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EFFECT OF ORGANIZATIONAL POLITICS ON TURNOVER INTENTION IN PUBLIC HOSPITALS IN NIGERIA

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Abstract
The study is centered on investigating the effect of organisational politics on employee turnover intention: a case study of FMC Bida and Umaru Sanda Ndayako General hospital Bida. The study employs mixed-methods approach, combining qualitative and quantitative research methods. The study was conducted at FMC Bida and Umaru Sanda Ndayako General Hospital Bida which fall under the Niger state. Data were collected through questionnaire within the two selected hospital. A total number 300 respondents were used for the both hospital. Organizational politics and turnover intentions questionnaire was designed and used for the study using 5 likert scale rating using multiple regression to analyze data. Findings revealed it became evident that FMC Bida organizational politics, manifested through factors such as favoritism, unfair treatment, and lack of transparency, greatly influence employees' intentions to leave their respective organizations. The hospital has more working personal than that of Umaru Sanda Ndayako General Hospital, also that the tools available at FMC Bida are more advanced than that of Umaru Sanda Ndayako General Hospital. That the organizational politics play in FMC Bida is far better than that of Umaru Sanda Ndayako General Hospital. Moreover, the findings revealed nuanced differences in the nature and intensity of organizational politics between the two healthcare institutions. Based on the analysis of data collected, the researcher recommended that there is need to develop a comprehensive code of conduct that explicitly outlines guidelines for ethical behavior and discourages any form of organizational politics, promote a culture of transparency, collaboration, and open communication within the organization, encourage leaders to be accessible and provide employees with a safe space to voice their concerns and suggestions, reducing the likelihood of political behavior and increasing job satisfaction, invest in leadership development programs to enhance the skills of managers and supervisors. Focus on promoting leadership qualities such as fairness, integrity, and empathy, which can mitigate the negative impact of organizational politics and foster a healthier work environment and establish fair and transparent performance evaluation systems based on objective criteria. Avoid subjectivity and favoritism in performance assessments, as these can contribute to perceptions of organizational politics.

Keywords: Organizational politics, motivation, turnover intention, FMC, Umar Sanda Ndayako General Hospital, Bida

Introduction

Organizational politics refers to the activities and behaviors within an organization that are aimed at gaining power, influence, and personal advantages, often at the expense of others (Adams, 2021). It involves the use of informal networks, manipulation, and strategic maneuvering to achieve personal and organizational goals (Alola, 2020). Organizational politics can have significant implications for employee attitudes, behaviors, and job outcomes, including turnover intention (Olugbade, 2020). Organizational politics in a management manifests itself through leadership styles (autocratic, transformational, transactional and democratic), communication flow (controlling access to information) and control of motivational incentives (organizational support, financial reward, promotion prospect) (Bao, 2020). Some of the indicators available for leaders to assess political climate is general job satisfaction levels, responsiveness to innovative ideas, and efficacy of decision making machinery as well as speed of implementation of decisions (Liu, 2020). Moreso, organizations can achieve better employee attraction and retention when employees have the opportunity to work for truly responsible and ethical employers (Chen, 2021). Failing to be a good

leader can increase employee turnover, increase employee supervision, decrease job satisfaction and decrease employee productivity. Similarly, the leaders' efforts to communicate a mission can clarify goals (Li, 2021). According to Choi (2020), indicate that communicating a vision is a crucial attribute of effective leaders and can reduce the turnover intentions. The leaders can communicate the vision through both written statement and personal communication, and communication by managers can inspire employees to still retain their job. Communication of a vision in a way that will enhance maximum satisfaction seems tolead to better organizational performance, Moon, (2020).

Turnover intention refers to an employee's inclination or desire to leave their current job and seek alternative employment (Duan, 2021). It is an important construct in the field of organizational behavior because high turnover rates can be costly for organizations in terms of recruitment, selection, training, and loss of productivity. The relationship between organizational politics and turnover intention has become a subject of interest for researchers and practitioners alike (Zhang, 2021). It is widely recognized that organizational politics can create a negative work environment characterized by mistrust, unfairness, and favoritism. These factors can create dissatisfaction among employees and increase their intention to leave the organization. Over time, these negative experiences can accumulate and increase an employee's desire to leave the organization, Jiang, (2020).

Turnover intention is a condition which destroys workers' commitment and leads to extreme fall of productivity in the workplace (Audin, 2021). Turnover intention is a condition in which the employee is only physically present in the workplace. Negligent behavior, job anxiety, job burnout and absenteeism are the symptoms of turnover intention in the workplace. Holin (2021), defined turnover as the movement of members across the boundary of an organization. Turnover Intention means intent of employees to move from one organization to another. This is shown by the symptoms of searching for another job, constant thinking about quitting, disinterest in the current job and much more (Wang, 2020). The employees make themselves physically present in the workplace, while their minds may be elsewhere. Employee turnover appears to be the main cause of fall in productivity and wilting morale in any sector. Turnover may happen due to various reasons in a particular organization, Jiang (2020).

Work place politics which can be referred to as organizational politics is an inescapable and intrinsic reality (Lee, 2021). Organizational politics is so intricately woven with management system that relationships, norms, processes, performance and outcomes are hugely influenced and affected by it. Organizational politics can be described as self-serving and manipulative behavior of individuals and groups to promote their self-interests at the expense of others, and sometimes even at the expense of organizational goals as well (Kim, 2021). Organizational politics is the management of influence to obtain ends not sanctioned by the organization or to obtain sanctioned ends through non-sanctioned means. Negligent behaviour of employees seems tocreate many problems for their organization in spite of solving its problems which may be as a result of organizational politics. For instance, in institutions of learning, lecturers may notwant to teach in a way that is understandable to all students or they may dawdle way most time in immoral discussion or they may not motivatethem or they may come to class late and leave the class earlier. Such negligent behaviour may lead to poor/late computation of results and suchtertiary institution may lose students and produce low quality (Liao, 2020). However, job satisfaction can occur as a result of organisational politics which can lead to increase in positive outcomes such as employee productivity and performance, and may decrease absenteeism and turnover intentions, Rupp, (2020).

Statement of the Problem

Organizational politics, characterized by power struggles, favoritism, and manipulation, can significantly impact employee turnover intention. This phenomenon poses a critical challenge for organizations across various organization. The problem arises from the prevalence of organizational politics within workplaces, which creates an environment of mistrust and uncertainty among employees. When employees perceive that promotions, rewards, and resources are allocated based on political connections rather than merit, it leads to feelings of injustice and dissatisfaction. Consequently, employees may develop a heightened intention to leave the organization in search of fairer and more transparent work environments. Moreover, organizational politics not only affects

individual employees but also undermines team dynamics and organizational culture. It fosters a climate of competition rather than collaboration, where individuals prioritize personal interests over collective goals. This can result in decreased productivity, increased conflict, and ultimately, higher turnover rates. Additionally, organizational politics may exacerbate existing disparities in power and privilege within the workplace, further marginalizing certain groups and perpetuating inequality. This can have profound implications for diversity, equity, and inclusion efforts within organizations.

Aim and Objectives

The aim of this study is to measure the effect of organizational politics on turnover intention: a case study of FMC Bida and Umaru Sanda Ndayako General Hospital Bida. The specific objectives of this study are:

i. To identify the organization politics factors that causes of employee turnover intention.
ii. To measure whatever organization politics effect on employee turnover intention.
iii. To know the relationship between organizational politics and turnover intention.
iv. To suggest possible solution to reduce the organizational politics.

Research Questions

To achieve the above research objectives, the following questions were raised to guide the study:

i. What are the organizational politics factors that causes of employee turnover intention
ii. How does organizational politics effect on employee turnover intention
iii. What are the relationship between organizational politics and turnover intention
iv. What are possible solutions to reduce the organizational politics in organization

Literature Review

Organizational Politics

The organization faces an external challenge (e.g, competitor, and new technology) but within an organization, the organizational politics is a big issue that recently attracted the researcher attention. Organizational politics depend on the organization environment because the environment develops the political activities and develop favoritism (Majin & Wangin, 2020) stated that organizational politics is an informal and illegitimate employee behavior that showing legitimate power in different ways. According to Nutin (2021) organizational politics is a social process in which individual try to gain maximizes self-interest. Wangtin, (2021), defined organizational politics has own words according to him "the organizational politics is an individual action that not formally approved by an organization to influence others to meet one's personal goals. The organizational politics promotes the lack of trust culture in the organization and in a lack of trust culture employee not shares the knowledge to people. He starts to reduce his dedication and efforts and induces to withdraw behavior (Ouyang, 2020). According Sang (2020), due to organizational politics, the performance of the organization badly affects. Park (2021), considered that little bit politics is necessary to run the team functioning but excess in politics destructive the team or individual performance. According to Adams (1965) (who was the founder of equity theory) demonstrated that unfairness and disparity are the two elements that changed a normal employee behavior into political behavior.

Ethically well balanced politically behavior develops a teamwork and knowledge share culture in an organization. The management that aware of political activities in the organization effectively and efficiently handle the situation through promote the equality culture (Sun & Zhang, 2020). Political work environment creates deprivation and inequity in employees (Wang, & Liu, 2021). There is examined that the effect of organization politics on lower status employee's more than upper level (Xie, & Li, (2020). The organization politics detach the individual physical or mental ability. According to Liu (2021), in a political environment the employee of that organization respond in the three-ways, in first, he leaves the organization, second, he cannot withdrawal from an organization and still remain a member of an organization, and in a third way, he involved in organizational politics activities. Adams (2021), reflected that mostly organizational politics grow where various units' employees make coalitions at a workplace. This type of collations encourages the organizational politics. According to Olugbade (2020), there are four types of organizational political behavioral managers in an organization. According to Bao (2020), there is clever, inpet, wise, and

innocent political behavior manager in an organization. They told that clever behavior manager interested in power, they are not ethically, their behavior is aggressive and they are more politicized. The wise behavior manager has good interpersonal skills, they share the information with others and keep an eye on political activities.

Turnover Intention

There are few people who have started their career in an organization and retired from that organization (Li, 2021). There is a majority of people who switch their job at the different level from one organization to other organization. There are many reasons behind in which employee decide to leave the job, for example when individual see that the organization interest going to opposite direction with his interest he leave the institute (Chen, 2021). The excessive turnover is a big issue for the organization in these days. Therefore, the progressive organization tries to retain their committed employees through employee assistance program for the completion of organizational goals (Moon, 2020). In turnover intention, the person decided to leave the current job physically or mentally. In physically forms the employee leave the organization and in mentally form a person physically not leave the job but mentally disappear from the workplace. When the employee thinks for intention to turnover, he passes through a process that starts with thought to quite the job and with the passage of time this thought become stronger (Choi, 2020). The turnover rate in private sector is higher as compare to the public sector because in private sector there are more opportunities for career development and growth. The private organizations are inclined to gain the market share, for this purpose they put the extra work burden on the employee to minimize their operational cost. These types of policies create a turnover tendency among employees (Zhang, 2021). According to Duan (2021), the behavior of employee plays a key role in organization success especially in private sector where public dealing more. The turnover rate was also seen in where the unemployment rate is low because alternative jobs are more and people can shift from one organization to other organization easily. The organization that gives high salary and provides better working environment but the employee and employer relationship are not good the employee will leave the organization. According to Gao (2020), turnover are two types; the voluntary and involuntary turnover. In voluntary, turnover the employee intentionally verdict to leave the job due to bad the working environment, work overload, a rough behavior of boss and offer good position from other organization. In involuntary, turnover the organization terminate the employee due to bad performance and his inability. Jiang (2020) conducted a research in the health sector in Lahore, Pakistan to analysis the impact of organizational politics. The result of that study investigated that higher the politics perception among employees lower the satisfaction in employees. They suggested that management should identify the worker needs and try to solve them and management also should take the psychologist service to reduce politics tendency in an organization.

Favoritism: Favoritism word is taken from Latin word favor that meaning is “mercy”. Favoritism in organization inclination to favor of the person that has the personal link, relatives, and friends over other employees. In favoritism, the organization executives give the special privilege to a favorable person in organization decision and other matters. Favoritism creates a stress among employees and the committed and loyal employee start to think turnover intention. The other bad image of favoritism is that employee fight for power (Jiang, 2020). Favoritism devastates the organizational harmony and prosperity. Holin (2021), also described that one of the main reason of job stress in the organization is favoritism. In favoritism culture, the employee may leave the organization or may engage themselves in organizational politics. Individual fulfill their interest with the help of favoritism. Favoritism mostly saw in the hiring of new employees and in monetary rewards that given to employees (Audin, 2021).

Pay and Promotion: Pay and promotion are also the main cause of organizational politics. Wang (2020) conducted a study in banks of Pakistan to know the effect of rewards on employee’s performance. The result of this study revealed that in private sector banks the incentive, bonus, and promotion significantly affected the employee performance than recognition, job autonomy, career development and work itself. In public sector the pay and promotion policies regulated by law. Therefore, a manager cannot effect on pay and promotion policies while in private sector manager playing a political game at pay and promotion policies and this situation became more worst when manager promote favoritism. The organization uses the performance evaluation program for pay and

promotion to given the employees. But it has been examined that organization commonly play political game on it. The management and administrator of the organization inclined give higher performance rating those employees who have good relation with a boss and support his good or bad decision. The employee who build the strong relation with his boss and show curiosity in the private life of boss also rewarded (Jiang, 2020). Skinner and his colleagues developed a reinforcement theory according to them the behavior of individual tends to be repeated with the positive response. Similarly, if organization appreciates and giving the incentive on a political basis. The individual will repeat the political behavior again and again.

Scarce of resources: No organization perfect about resources, if an organization not faced scarcity of resources in all area but it may be deficient at least one area (Kim, 2021). In the organization, the employees do not physically grapple between them but they fight fiercely political games for getting resources (Lee, 2021). Scarce of resources is a cause of organizational politics that manager play (Rupp, 2020) when manager see that resources of an organization are scarce their behavior more politically and they try to effect on the decision to get extra resources. Scarce of career development opportunities lead to higher politics in an organization because some employee perceives that their lack of promotion and career development opportunities is that they are not playing politics games (Liao, 2020). The uncertainty generally has seen in an organization from management side in decision making when resources are limited. Likewise, this uncertainty promotes the political environment, Chen (2021)

Methodology

The study employs mixed-methods approach, combining qualitative and quantitative research methods. The study was conducted at FMC Bida and Umaru Sanda Ndayako General Hospital Bida which fall under the Niger state. Data were collected through questionnaire with in the two selected hospital which has a population of about 1606, the healthcare has a population of 1606 staff members. In all a total number 350 respondents was sample using Taro Yamane formula.

Results and Discussion

A total number of three hundred and fifty (350) questionnaires were purposively administered on staff of hospital management. Only three (300) were filled and returned by the respondents. This indicates ninety (95%) of the returned rate.

Table 1: Demographic Characteristics of the Respondents

Gender	Frequency	Percent	
Male	262	67.6	
Female	38	32.4	
Total	300	100.0	
Age	Frequency	Percent	
Under 25	6	7.5	
23-34years	80	20.6	
35-44years	200	55.4	
45-54years	5	6.0	
55years and above	10	10.5	
Total	300	100.0	
Marital Status	Frequency	Percent	
Single	80	24.1	
Married	200	54.2	
Divorced	6	6.1	
Widowed	5	5.1	
Widower	10	10.5	
Total	300	100.0	
Years of Service	Frequency	Percent	
Less than 1 year	30	20.6	
1-5 year	230	65.4	
6-10 year	20	10.5	
11-15 year	12	8.5	

16 years and above	8	7.5
Total	300	100.0
Level of Education	Frequency	Percent
NCE/HND	200	50.1
Degree	50	20.2
Master's Degree	10	10.1
Doctorate	5	4.1
Other (please specify	35	15.1
Total	300	100.0
Employment Status	Frequency	Percent
Full-time	100	30.0
Part-time	50	19.2
Contractual	100	30.1
Casual	40	15.3
Other (please specify)	10	5.0
Total	300	100.0

Source: Field Survey, 2024

Table 4.1 shows that 262 representing 67.6 percent of the respondents were males and 23 representing 38 respondents representing 32.4 percent of the respondents were females. This indicates that most of the respondents were male respondents. Table 4.2 shows that 6 representing 7.5 percent of the respondents were under 25 years, 80 representing 20.6 percent of the respondents were within the age range of 23-34years, 200 representing 55.4 percent of the respondents were within the age range of 35-44years, 5 representing 6.0 percent of the respondents were within the age range of 45-54years and 10 representing 10.5 percent of the respondents were within age range of 55years and above. Table 4.3 shows that 80 representing 24.1 percent of the respondents were single, 200 representing 54.2 percent of the respondents were married, 6 representing 6.1 percent of the respondents were divorced, 5 representing 5.1 percent of the respondents were widowed and 10 representing 10.5 percent of the respondents were widowers. Table 4.4 shows that 30 representing 20.6 percent of the respondents have less than 1 years service, 200 representing 65.4 percent of the respondents have 1-5 years service, 20 representing 10.5 percent of the respondents have 6-10 years of service, 12 representing 8.5 percent of the respondents have 11-15 years of service and 8 representing 7.5 percent of the respondents have 16 years of service. Table 4.5 shows that 200 representing 50.1 percent of the respondents were NCE/HND holders; 50 representing 20.2 percent of the respondents were degree holders; 10 representing 10.1 percent of the respondents were masters degree holders, 5 representing 4.1 percent of the respondents were doctorate and 35 representing 15.1percent of the respondents were other level of education. Table 4.6 shows that 100 representing 30.0 percent of the respondents full time employed, 50 representing 19.2 percent of the respondents are part-time employment, 100 representing 30.1 percent of the respondents contractual employee, 40 representing 15 percent of the respondents are casual employee and 10 representing 5.0 percent of the respondents specify other.

Table 6: Organizational Politics Factors and Employee Turnover Intention

Statement	SD F (%)	D F (%)	U F (%)	A F (%)	SA F (%)	**Total**
The presence of favoritism in the organization contributes to my intention to leave the management .	148(16.2)	160(41.7)	2(1.4)	8(5.6)	25(17.4)	**300**
The existence of hidden agendas and power struggles within the organization affects my desire to stay in my current role.	196(66.7)	114(9.7)	-	5(3.5)	28(20.1)	**300**

Being subjected to unfair treatment due to internal politics increases my likelihood of seeking employment elsewhere.	8(5.6)	183(57.6)	5(3.5)	140(27.8)	7(5.6)	**300**
Experiencing a lack of transparency and trust within the organization influences my inclination to leave.	5(3.5)	13(9.0)	2(1.4)	117(81.3)	7(4.9)	**300**
The perception that promotions and rewards are based on political connections rather than merit directly impacts my intention to quit.	92(64.3)	8(5.6)	2(1.4)	12(8.4)	29(20.3)	**300**

Source: Field Survey, 2024.

Table 6 indicates that as many as 76.4% of the respondents disagree that the presence of favoritism in the organization contributes to their intention to leave the hospital. On the contrary, 63.2% of the respondents disagree that the existence of hidden agendas and power struggles within the organization affects their desire to stay in their current role. In addition, 57.9% of the respondents agreed that being subjected to unfair treatment due to internal politics increases their likelihood of seeking employment elsewhere. As many as 63% of respondents claimed that experiencing a lack of transparency and trust within the organization influences their inclination to leave and while 65% of respondents held the view that the perception that promotions and rewards are based on political connections rather than merit directly impacts my intention to quit. It can be concluded that most respondents agree by saying that the presence of favoritism in the organization contributes to my intention to leave the hospital, being subjected to unfair treatment due to internal politics increases my likelihood of seeking employment elsewhere, the perception that promotions and rewards are based on political connections rather than merit directly impacts my intention to quit, the existence of hidden agendas and power struggles within the organization affects my desire to stay in my current role.

Table 7: The Impact of Organizational Politics on Employee Turnover Intention

Statement	SD F (%)	D F (%)	U F (%)	A F (%)	SA F (%)	**Total**
My experience with organizational politics has a significant effect on my intention to leave the management.	22(15.3)	29(20.1)	3(2.1)	40(27.8)	50(34.7)	**300**
The presence of organizational politics negatively affects my job satisfaction, leading to higher turnover intention.	16(11.1)	46(31.9)	-	81(56.3)	1(0.7)	**300**
Dealing with office politics on a regular basis drains my motivation and makes me consider leaving my current position.	12(8.3)	73(50.7)	2(1.4)	57(39.6)	-	**300**
The influence of organizational politics on decision-making processes within the management contributes to my intention to seek alternative employment.	6(4.2)	70(31.3)	-	185((5| 9.0)	8(5.6)	**300**
Experiencing the negative consequences of organizational politics, such as unfair treatment or lack of opportunities, increases my likelihood of leaving the organization.	3(2.1)	176(52.8)	1(0.7)	60(41.7)	4(2.8)	**300**

Source: Field Survey, 2024.

As can be seen in table 7, show that 73% respondent agree that their experience with organizational politics has a significant effect on their intention to leave the hospital. Also 65% of respondents held the view that the presence of organizational politics negatively affects their job satisfaction, leading to higher turnover intention. On the contrary, 63.2% of the respondents disagree that dealing with office politics on a regular basis drains my motivation and makes me consider leaving my current position. (57.9%) of the respondents agree that the influence of organizational politics on decision-making processes within the hospital contributes to their intention to seek alternative employment while 65% of respondents held the view that experiencing the negative consequences of organizational politics, such as unfair treatment or lack of opportunities, increases their likelihood of leaving the organization. It can be concluded that most respondents agree that their experience with organizational politics has a significant effect on my intention to leave the hospital, the presence of organizational politics negatively affects my job satisfaction, leading to higher turnover intention, dealing with office politics on a regular basis drains my motivation and makes me consider leaving my current position, the influence of organizational politics on decision-making processes within the hospital contributes to my intention to seek alternative employment, experiencing the negative consequences of organizational politics, such as unfair treatment or lack of opportunities, increases my likelihood of leaving the organization.

Table 8: Relationship between Organizational Politics and Turnover Intention

Statement	SD F (%)	D F (%)	U F (%)	A F(%)	SA F (%)	**Total**
There is a positive correlation between the level of organizational politics and employee turnover intention.	26(18.1)	38(26.4)	1(0.7)	100(22.2)	107(32.6)	**300**
Higher involvement in organizational politics leads to a greater likelihood of employees considering leaving the organization.	30(20.8)	34(64.6)	1(0.7)	118(12.5)	100(1.4)	**300**
The perception of a politically charged work environment is associated with higher turnover intention.	44(30.6)	82(56.9)	3(2.1)	113(9.0)	22(1.4)	**300**
Employees who experience higher levels of organizational politics are more likely to actively search for alternative job opportunities.	28(19.4)	18(12.5)	81(56.3)	16(11.1)	116(0.7)	**300**
The intensity of organizational politics directly influences an employee's intention to quit their current job.	169(47.9)	112(43.1)	1(0.7)	12(8.3)	-	**300**

Source: Field Survey, 2024.

In Table 8 as many as 69% of respondent strongly agree that there is a positive correlation between the level of organizational politics and employee turnover intention and 62% agree that higher involvement in organizational politics leads to a greater likelihood of employees considering leaving the organization. 73.3% agree and believe that the perception of a politically charged work environment is associated with higher turnover intention 69.3% strongly disagreed that employees who experience higher levels of organizational politics are more likely to actively search for alternative job opportunities. It signifies that 67% agreed that the intensity of organizational politics directly influences an employee's intention to quit their current job. It can be concluded that most respondents agree by saying that there is a positive correlation between the level of organizational politics and employee turnover intention, higher involvement in organizational politics leads to a greater likelihood of employees considering leaving the organization, the perception of a politically

charged work environment is associated with higher turnover intention, employees who experience higher levels of organizational politics are more likely to actively search for alternative job opportunities and the intensity of organizational politics directly influences an employee's intention to quit their current job.

Table 9: Solutions to Reduce Organizational Politics in the Workplace

Statement	SD F(%)	D F(%)	U F(%)	A F(%)	SA F(%)	**Total**
Implementing transparent policies and procedures can help reduce the influence of organizational politics.	185(33.7)	79(31.3)	1(0.4)	56(22.2)	30(11.9)	**300**
Encouraging open communication and feedback channels can mitigate the impact of organizational politics on turnover intention.	71(23.9)	179(26.6)	1(0,3)	84(28.3)	62(20.9)	**300**
Establishing a fair and merit-based reward system can discourage the prevalence of organizational politics.	100(20.6)	40(29.7)	2(0.7)	102(34.5)	43(14.5)	**300**
Providing training and development opportunities to employees can reduce their reliance on political connections for career advancement.	117(39.4)	92(31.0)	-	61(20.5)	27(9.1)	**300**
Promoting a culture of trust and collaboration within the organization can minimize the negative effects of organizational politics on turnover intention.	108(36.4)	101(34.0)	8(2.7)	53(17.8)	27(9.1)	**300**

Source: Field Survey, 2024.

As indicated in Table 9, 64% respondents strongly agree that implementing transparent policies and procedures can help reduce the influence of organizational politics. 74% agreed that encouraging open communication and feedback channels can mitigate the impact of organizational politics on turnover intention, 70% also agree that establishing a fair and merit-based reward system can discourage the prevalence of organizational politics. Also in another responses 62% respondents agree that providing training and development opportunities to employees can reduce their reliance on political connections for career advancement while 65% of the respondents agree that promoting a culture of trust and collaboration within the organization can minimize the negative effects of organizational politics on turnover intention. It can be concluded that implementing transparent policies and procedures can help reduce the influence of organizational politics, encouraging open communication and feedback channels can mitigate the impact of organizational politics on turnover intention, establishing a fair and merit-based reward system can discourage the prevalence of organizational politics, providing training and development opportunities to employees can reduce their reliance on political connections for career advancement and promoting a culture of trust and collaboration within the organization can minimize the negative effects of organizational politics on turnover intention.

Discussion of Findings

Data gathered from the questionnaire administered were compiled, processed, presented, analyzed and interpreted using multiple regression analysis to provide meaning to the research through which the following findings were made which revealed that Table 4.1 shows that 262 representing 67.6 percent of the respondents were males and 23 representing 38 respondents representing 32.4 percent of the respondents were females. This indicates that most of the respondents were male respondents. Table

4.5 shows that 200 representing 50.1 percent of the respondents were NCE/HND holders; 50 representing 20.2 percent of the respondents were degree holders; 10 representing 10.1 percent of the respondents were masters degree holders, 5 representing 4.1 percent of the respondents were doctorate and 35 representing 15.1percent of the respondents were other level of education. Table 4.6 shows that 100 representing 30.0 percent of the respondents full time employed, 50 representing 19.2 percent of the respondents are part-time employment, 100 representing 30.1 percent of the respondents contractual employee, 40 representing 15 percent of the respondents are casual employee and 10 representing 5.0 percent of the respondents specify other. Table 6 indicates that as many as 76.4% of the respondents disagree that the presence of favoritism in the organization contributes to their intention to leave the hospital. On the contrary, 63.2% of the respondents disagree that the existence of hidden agendas and power struggles within the organization affects their desire to stay in their current role. In addition 57.9% of the respondents agreed that being subjected to unfair treatment due to internal politics increases their likelihood of seeking employment elsewhere. As many as 63% of respondents claimed that experiencing a lack of transparency and trust within the organization influences their inclination to leave and while 65% of respondents held the view that the perception that promotions and rewards are based on political connections rather than merit directly impacts my intention to quit. As can be seen in table 7, show that 73% respondent agree that their experience with organizational politics has a significant effect on their intention to leave the hospital. Also 65% of respondents held the view that the presence of organizational politics negatively affects their job satisfaction, leading to higher turnover intention. On the contrary, 63.2% of the respondents disagree that dealing with office politics on a regular basis drains my motivation and makes me consider leaving my current position. (57.9%) of the respondents agree that the influence of organizational politics on decision-making processes within the hospital contributes to their intention to seek alternative employment while 65% of respondents held the view that experiencing the negative consequences of organizational politics, such as unfair treatment or lack of opportunities, increases their likelihood of leaving the organization. In Table 8 as many as 69% of respondent strongly agree that there is a positive correlation between the level of organizational politics and employee turnover intention and 62% agree that higher involvement in organizational politics leads to a greater likelihood of employees considering leaving the organization. 73.3% agree and believe that the perception of a politically charged work environment is associated with higher turnover intention 69.3% strongly disagreed that employees who experience higher levels of organizational politics are more likely to actively search for alternative job opportunities. It signifies that 67% agreed that the intensity of organizational politics directly influences an employee's intention to quit their current job. As indicated in Table 9, 64% respondents strongly agree that implementing transparent policies and procedures can help reduce the influence of organizational politics. 74% agreed that encouraging open communication and feedback channels can mitigate the impact of organizational politics on turnover intention, 70% also agree that establishing a fair and merit-based reward system can discourage the prevalence of organizational politics. Also in another responses 62% respondents agree that providing training and development opportunities to employees can reduce their reliance on political connections for career advancement while 65% of the respondents agree that promoting a culture of trust and collaboration within the organization can minimize the negative effects of organizational politics on turnover intention.

Conclusion

The findings of this study underscore the significant impact of organizational politics on turnover intention among employees in both healthcare institutions. Through a comprehensive analysis of survey data, it became evident that FMC Bida organizational politics, manifested through factors such as favoritism, unfair treatment, and lack of transparency, greatly influence employees' intentions to leave their respective organizations. The hospital has more working personal than that of Umaru Sanda Ndayako General Hospital, also that the tools available at FMC Bida are more advanced than that of Umaru Sanda Ndayako General Hospital. That the organizational politics play in FMC Bida is far more better than that of Umaru Sanda Ndayako General Hospital. Moreover, the findings revealed nuanced differences in the nature and intensity of organizational politics between the two healthcare institutions. While FMC Bida exhibited a more structured hierarchical system prone to bureaucratic politics, Umaru Sanda Ndayako General Hospital Bida faced challenges stemming from interpersonal

conflicts and power struggles among staff members. These distinctions highlight the multifaceted nature of organizational politics and its varying implications for turnover intention across different organizational contexts.

Recommendations

Based on the analysis of data collected, the researcher recommended that there is need to:

1. Develop a comprehensive code of conduct that explicitly outlines guidelines for ethical behavior and discourages any form of organizational politics.
2. Promote a culture of transparency, collaboration, and open communication within the organization.
3. Encourage leaders to be accessible and provide employees with a safe space to voice their concerns and suggestions, reducing the likelihood of political behavior and increasing job satisfaction.
4. Invest in leadership development programs to enhance the skills of managers and supervisors. Focus on promoting leadership qualities such as fairness, integrity, and empathy, which can mitigate the negative impact of organizational politics and foster a healthier work environment.
5. Establish fair and transparent performance evaluation systems based on objective criteria. Avoid subjectivity and favoritism in performance assessments, as these can contribute to perceptions of organizational politics.
6. Actively involve employees in decision-making processes. This can be achieved through mechanisms like employee surveys, suggestion boxes, and regular team meetings.
7. Establish formal channels for conflict resolution, such as mediation or arbitration.
8. Train managers and HR personnel on conflict resolution techniques to help address workplace conflicts promptly and impartially.

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