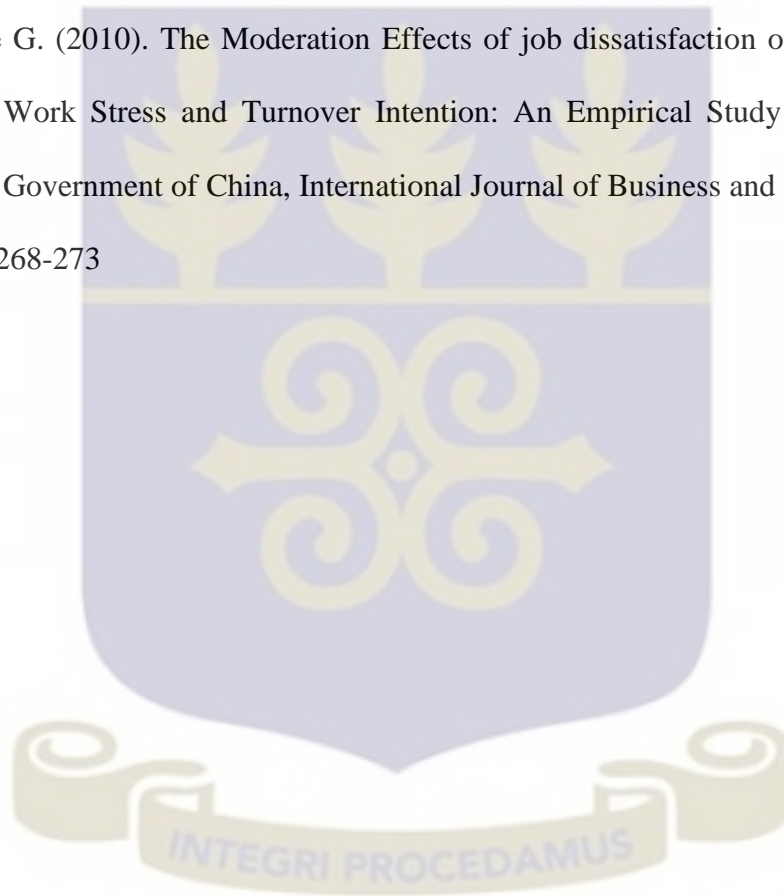
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## APPENDIX D: INSTRUMENT/QUESTIONNAIRE

Dear Respondent,

I am an MPhil Part II student in Industrial & Organizational Psychology at the University of Ghana conducting a study on the Perceived Organizational Politics, Job Security and Turnover Intentions in Public Organisations in Ghana.

You are kindly invited to participate in the study by completing this questionnaire. Your participation is voluntary. Please note that your responses will be kept completely confidential. Your answers will be combined with other participants and no identifying information will be used when discussing results. Data gathered will be used for academic purposes only. Thanks for taking time to complete the questionnaire.

### SECTION A: Demographic Details

*INSTRUCTIONS: Please provide the following information*

Gender:

Age :

Position:

**Education level:**

**How Long have you worked for ECG?:**

SECTION B: Perception of Organizational Politics 12-item scale by Kacmar and Carlson (1997).

Using the following 5-point scale, please circle the number that best describes how much you agree with each statement about your organization.

1 = *strongly disagree*

2 = *disagree*

3 = *neutral*

4 = *agree*

5 = *strongly agree*

	Strongly disagree	Disagree	Undecided	Agree	Strongly agree
Favoritism, rather than merit, determines who gets ahead in this organization	1	2	3	4	5
There is no place for yes-men in this organization: Good ideas are desired, even when it means disagreeing with superiors	1	2	3	4	5
People in this organization are encouraged to speak out frankly, even when they are critical of well-established ideas.	1	2	3	4	5
There has always been an influential group of employees in this organization that no one ever crosses	1	2	3	4	5
Employees here usually don't speak up for fear of retaliation by others	1	2	3	4	5
Rewards come only to those members who work hard in this organization	1	2	3	4	5
Promotions in this organization generally go to top performers	1	2	3	4	5
People in this organization attempt to build themselves up by tearing others down'	1	2	3	4	5
I have seen changes made in policies here that only serve the purposes of a few individuals, not the work unit or the organization'	1	2	3	4	5
There is a group of people in my department who always get things their way because no one wants to challenge them'	1	2	3	4	5
I can't remember when a person received a pay increase or a promotion that was inconsistent with the organization's published policies	1	2	3	4	5
Since I have worked in this organization, I have never seen the pay and promotion policies applied politically	1	2	3	4	5

### SECTION C: Job Insecurity Scale designed by De Witte, 2000.

Using the following 5-point scale, please circle the number that best describes how much you agree with each statement about your organization.

1 = *strongly disagree*

2 = *disagree*

3 = *neutral*

4 = *agree*

5 = *strongly agree*

	Strongly disagree	Disagree	Undecided	Agree	Strongly agree
I am sure I can keep my job	1	2	3	4	5
I feel insecure about the future of my job	1	2	3	4	5
Chances are, I will soon lose my job	1	2	3	4	5

SECTION D: Turnover Intentions Scale

Answers the following questions using the scale below:

NB: Please tick your choice of responses.

		1-Strongly disagree	2-disagree	3-Agree	4-strongly agree		
No	Statement	1	2	3	4		
1	I would quit my job for a similar position with better pay in another organization at the next opportunity						
2	Continuation with my present employer will not fulfil my life expectation						
3	As soon as I can find a better job, I will quit this organization						
4	I often think about quitting my job						
5	I will probably look for a job outside this organization within the next three years						
6	It is very unlikely that I would ever consider leaving this organisation						
7	I prefer very much not to continue working for this organisation						
8	I will likely actively look for a new job in the next year						