

# Workplace Bullying and Perceived Organisational Politics as Correlates of Employee Turnover Intention

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**Abstract** - This study investigated workplace bullying and organisational politics as correlates of turnover intention among employees with the purpose of investigating the relationship between workplace bullying, organisational politics and employees' turnover intention, the influence of perceived organizational politics on career satisfaction among selected workers, the joint influence of workplace bullying and organisational politics on turnover intention and the difference between males and females on employees' turnover intention. 204 selected workers participated in this study (Male 95 and Female 108). Survey design was used for this study and convenience sampling technique was used in collecting data. A questionnaire was used were in collecting data. Pearson moment correlation, regression analysis, and independent t-test were used to test the stated hypotheses. The result revealed that workplace bullying and perceived organizational politics have significant positive correlation with employee turnover intention. Also, Workplace bullying and perceived organizational politics accounted for 19.3% of the observed variance in employee turnover intension. And there was no significant difference between married and single workers on turnover intention. It is recommended that Organization should establish and enforce clear policies against workplace bullying, providing a safe channel for reporting and addressing grievances.

**Keywords:** workplace bullying, organisational politics & turnover intention.

## I. Introduction

Employee turnover intention is a critical issue that significantly impacts organizational performance, particularly in the Nigerian workplaces. Turnover intention refers to an employee's plan or inclination to leave their current job within a certain period. One major factor contributing to high turnover intention is workplace bullying, which is defined as "repeated and health-harming mistreatment of an employee by others in the workplace, which includes behaviors such as verbal abuse, offensive conduct, and work sabotage" (Einarsen, Hoel, Zapf, & Cooper, 2020).

In most organizations, the prevalence of workplace bullying and its impact on turnover intention is a growing concern. Victims of workplace bullying often experience high levels of stress, decreased job satisfaction, and a reduced sense of organizational commitment, all of which contribute to their intention to leave their current employment (Nielsen & Einarsen, 2018). The socio-cultural dynamics in Nigeria, including hierarchical organizational structures and economic pressures, can exacerbate the effects of bullying, making it a significant factor in employees' decisions to seek better work environments.

Redressing the issue of workplace bullying is essential for reducing employee turnover intentions and enhancing organizational stability generally. Implementing effective anti-bullying policies, providing support systems for victims, and fostering a positive organizational culture are critical strategies for mitigating the impact of bullying on turnover intentions (Ogunlana, 2021). By understanding the correlation between workplace bullying and employee turnover intention, Nigerian organizations can develop targeted interventions to retain talent and improve overall organizational effectiveness.

Similarly, perceived organizational politics can lead to a toxic work environment, eroding trust and reducing job satisfaction among employees. When employees perceive a high level of organizational politics, they often feel undervalued and disenfranchised, which can diminish their commitment to the organization and increase their desire to leave (Hochwarter et al., 2020). In Nigeria, where job security and economic conditions are critical concerns, the negative impact of POP on turnover intentions is exacerbated, making it a crucial area for organizational leaders to address.

Proffering solution on the influence of perceived organizational politics on employee turnover intentions is essential for enhancing organizational stability and performance in Nigeria. Effective strategies include promoting transparency, fostering a culture of fairness, and implementing policies that mitigate the effects of organizational politics (Akanbi & Ofoegbu, 2013). By understanding and addressing the correlation between POP and turnover intentions, Nigerian organizations can develop targeted interventions to retain their workforce and improve overall organizational effectiveness.

However, in Nigeria, the interplay between workplace bullying, perceived organizational politics, and employee turnover intention remains an under-explored area, despite its critical importance. Nigerian organizations often face challenges such as inadequate regulatory frameworks, cultural nuances, and economic instability, which can exacerbate workplace issues and influence employee retention (Akanbi & Ofoegbu, 2013).

This study aims to investigate how workplace bullying and perceived organizational politics correlate with employee turnover intention in Nigeria, providing insights that can inform organizational policies and practices aimed at reducing turnover and enhancing employee well-being.

Employee turnover intention is a critical issue for organizations in Nigeria, affecting their stability and performance. High turnover rates lead to increased recruitment and training costs, disruption of organizational processes, and loss of experienced personnel. This problem is exacerbated by workplace bullying and perceived organizational politics (POP), both of which are prevalent in many Nigerian organizations (Einarsen, Hoel, Zapf, & Cooper, 2020).

Workplace bullying creates a hostile work environment, leading to significant psychological and emotional stress for employees. Victims of bullying often experience decreased job satisfaction, lower organizational commitment, and increased stress levels, all of which contribute to higher turnover intentions (Nielsen & Einarsen, 2018). In most organizations in Nigeria, where economic pressures and job scarcity are significant, the impact of bullying can be particularly severe, compelling employees to seek employment in more supportive environments.

Perceived organizational politics also plays a crucial role in influencing employee turnover intentions. When employees perceive high levels of organizational politics, they often feel undervalued, distrustful, and dissatisfied with their jobs (Hochwarter et al., 2020). These negative feelings can lead to a decreased sense of belonging and commitment to the organization, thereby increasing the likelihood of turnover. In Nigeria, where organizational hierarchies and socio-economic factors intensify the effects of POP, addressing this issue is vital for maintaining a stable workforce.

Addressing the dual issues of workplace bullying and perceived organizational politics is essential for reducing employee turnover intentions in Nigeria. Organizations must implement comprehensive policies and practices that promote a positive and fair work environment. This includes anti-bullying measures, transparent communication, and equitable treatment of all employees. By understanding the correlation between these factors and turnover intentions, organizational

leaders can develop targeted interventions to enhance employee retention and organizational effectiveness (Ogunlana, 2021).

## II. Theoretical Review

Equity theory, developed by Adams in 1963, is adopted as the theoretical framework for understanding employee turnover intention, particularly in the context of workplace bullying and perceived organizational politics. This theory posits that employees seek fairness in the balance between their inputs (e.g., effort, skill) and outputs (e.g., salary, recognition). When employees perceive an imbalance, especially where they are under-rewarded, it can lead to feelings of distress and eventually drive turnover intentions.

Recent studies highlight the detrimental impact of workplace bullying on perceived equity and turnover intentions. According to a study by Nielsen et al. (2022), workplace bullying creates a significant sense of inequity as employees feel unjustly treated compared to their peers. This perception of unfairness can erode job satisfaction and organizational commitment, leading to increased turnover intentions. Bullying disrupts the balance of inputs and outputs, making employees feel that the psychological costs outweigh the benefits of staying in the job.

Perceived organizational politics further exacerbates feelings of inequity and influences turnover intentions. Organizational politics, characterized by self-serving behaviors and manipulation within the workplace, can distort the perceived fairness of rewards and recognition. A study by Karatepe and Olugbade (2021) found that when employees perceive high levels of organizational politics, they are more likely to experience feelings of inequity. This perception is particularly strong when employees believe that promotions and rewards are based on favoritism rather than merit, prompting them to consider leaving the organization.

The interplay between workplace bullying and perceived organizational politics can create a toxic work environment that significantly impacts turnover intentions. A comprehensive study by Samnani and Singh (2023) demonstrated that the combination of bullying and high organizational politics leads to a compounded sense of unfairness among employees. This environment not only diminishes job satisfaction but also accelerates the decision-making process related to leaving the organization. Employees subjected to bullying and political maneuvering perceive their work environment as hostile and unjust, intensifying their intention to quit.

Furthermore, equity theory suggests that employees who perceive inequity will seek to restore balance through various

means, including leaving the organization. When workplace bullying and organizational politics are present, the perceived inequity is often too great to rectify through internal adjustments, such as reducing effort or seeking informal recognition. As a result, employees may see turnover as the only viable option to restore their sense of fairness. This perspective is supported by findings from Zhang et al. (2022), who observed a significant correlation between perceived inequity from workplace bullying and higher turnover rates.

Addressing these issues requires organizations to foster a fair and transparent work environment. Interventions such as anti-bullying policies, transparent promotion and reward systems, and fostering a culture of open communication can mitigate the negative effects of bullying and politics on turnover intentions. For example, Lee and Jensen (2023) found that organizations with clear policies against bullying and transparent procedures for addressing grievances experienced lower turnover intentions among their employees. Ensuring that employees perceive a fair distribution of resources and recognition can help maintain the balance of inputs and outputs, thus reducing the likelihood of turnover.

Finally, equity theory provides a valuable lens for understanding how workplace bullying and perceived organizational politics influence employee turnover intentions. Recent research highlights the importance of perceived fairness in maintaining employee commitment and satisfaction. Organizations that effectively address bullying and politics by promoting fairness and transparency can reduce turnover intentions and enhance overall workplace morale.

### III. Empirical Review

Workplace bullying is an increasingly recognized phenomenon with profound impacts on employee well-being and organizational outcomes. Recent empirical studies have consistently demonstrated a significant relationship between workplace bullying and employee turnover intention. This review synthesizes the findings of multiple studies conducted in various organizational contexts to understand this relationship better.

Numerous studies indicate that workplace bullying significantly increases employees' turnover intentions. For instance, Ribeiro et al. (2024) found that workplace bullying leads to higher levels of burnout, which, in turn, raises employees' intentions to leave the organization. The study, conducted among Portuguese employees, utilized structural equation modeling to confirm that burnout fully mediates the effect of bullying on turnover intention, emphasizing the indirect impact of bullying through emotional exhaustion (Ribeiro et al., 2024).

Also, job satisfaction is another critical factor mediating the relationship between workplace bullying and turnover intention. Pheko and Masilo (2023) discovered that job satisfaction mediates the impact of bullying on turnover intentions among employees in Botswana. Their findings suggest that reducing workplace bullying could enhance job satisfaction, thereby lowering turnover intentions (Pheko & Masilo, 2023).

Workplace bullying adversely affects both the psychological and physical well-being of employees, contributing to higher turnover intentions. According to a study by Tehrani (2023), bullied employees often experience psychological distress and physical health issues, which undermine their job satisfaction and increase their likelihood of leaving the organization (Tehrani, 2023).

However, the availability of organizational support can mitigate the negative effects of workplace bullying on turnover intention. Studies by Park and Ono (2023) indicate that perceived organizational support buffers the detrimental impact of bullying, suggesting that supportive workplace environments can reduce turnover intentions even in the presence of bullying behaviors (Park & Ono, 2023).

Abusive supervision is closely related to workplace bullying and has similar effects on turnover intention. Yuan and Hsieh (2023) demonstrated that employees subjected to abusive supervision exhibit higher turnover intentions, with organizational identification playing a moderating role. This suggests that efforts to reduce abusive supervision could also mitigate turnover intentions (Yuan & Hsieh, 2023).

### IV. Perceived Organizational Politics and Employee Turnover Intention

Numerous studies have established a direct link between perceived organizational politics and turnover intention. For example, Abbas et al. (2019) found that employees who perceive high levels of organizational politics are more likely to develop intentions to leave their organization. This study, conducted across multiple industries in Pakistan, used structural equation modeling to demonstrate a strong positive relationship between POP and turnover intention.

Job satisfaction is a significant mediator in the relationship between POP and turnover intention. Poon (2020) discovered that high levels of perceived organizational politics reduce job satisfaction, which subsequently increases turnover intentions. This mediating effect highlights the importance of maintaining a positive work environment to mitigate the negative impacts of organizational politics.

Organizational commitment is another mediator that links perceived organizational politics to turnover intention. Vigoda-Gadot and Talmud (2019) showed that perceived organizational politics negatively impacts organizational commitment, which in turn increases turnover intention. This study emphasized the role of affective commitment in retaining employees even in politically charged environments.

Perceived organizational politics is a significant source of work stress, which can lead to higher turnover intentions. According to a study by Chang et al. (2019), employees experiencing high levels of work stress due to organizational politics are more likely to consider leaving their job. The JD-R model supports this finding by indicating that excessive job demands (such as coping with politics) can lead to burnout and turnover.

In summary, organizations need to develop strategies to manage and reduce perceived organizational politics to retain employees. This can include leadership training, promoting a culture of fairness, and implementing transparent HR practices. By addressing the root causes of organizational politics, organizations can improve employee retention and reduce turnover intentions.

However, the main purpose of this study is to investigate workplace bullying and organisational politics as correlates of turnover intention among employees. Other specific objectives of the study are: to examine the relationship between workplace bullying, organisational politics and employees' turnover intention, to examine the joint influence of workplace bullying and organisational politics on turnover intention and to examine the difference between males and females on employees' turnover intention.

## V. Participants and Procedure

A total of 350 were sampled for the study out of which 91 were missing and 66 were improperly filled while 203 were properly filled. Consisting of 95 males and 108 females. On their age categories, 86 of them were between 18-30years, 62 of them were between 31-40years while 55 of them were between 41years and above. The participants were selected from two reputable organizations in Lagos, Nigeria (Names of the organizations withheld for confidential reason). The socio-demographic details of the participants are shown in Table 1. All the ethical requirements for conducting research were observed: permission was obtained from the human resources managers of the organizations, participation in the study was voluntary and participants were neither compelled nor compensated for completing the psychological tests. The tests were completed in the familiar atmosphere of their offices after telling them the purpose of the study.

## Measures

Three instruments were used to collect data from participants in this study. The instruments are: Organisation frustration scale by Spector (1975), the Organisational Politics Scale by Kacmar & Ferris (1991), and Intention to Quit Scale by Wayne, shore and Liden 1997.

## Perceived Organisational Politics Scales

The Perception of Organisational Politics Scale developed by Kacmar & Ferris (1991) was used to measure respondents' perception of organisational politics. The scale was validated by Kacmar & Carlson (1997). The scale demonstrated internal consistency reliability of .87, POPS has been used by many researchers and has reliability coefficient of .76 (Parker et al, 1995), .77 (Vigodo, 2000), and .83 (Vigoda- Gadot, 2006). This scale was validated in Nigeria when Kanu (2004) used it in his study with chronbach's alpha of .81. Higher score in the vote indicates high organisational politics while low score indicates low organisational politics.

## Workplace Bullying

Organisation frustration scale was used to measure workplace bullying. Organisational Frustration Scale (OFS) questionnaire which consists of 29 items, scored on a 5 points scale was used to find out how workers feel in their Organisation. OFS was developed by Spector (1975). The scale developers reported an internal consistency (cronbach alpha) of  $\alpha = .72$ . This study reported a local reliability of  $\alpha = .74$ .

## Intention to quit scale

The Intention to quit scale which was developed by Shore and Liden (1997) was used to measure turnover intention. It measures the intention of workers to quit their present employment with the slightest opportunity, the responses range from slightly disagree to strongly agree. The scale has internal consistency coefficient alpha of 0.78.

## Data Analyses

The data collected was analyzed using SPSS version 26. The Pearson Product Moment Correlation was used to test the relationship between workplace bullying, perceived organizational politics and employee turnover intention. Linear regression analysis was used to test the prediction of workplace bullying and perceived organizational politics on employee turnover intention. T-test was used to difference between male and female on employee turnover intention.

## VI. Results

Data collected in this study were subjected to statistical analysis obtaining the mean score and standard deviation of all the variables. The hypotheses were tested using simple percentages, Pearson correlation, regression analysis and independent t-test.

Table 1: Characteristics according to sample presentation of respondents' demographic characteristics

Variables	Levels	Frequency	Percentage
Gender	Male	95	46.0%
	Female	108	53.2%
	<b>Total</b>	<b>203</b>	<b>100%</b>
Age	18-30years	86	42.4%
	31-40 years	62	30.5%
	41 years and above	55	27.1%
	<b>Total</b>	<b>203</b>	<b>100%</b>
Marital status	Single	78	38.4%
	Married	114	56.2%
	Separated	11	5.4%
	<b>Total</b>	<b>203</b>	<b>100.0%</b>
	Religion	Christain	113
Islam		90	44.3%
<b>Total</b>		<b>203</b>	<b>100.0%</b>
Organizational types	Private	115	56.7%
	Public	88	43.3%
	<b>Total</b>	<b>203</b>	<b>100.0%</b>

From the data gathered through the questionnaire, there is a higher percentage of females (55.2%) to males (46.0%). The dominant age groups are 18-30years (42.4%), most of the respondents are single (56.2%), the dominant age religious are Christian (55.7%), while the highest percentage of the employees are from private organization (56.7%).

### Descriptive Statistics

Table 2: Mean and Standard Deviation of turnover intension, workplace bullying and perceived organisational politics by gender

Description	Variables	Turnover intention		Workplace bullying		POS	
		Mean	SD	Mean	SD		
Gender	Male	8.81	3.50	64.10	19.53	27.11	4.40
	Female	8.74	3.49	62.59	18.03	29.05	4.32

Table 2 shows the mean and standard deviation of academic achievement, perceived organizational support and stress by gender. On turnover intension, the result revealed that male participants reported a similar mean score (M= 8.81; SD=3.50) compared to their female counterparts (M=8.74; SD= 3.49). On workplace bullying, male participants recorded higher mean score (M= 64.10; SD=19.53) than their female counterparts (M=62.59; SD= 18.03). On stress, male participants recorded a lower mean score (M= 27.11; SD=4.40) than their female counterparts (M=29.05; SD= 4.32).

### Test of Hypotheses

**Hypothesis 1:** Workplace bullying and perceived organizational politics will have a significant positive relationship with turnover intention among selected worker in Lagos metropolis

In order to determine the relationship between workplace bullying, perceived organizational politics and turnover intension, Pearson moment correlation analysis was carried out. The result is presented in table 2.

**Table 3: Correlation matrix between workplace bullying, perceived organizational politics and turnover intension**

Variable	Mean	SD	TN	WP	POP	Pv
Turnover intension	8.77	3.49	1			P<0.05
Workplace bullying	63.30	18.71	.280*	1		
Perceived organisational politics	28.14	4.46	.429*	.454*	1	

*P*<0.05\*

Table 3 reveals that workplace bullying has significant positive correlation with turnover intension among selected worker in Lagos metropolis ( $r = .280^*$ ;  $p < 0.05$ ). Also, perceived organizational politics has significant positive correlation with turnover intension among selected worker in Lagos metropolis ( $r = .429^*$ ;  $p < 0.05$ ). The positive correlation is due to higher levels of workplace bullying and perceived organizational politics scores resulting in higher levels of turnover intension among selected worker in Lagos metropolis. Thus the hypothesis one which states that workplace bullying and perceived organizational politics will have a significant positive relationship with turnover intention among selected worker in Lagos metropolis is hereby accepted.

**Hypothesis 2:** Workplace bullying and perceived organizational politics will jointly influence employee turnover intension

**Table 4: Summary of multiple regression analysis showing the contributions of workplace bullying and perceived organizational politics to the prediction of employee turnover intension**

Variables	B	Beta	t-value	P	R	R <sup>2</sup>	F-ratio	P
Bully	.020	.107	1.506	.05	.439	.193	23.887	P<0.05
POS	.297	.380	5.327	.05				

*p* < 0.05

The result indicated that workplace bullying contributed to the variance in the employee turnover intension (Beta= .107,  $t = 1.506$  at  $p < 0.05$ ). Perceived organisational politics, contributed to the variance in employee turnover intension (Beta= .020,  $t = 5.327$  at  $p < 0.05$ ). Jointly, all the variables yielded significant coefficient of regression  $R^2 = .19.3$  ( $p < 0.05$ ). This shows that Workplace bullying and perceived organizational politics accounted for 19.3% of the observed variance in employee turnover intension.

**Hypothesis 3:** Male employees will significantly score higher on turnover intention compared to female employees.

**Table 5: Independent t-test comparison of turnover intension by male and female employee**

Variables	Sex	N	Mean	SD	T	Df	Sig.	Pv
Turnover intension	Male	95	8.81	3.50	.142	201	.88	Not Sig
	Female	108	8.74	3.49				

Significant- *p*>0.05

Table 5 shows that there is no significant difference between male and female employees on turnover intension. The result revealed a t-test comparison value of .142 at  $p > 0.05$ . The result showed male employee reported a similar mean score (8.81) and female (8.74). The hypothesis which stated that male employees will significantly score higher on turnover intention compared to female employees is hereby rejected.

### VII. Discussion

The study tested three hypotheses. Two were accepted, while one was rejected. The discussions in this chapter were based on the findings of the tested hypotheses.

The finding of the first hypothesis revealed that workplace bullying has significant positive relationship with turnover intention of the employees. This means that increase

in workplace bullying lead to increase in employee turnover intension. This finding agrees with research of Adewale et al. (2021), which opined that workplace bullying (negative experiences) drive employees to contemplate resigning as a means of escaping the toxic environment. The study emphasizes that the persistent nature of bullying exacerbates employees' mental health issues, making it difficult for them to perform optimally and sustain long-term employment.

Furthermore, the relationship between workplace bullying and turnover intention is influenced by the lack of organizational support and ineffective policies to address bullying. Akinbode and Ayodeji (2020) found that many Nigerian organizations lack comprehensive anti-bullying measures, leading to a culture where such behaviors are unchecked. This absence of preventive and corrective mechanisms exacerbates employees' feelings of helplessness and pushes them towards seeking employment in more supportive environments. The study underscores the need for organizations to develop robust frameworks to combat bullying, thereby reducing turnover rates.

The economic implications of high turnover rates are significant, particularly in the competitive Nigerian labor market. Replacing employees entails substantial costs related to recruitment, training, and loss of productivity. Ogunbamila (2018) highlights that organizations facing high turnover due to workplace bullying struggle to maintain a stable and experienced workforce. This instability can lead to decreased organizational efficiency and hinder long-term growth. Therefore, addressing workplace bullying is not only a matter of employee well-being but also a strategic business decision to enhance organizational performance.

Similarly, the finding also revealed that organisational politics has significant positive relationship with employee turnover intention. This implies that as perceptions of political behavior within the organization increase, so does the likelihood of employees considering leaving their job. Recent studies underscore the detrimental impact of perceived organizational politics on job satisfaction and commitment, leading to higher turnover intentions (Albrecht et al., 2023).

One key aspect contributing to this relationship is the erosion of trust and the resultant job dissatisfaction. When employees perceive their workplace as highly political, they often feel that rewards and promotions are not based on merit but on favoritism and manipulation. This creates a sense of injustice and reduces job satisfaction, which in turn, increases the desire to leave the organization (Adebayo & Olorunsola, 2022). Nigerian workers, in particular, may experience heightened sensitivity to these issues due to broader socio-economic challenges, making job stability and satisfaction crucial for their overall well-being.

Moreover, organizational politics can lead to a toxic work environment characterized by stress, conflict, and decreased morale. Employees may feel compelled to engage in political behavior to protect their interests, which can be exhausting and demoralizing. This environment not only affects individual performance but also deteriorates team cohesion and organizational culture, further fueling turnover intentions

(Edeh & Eze, 2023). The competitive nature of such workplaces can lead to burnout, prompting employees to seek more supportive and transparent organizational cultures.

The finding of the second hypothesis revealed that workplace bullying and perceived organizational politics jointly influence turnover intention. Thus, the interplay between workplace bullying and organizational politics creates a highly toxic environment that significantly impacts turnover intentions among Nigerian workers. The finding is inline with research of Akintayo, (2023) who emphasized that both factors independently and jointly exacerbate employees' desire to leave their jobs. When combined, the detrimental effects of workplace bullying and organizational politics are amplified, leading to severe consequences for employee well-being and organizational stability. The presence of bullying, characterized by repeated and persistent negative behavior directed at an individual, coupled with manipulative and self-serving organizational politics, creates an intolerable work environment (Okafor & Osuagwu, 2022).

One of the primary reasons for this heightened turnover intention is the compounded stress and emotional exhaustion that employees experience when subjected to both bullying and organizational politics. Employees feel trapped in an environment where they are not only unfairly targeted by bullies but also unable to rely on a fair and transparent organizational system for redress. This dual strain severely impacts mental health, leading to increased absenteeism, decreased job satisfaction, and ultimately, a higher intention to quit (Adeyemi & Oyetunde, 2023). Nigerian workers, already facing external socio-economic pressures, find this compounded workplace stress particularly intolerable, prompting many to seek employment elsewhere.

Moreover, the presence of workplace bullying and organizational politics undermines the social fabric of the workplace, leading to distrust, fear, and a lack of cooperation among employees. This environment erodes team cohesion and morale, making it difficult for employees to engage effectively with their work and colleagues. The lack of support and increased competition fostered by organizational politics further isolate victims of bullying, making them feel even more vulnerable and unsupported. This toxic combination is a significant predictor of turnover intentions, as employees prioritize their mental health and seek more supportive work environments (Chukwemeka & Eze, 2023).

However, the finding of the last hypotheses revealed no significant difference between male and female employee on turnover intention. Studies indicate that both male and female employees in Nigeria show similar levels of turnover intention when exposed to comparable workplace conditions (Adebola

& Ibrahim, 2023). This suggests that factors influencing turnover, such as job satisfaction, organizational commitment, and perceived organizational support, affect all employees similarly, regardless of gender.

One possible explanation for this parity is the changing socio-economic landscape in Nigeria, where both men and women are increasingly taking on similar roles and responsibilities in the workforce. The convergence of career aspirations and the shared pressures of balancing work and personal life might be contributing to the observed similarity in turnover intentions. Additionally, organizations in Nigeria are progressively adopting more gender-neutral policies and practices, which may help in equalizing work experiences for both genders (Eze & Chukwu, 2022). This shift towards a more inclusive work environment could be mitigating previously observed gender disparities in turnover intentions.

Furthermore, the equal turnover intention across genders could be attributed to the universal challenges faced by Nigerian workers, such as economic instability, inadequate career advancement opportunities, and workplace stress. These factors are pervasive and impact all employees, leading to similar turnover considerations irrespective of gender. To retain talent effectively, Nigerian organizations need to focus on creating supportive work environments, offering clear career progression paths, and addressing workplace stressors. By doing so, they can reduce turnover intentions across the board, benefiting all employees equally (Adebayo & Olorunsola, 2022).

### VIII. Conclusion

The findings of this study underscore the detrimental impact of workplace bullying and organizational politics on employee turnover intention. The absence of gender differences in turnover intentions indicates that these factors universally affect all employees regardless of gender. This highlights the need for organizations to address these issues comprehensively to retain their workforce. By understanding that both men and women are equally likely to consider leaving due to negative workplace behaviors, organizations can implement more effective and inclusive retention strategies.

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