

## POLITICAL BEHAVIOR, ENGAGEMENT, AND TURNOVER INTENTION: A CROSS-SECTIONAL STUDY OF BANK EMPLOYEES

**Khalifa Al Maamari\***

Uniten Business School, Department of Business and Management, Sultan Haji Ahmad Shah Campus, Universiti Tenaga Nasional (UNITEN), Malaysia & Development Bank, Business Planning & Branches Control Department, Muscat, Oman

**Dr. Hamiza Jamaluddin**

Uniten Business School, Department of Business and Management, Sultan Haji Ahmad Shah Campus, Universiti Tenaga Nasional (UNITEN), Malaysia

### **Abstract**

**Background/Aims:** Organisational politics has become an important determinant of employee behaviour, affecting engagement, satisfaction, and turnover. Employee engagement is essential for organisational success, while high turnover rates can threaten productivity and stability. This study aimed to examine the relationships between organisational politics, employee engagement, and turnover intention among employees of the Development Bank (DB).

**Methods:** A descriptive, cross-sectional, correlational study was conducted among 300 full-time DB employees using an online survey. The Organisational Politics Self-Esteem Scale, Utrecht Employee Engagement Scale-9, and Employee Turnover Intention Scale were used for data collection. Statistical analyses, including descriptive statistics, independent t-tests, ANOVA, Pearson correlation, and multiple regression, were performed using IBM SPSS version 30.

**Results:** Participants reported moderate perceptions of organisational politics ( $M = 2.51 \pm 1.10$ ) and high work engagement ( $M = 4.29 \pm 0.77$ ). Significant demographic variations were observed across age, department, and position. Organisational politics dimensions—particularly pay and promotion politics—were positively correlated with turnover intention ( $r = 0.679$ ,  $p < 0.01$ ) and negatively correlated with engagement ( $r = -0.359$ ,  $p < 0.01$ ). The regression model indicated that organisational politics and engagement together explained 62% of the variance in turnover intention. Higher engagement, especially vigour, was inversely associated with turnover intention ( $B = -0.384$ ,  $p < 0.001$ ).

**Conclusions:** Organisational politics significantly influences engagement and turnover intention among DB employees. Promoting transparent management practices, equitable reward systems, and participatory decision-making can strengthen engagement, reduce turnover risk, and enhance organisational effectiveness within the banking sector.

**Keywords:** Organisational Politics; Employee Engagement; Turnover Intention; Banking Sector; Oman

### **1. INTRODUCTION**

Creating a stable and supportive work environment where employees feel valued and motivated is essential for organisational success. In competitive sectors such as banking, retaining skilled and

experienced employees has become increasingly critical for sustaining productivity and innovation. Globally, attention has turned toward workplace dynamics that influence employees' decisions to stay or leave, with organisational politics emerging as a key factor shaping job attitudes, satisfaction, and performance (Buchanan & Badham, 2020; Clercq et al., 2023).

Organisational politics refers to actions aimed at gaining power or personal advantage within an organisation (Kacmar & Ferris, 1991; Meisler et al., 2020). While moderate political behaviour can foster innovation and adaptability, excessive or negative politics can erode trust, fairness, and morale, resulting in stress, dissatisfaction, and disengagement (Fernandez-Perez & Martin-Rojas, 2022). Perceived unfairness in promotions, pay, and recognition can undermine commitment and increase turnover intentions (Imam et al., 2023; Su & Xie, 2023).

Employee engagement—defined as a positive, fulfilling work-related state characterised by vigour, dedication, and absorption (Decuyper & Schaufeli, 2020) has been identified as a crucial determinant of productivity and retention. Engaged employees display higher motivation, commitment, and performance, while disengaged employees are more likely to experience burnout and seek alternative employment (Decuyper & Schaufeli, 2020; Miruthula & Shanmugapriya, 2023). Within banking institutions, engagement is particularly important for sustaining service quality and employee well-being under high-pressure conditions (Quek et al., 2021). However, evidence suggests that organisational politics can reduce engagement by fostering perceptions of inequity and competition rather than collaboration (Ali et al., 2021; Gupta et al., 2021).

Turnover intention—the conscious desire to leave an organisation—is one of the most significant predictors of actual employee turnover (Scanlan & Still, 2019). High turnover rates impose substantial costs on organisations through recruitment, training, and productivity losses (Hsiao et al., 2020). Studies in various sectors have demonstrated that organisational politics and low engagement are strong predictors of turnover intention (Lee & Shin, 2023; Shahid et al., 2022).

In Oman, the banking sector plays a pivotal role in economic growth and job creation. The Development Bank (DB), a government-owned institution, serves as a key financial arm for supporting small and medium-sized enterprises and contributing to national development goals (CBO Annual Report, 2020). Despite this strategic role, DB has faced challenges in employee retention, with internal reports highlighting growing perceptions of organisational politics, limited participation in decision-making, and insufficient engagement initiatives (DB Annual Report, 2021). These factors have reportedly contributed to reduced morale and increased turnover intentions among staff.

Although research on organisational behaviour has expanded globally, studies examining the relationships between organisational politics, employee engagement, and turnover intention remain limited in Oman. Previous research in the region has largely focused on compensation, leadership, and job satisfaction (Al'Abri et al., 2022; Shaqsi & Z, 2018), with little empirical evidence addressing how internal political dynamics affect engagement and turnover within the banking industry. Furthermore, the development-oriented nature of the DB distinguishes it from commercial banks, warranting deeper investigation into its organisational climate and workforce stability.

Understanding these dynamics is crucial for maintaining the DB's operational effectiveness and supporting Oman's Vision 2040 objectives. Insights from this research can inform evidence-based policies that enhance employee engagement, strengthen organisational transparency, and reduce turnover.

The main aim of this study is to investigate the impact of organisational politics on employee engagement and turnover intention among employees of the Development Bank. Specifically, it explores (1) the relationships between the dimensions of organisational politics political behaviour, go-along-to-get-ahead, and pay and promotion politics and turnover intention; (2) the association between organisational politics and employee engagement; and (3) the mediating role of employee engagement in the relationship between organisational politics and turnover intention. By addressing these objectives, the study seeks to contribute to the limited body of literature on organisational behaviour in the Omani banking context and provide practical guidance for enhancing workforce stability and engagement in development-focused institutions.

## **2. METHOD**

### **2.1. Design**

A descriptive, cross-sectional, correlational survey study will be conducted using an online questionnaire created and distributed through Google Surveys. The survey link will be shared with Development Bank employees via WhatsApp, accompanied by an information sheet to encourage participation. Employee email addresses and phone numbers will be obtained from the Human Resources Department solely for survey distribution. The online method is selected to efficiently reach all employees, provide easy access, and facilitate convenient participation.

### **2.2. Participants**

The study will recruit full-time employees of the Development Bank (DB) in Oman who have a minimum tenure of six months to ensure adequate familiarity with the organizational context. A stratified random sampling approach will be used to achieve proportional representation across job roles, departments, and experience levels, giving every eligible employee a known, non-zero chance of selection. A pre-screening step will confirm each participant's length of service; individuals reporting less than six months of employment will be excluded. This strategy ensures a representative sample of DB employees and strengthens the reliability and generalizability of the findings.

With an estimated population of 350 employees at the Development Bank, the required sample size for the main survey was calculated using the Raosoft sample size calculator (Raosoft (2004) . Using a 95% confidence level and a 5% margin of error, the calculator indicated that a minimum of 184 respondents would provide adequate statistical power and representativeness (Hair et al., 2019). Accordingly, the final target sample size was set at 184 or more participants, ensuring that the findings on organizational politics, employee engagement, and turnover intentions are both statistically significant and generalizable to the broader DB workforce.

### **2.3. Measures**

The measurement tools used in this study consisted of four parts

#### *2.3.1. Demographic Characteristics*

Participants will complete a brief questionnaire capturing demographic and occupational details, including gender, nationality, educational level, years of experience, and job role.

### **2.3.2. Organizational Politics Self-Esteem Scale (OPSS)**

Perceptions of organizational politics will be assessed using the 9-item Organizational Politics Self-Esteem Scale (OPSS) developed by Kacmar & Ferris, (1991). This instrument evaluates employees' views of political activity in their workplace across three dimensions: general political behavior, which reflects the belief that decision-making is influenced by informal power dynamics; go-along-to-get-ahead, which captures the perception that employees must conform to political norms to advance; and pay and promotion policies, which measure whether compensation and advancement are seen as driven by favoritism rather than merit. Items are rated on a five-point Likert scale (1 = strongly disagree to 5 = strongly agree), with higher scores indicating stronger perceptions of organizational politics. The OPSS has demonstrated acceptable reliability with a Cronbach's alpha of 0.73.

### **2.3.3. Employee Engagement**

Employee engagement will be measured using the Utrecht Employee Engagement Scale-9 (UEES-9) (Decuyper & Schaufeli, 2020). This validated nine-item tool captures three key facets of engagement—vigor, dedication, and absorption. Vigor reflects energy and resilience in facing challenges, dedication represents enthusiasm and pride in one's work, and absorption denotes deep involvement in tasks. Participants respond on a seven-point Likert scale ranging from 0 (never) to 6 (every day). Scores for each dimension are obtained by averaging the relevant items, with higher averages representing stronger engagement. The UEES-9 has shown excellent internal consistency, reporting an overall Cronbach's alpha of 0.924 and subscale alphas of 0.843 for vigor, 0.861 for dedication, and similarly high reliability for absorption.

### **2.3.4. Employee Turnover Intention**

Turnover Intentions to leave the organization will be evaluated using the Employee Turnover Intention Scale developed by Michaels & Spector, (1982). This concise three-item measure captures the likelihood of resigning, motivation to seek alternative employment, and perceived ease of obtaining another job. Responses are recorded on a five-point Likert scale (1 = strongly disagree to 5 = strongly agree), and higher scores reflect stronger turnover intentions. The scale demonstrates sound psychometric properties, with a content validity index of 0.68 and a Cronbach's alpha of 0.77, supporting its use in organizational research.

## **2.4. Ethical Considerations**

Ethical approval for this study was obtained from the Development Bank Ethics Committee. All participants were informed of the study's purpose, objectives, and potential risks and provided with sufficient information to support voluntary participation. An electronic informed consent form was presented on the first page of the online survey, and participants were required to indicate their consent before accessing the questionnaire.

## **2.5. Data Analyses**

Descriptive statistics were calculated, including means, standard deviations, frequencies, and percentages, according to the type of variable. Independent t-tests and one-way analyses of variance (ANOVA) were performed to examine whether perceptions of political behavior, go-along-to-get-ahead attitudes, pay and promotion politics, and employee-engagement dimensions (dedication, absorption, and vigor) differed across participant demographics such as gender, age, department, position, and years of service.

Pearson correlation coefficients were computed to assess the relationships among the organizational-politics subscales, overall employee engagement and its dimensions, and turnover intention.

Two separate multiple linear regressions were then carried out to evaluate potential predictors of employee engagement and turnover intention. All independent variables—including demographic factors, organizational-politics measures, and engagement subscales—were entered into the respective regression models to identify significant associations. The level of statistical significance was set at  $p < 0.05$ , and all analyses were performed using IBM SPSS Statistics version 30.

### 3. RESULT

A total of 300 employees participated in the study, comprising 174 men (58%) and 126 women (42%). Most were aged 34–44 years (51.3%), and 60.7% had worked at the bank for more than six years. Participants represented diverse departments, with the largest group from Branches (41%), followed by Business Support (11.7%) and Customer Service (10%). Regarding position, 43.3% were employees, 40.3% managers, and the remainder were heads of section or executive management. Overall, 19.7% reported an intention to leave their job (Table 1).

	n	%	Political Behavior			Go Along to Get Ahead			Pay and Promotion Politics			Dedication			Absorption			Vigor			Employee Engagement		
			M	S	P	M	S	P	M	S	P	M	S	P	M	S	P	M	S	P	M	S	P
<b>Gender</b>					0.28			0.04			0.32			0.02			0.04			0.03			0.06
Male	174	58	2.57	1.05		3.23	0.71		2.38	1.14		4.41	0.77		4.44	0.71		4.32	0.85		4.39	0.7	
Female	126	42	2.43	1.16		3.05	0.77		2.24	1.29		4.17	0.9		4.18	0.86		4.08	1.02		4.15	0.84	
<b>Age</b>					0.002			0.007			<0.01			0.47			0.043			0.07			0.13
Below 25	23	7.7	1.99	1.18		2.66	1.1		1.87	1.24		4.13	1.11		4.12	1.02		3.88	1.31		4.04	1.03	
25-34	56	18.7	2.79	1.36		3.28	0.8		2.81	1.39		4.23	0.93		4.14	0.93		4.08	1.09		4.15	0.88	

			Political Behavior			Go Along to Get Ahead			Pay and Promotion Politics			Dedication			Absorption			Vigor			Employee Engagement		
34-44	154	513	2.61	1.01		3.18	0.68		2.44	1.16		4.33	0.83		4.44	0.72		4.23	0.88		4.33	0.75	
45 and above	67	223	2.24	0.92		3.16	0.62		1.86	0.91		4.44	0.61		4.32	0.66		4.41	0.71		4.38	0.56	
<b>Department</b>					<.001			0.007			<.001			0.043			0.002			0.003		0.007	
Branches	123	41	2.67	0.87		3.22	0.66		2.49	1.12		4.33	0.8		4.47	0.62		4.24	0.87		4.34	0.69	
HR	147	4	1.45	0.56		2.86	0.59		1.59	0.72		4.52	0.98		4.36	0.99		4.5	0.91		4.46	0.93	
Finance	177	5	2.09	0.99		3	0.73		1.54	0.64		4.73	0.36		4.78	0.26		4.49	0.58		4.67	0.31	
Customer Service	3010	2	1.05	0.37		2.7	0.01		1.77	0.94		4.54	0.44		4.33	0.64		4.56	0.51		4.48	0.48	
Business Support	357	11	2.61	0.17		3.19	0.71		2.18	0.18		4.26	0.82		4.09	0.96		4.19	0.92		4.18	0.82	
Business Department	3010	2	1.65	0.29		3.39	0.7		2.72	0.33		4.03	0.16		3.99	0.04		4.12	0.17		4.05	0.03	
Risk\ Audit	223	7	2.64	0.13		3.39	0.68		2.28	0.4		4.35	0.8		4.35	0.59		4	0.15		4.23	0.75	
Operation	117	3	2.23	0.21		3.07	0.23		1.93	0.2		4.39	0.66		4.45	0.9		4.39	0.76		4.41	0.54	
Other	186	3	1.08	0.2		3.25	0.91		3.26	0.39		3.89	0.05		3.91	0.03		3.39	0.17		3.73	0.02	
<b>Position</b>					0.033			0.51			0.007			0.007			0.014			0.001		0.004	
Employee	130	433	2.57	0.08		3.1	0.81		2.58	0.28		4.21	0.88		4.27	0.8		4.02	0.99		4.17	0.8	
Head of Section	3311	2	1.31	0.38		3.12	0.69		2.14	0.29		4.06	0.2		4.01	0.21		4.15	0.24		4.07	0.15	
Manager	121	403	2.6	0.02		3.23	0.7		2.15	0.06		4.43	0.65		4.47	0.6		4.37	0.76		4.42	0.59	

		Political Behavior			Go Along to Get Ahead			Pay and Promotion Politics			Dedication			Absorption			Vigor			Employee Engagement		
Executive Management	16	5.3	1.81	1.07	3.06	0.53		1.83	1.02		4.75	0.31		4.44	0.62		4.79	0.42		4.66	0.33	
Years of Service				0.02			0.04		0.65		0.46		0.92		0.14				0.57			
less than 1 year	14	4.7	2.34	1.43	2.91	0.91		2.43	1.05		4.48	0.08		4.19	0.23		4.43	0.08		4.37	0.05	
1-3 years	40	13.3	2.68	1.17	3.18	0.79		2.47	1.19		4.33	0.85		4.35	0.77		4.28	0.99		4.32	0.81	
4-6 years	64	21.3	2.15	1.24	2.89	0.83		2.18	1.05		4.42	0.72		4.33	0.74		4.41	0.81		4.39	0.64	
More than 6 years	182	60.7	2.62	0.98	3.26	0.65		2.33	1.24		4.25	0.85		4.34	0.77		4.12	0.94		4.24	0.78	
Turnover Intention Scale					<.001		<.001		<.001		<.001		<.001		<.001		<.001		<.001		<.001	
Intention to leave (TI ≥3.0)	59	19.7	2.27	0.99	3.05	0.68		1.96	0.96		4.53	0.54		4.49	0.58		4.48	0.63		4.45	0.55	
No Intention to leave (TI <3.0)	241	80.3	3.05	0.98	3.58	0.83		3.79	0.98		3.43	0.17		3.72	0.13		3.14	0.17		3.43	0.03	

### 3.1. Organizational Politics

The findings indicate a moderate overall perception of organizational politics. A mean of  $2.51 \pm 1.10$  for Political Behavior suggests a moderate belief that informal power dynamics influence decisions, while the higher Go-Along-to-Get-Ahead mean of  $3.15 \pm 0.74$  shows the strongest sense of needing to conform to advance. The Pay and Promotion Politics mean of  $2.32 \pm 1.20$  reflects a lower, yet still moderate, perception of favoritism in pay and promotion (Table1).

Perceptions of organizational politics showed several significant demographic differences. Political behavior scores varied by age ( $p = 0.002$ ), department ( $p < 0.001$ ), position ( $p = 0.033$ ), and years of service ( $p = 0.02$ ). Employees aged 25–34 years reported the highest political behavior mean ( $2.79 \pm 1.36$ ), whereas those aged 45 years and older recorded the lowest ( $2.24 \pm 0.92$ ). Departmentally, the “Other” group showed the highest score ( $3.08 \pm 1.20$ ) and HR the lowest ( $1.45 \pm 0.56$ ). Managers reported higher political behavior ( $2.60 \pm 1.02$ ) than those in executive management ( $1.81 \pm 1.07$ ), and employees with 1–3 years of service scored highest ( $2.68 \pm 1.17$ ). The go-along-to-get-ahead dimension also differed significantly by age ( $p = 0.007$ ) and department ( $p = 0.007$ ), with the Business Department and Risk/Audit groups each recording the highest means ( $3.39$ ), while Customer Service showed the lowest ( $2.70 \pm 1.01$ ). For pay and promotion politics, significant differences emerged by age ( $p < 0.001$ ), department ( $p < 0.001$ ), and position ( $p = 0.007$ ). Employees in the “Other” department reported the highest mean ( $3.26 \pm 1.39$ ), whereas HR staff had the lowest ( $1.59 \pm 0.72$ ). Overall, these findings indicate that perceptions of organizational politics differ significantly across age, department, position, and years of service.

### 3.2. Work Engagement

The overall mean score for employee engagement was  $4.29 \pm 0.77$ , indicating a high level of engagement. Subscale means were  $4.22 \pm 0.93$  for vigor,  $4.31 \pm 0.83$  for dedication, and  $4.33 \pm 0.79$  for absorption, all reflecting strong engagement across these dimensions.

Significant differences emerged across demographic and organizational factors. Overall engagement, as well as the vigor and absorption subscales, were significantly lower among female employees ( $p = 0.04$ ) and those aged 45 years or older ( $p = 0.03$ ). Higher turnover intention was strongly linked to lower total engagement and to each subscale ( $p < 0.001$ ). Greater perceptions of political behavior also predicted reduced engagement across vigor, dedication, and absorption ( $p = 0.01$ ).

Multiple linear regression significantly predicted overall employee engagement,  $F(19, 280) = 10.41$ ,  $p < 0.001$ , explaining 41% of the variance. Female gender ( $B = -0.162$ ,  $p = 0.04$ ), age 45 years and above ( $B = -0.228$ ,  $p = 0.03$ ), higher turnover intention ( $B = -0.331$ ,  $p < 0.001$ ), and stronger perceptions of political behavior ( $B = -0.129$ ,  $p = 0.01$ ) were independent predictors of lower total engagement and its three subscales—vigor, dedication, and absorption (Table 2).

**Table 2. Linear regression analyses of factors associated with Employee Engagement**

Variable	B	Std. Error	Beta	t	p	95% CI
Gender = Female	-0.162	0.081	-0.104	-2.005	0.04	-0.321 to -0.003
Age = 45 and above	-0.228	0.105	-0.124	-2.177	0.03	-0.434 to -0.022
Turnover Intention	-0.331	0.039	-0.555	-8.527	<.001	-0.408 to -0.255
Political Behavior	-0.129	0.051	-0.185	-2.550	0.01	-0.228 to -0.029

### 3.3. Employee Turnover Intention

The multiple linear regression model significantly predicted turnover intention,  $F(21, 278) = 21.31$ ,  $p < 0.001$ , accounting for approximately 62% of the variance. Being 25–34 years old was positively associated with turnover intention ( $B = 0.414$ ,  $p = 0.02$ ). Higher scores on Pay and Promotion Politics were also strongly linked to greater turnover intention ( $B = 0.498$ ,  $p < 0.001$ ).

In contrast, higher vigor was negatively associated with turnover intention ( $B = -0.384, p < 0.001$ ), indicating that more energetic and resilient employees were less likely to consider leaving the organization (Table 3).

**Table 3. Linear regression analyses of factors associated with Employee Turnover Intention**

Variable	B	Std. Error	Beta	t	p	95% CI
Age = 25–34	0.414	0.189	0.126	2.188	0.02	0.042 to 0.786
Vigor	-0.384	0.098	-0.279	-3.931	<.001	-0.576 to -0.192
Pay and Promotion Politics	0.498	0.061	0.467	8.102	<.001	0.377 to 0.619

**3.4. Analysis of Relations**

Table 4 presents the correlation analysis of the study variables. Employee engagement showed strong positive correlations with its subscales—vigor ( $r = 0.915, p < 0.01$ ), dedication ( $r = 0.932, p < 0.01$ ), and absorption ( $r = 0.857, p < 0.01$ ). Significant negative correlations were found between employee engagement and the three organizational politics dimensions: political behavior ( $r = -0.359, p < 0.01$ ), go-along-to-get-ahead ( $r = -0.163, p < 0.01$ ), and pay and promotion politics ( $r = -0.390, p < 0.01$ ).

Turnover intention was positively correlated with political behavior ( $r = 0.490, p < 0.01$ ), go-along-to-get-ahead ( $r = 0.309, p < 0.01$ ), and pay and promotion politics ( $r = 0.679, p < 0.01$ ), and negatively correlated with employee engagement ( $r = -0.580, p < 0.01$ ) as well as its subscales of vigor ( $r = -0.615, p < 0.01$ ), dedication ( $r = -0.540, p < 0.01$ ), and absorption ( $r = -0.398, p < 0.01$ ). These results indicate that stronger perceptions of organizational politics are linked to lower employee engagement and higher turnover intention.

**Table 4. Pearson Correlation Coefficients Between Organisational Politics, Employee Turnover Intention, and Employee Engagement**

Variable	Mean	SD	1	2	3	4	5	6	7	8
1. Political Behavior	2.51	1.10	1							
2. Go Along to Get Ahead	3.15	0.74	.544**	1						
3. Pay & Promotion Politics	2.32	1.20	.699**	.421**	1					
4. Dedication	4.31	0.83	-.352**	.177**	-.359**	1				
5. Absorption	4.33	0.79	.224**	-0.038	.246**	.713**	1			
6. Vigor	4.22	0.93	-.383**	.213**	-.436**	.809**	.637**	1		

7. Employee Engagement	4.29	0.77	-	-	-	.932**	.857**	.915**	1	
8. Turnover Intention	1.81	1.28	.490**	.309**	.679**	.540**	.398**	.615**	.580**	1

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

#### 4. DISCUSSION

This study examined the relationships between organisational politics, employee engagement, and turnover intention among employees at the DB. The results showed that employees demonstrated a moderate perception of organisational politics and a high level of work engagement, while nearly one in five employees (19.7%) reported an intention to leave their job. These findings highlight that, despite a generally engaged workforce, the presence of political behaviour and perceived unfairness in promotion and reward systems can negatively affect employee morale and increase turnover risk.

The mean scores of organisational politics dimensions indicated moderate perceptions across the sample. Among these, the go-along-to-get-ahead dimension recorded the highest mean, suggesting that many employees felt compelled to conform to internal politics to progress in their careers. Similar findings have been reported in previous studies, where employees in highly political organisations tend to adopt conformist behaviours to secure career advancement and job stability (Imam et al., 2023; Su & Xie, 2023). The moderate perception of pay and promotion politics in this study aligns with earlier evidence that links favoritism and lack of transparency in human resource practices to dissatisfaction and weakened organisational commitment (Lata et al., 2021; Meisler et al., 2020).

Significant differences in the perception of organisational politics were observed across demographic variables such as age, department, and position. Younger employees (aged 25–34 years) and those with fewer years of service reported higher political behaviour scores, consistent with earlier research suggesting that less experienced staff may feel more vulnerable to organisational politics and power hierarchies (Lee & Shin, 2023). In contrast, older and more experienced employees might develop coping strategies or gain informal influence that buffers them from the effects of workplace politics (Clercq et al., 2023).

The study also revealed high levels of employee engagement across all dimensions—vigour, dedication, and absorption—similar to findings from previous studies in the banking and service sectors (Decuyper & Schaufeli, 2020; Quek et al., 2021). However, regression analysis indicated that female employees and those aged 45 years and above reported lower engagement levels. These results correspond with prior research highlighting that gender and age differences can influence engagement levels, possibly due to work–life balance challenges, generational attitudes toward career progression, or limited advancement opportunities (Miruthula & Shanmugapriya, 2023; Naeem & Ozuem, 2020).

Importantly, the present study demonstrated a strong negative association between organisational politics and employee engagement. Employees who perceived higher political behaviour within the organisation reported lower levels of vigour, dedication, and absorption. This finding supports

prior evidence that perceptions of unfairness, competition, and political manipulation can undermine intrinsic motivation and trust, leading to disengagement (Ali et al., 2021; Burakova et al., 2022). Conversely, transparent and merit-based systems have been shown to enhance engagement and promote a sense of belonging among employees (Fernandez-Perez & Martin-Rojas, 2022).

The regression model predicting turnover intention explained 62% of the variance, indicating that both organisational politics and engagement significantly influence employees' intentions to leave. Pay and promotion politics emerged as a strong positive predictor of turnover intention, reinforcing findings from earlier studies that inequitable reward systems are among the leading causes of employee departure (Hameduddin & Lee, 2021; Shahid et al., 2022). In contrast, vigour a key dimension of engagement was negatively associated with turnover intention, suggesting that energetic, resilient employees are less likely to consider leaving their jobs. This aligns with the Job Demands–Resources (JD-R) theory, which posits that engaged employees possess greater psychological resources to manage workplace challenges (Decuyper & Schaufeli, 2020).

The correlation analysis further confirmed that organisational politics was positively associated with turnover intention and negatively correlated with engagement. These relationships have been consistently reported in international studies, highlighting the dual role of organisational politics as both a potential motivator and a source of conflict, depending on how it is managed (Buchanan & Badham, 2020; Els et al., 2018). The current findings underscore that when employees perceive politics as unfair or manipulative, it diminishes engagement and loyalty, ultimately increasing the desire to leave.

Overall, this study contributes to understanding the interplay between organisational politics, engagement, and turnover in the Omani banking sector. It supports previous international findings that internal political dynamics can shape employee attitudes and behaviour, but it extends this evidence to a new cultural and institutional context. From a practical perspective, the findings highlight the importance of implementing transparent promotion systems, fair reward policies, and employee development programmes to reduce perceptions of politics. Initiatives to strengthen engagement such as participatory decision-making and recognition schemes may also help mitigate turnover intentions and enhance organisational commitment.

This study is limited by its cross-sectional design, which captures data at a single point in time and cannot establish causality between organisational politics, engagement, and turnover intention. The use of self-reported questionnaires may have introduced response bias, as participants could provide socially desirable answers. Conducting the research in a single organisation also limits the generalisability of the findings to other contexts or industries. Future studies using longitudinal or mixed-method designs across multiple institutions are recommended to confirm and expand on these results.

## 5. CONCLUSION

This study revealed that organisational politics has a significant impact on employee engagement and turnover intention among DB employees. Negative perceptions of political behaviour, pay, and promotion practices were linked to lower engagement and higher turnover intentions, while greater engagement—particularly vigour—was associated with reduced turnover. These findings highlight the need for transparent and equitable management practices, participatory decision-making, and strategies that strengthen employee engagement to enhance organisational commitment, reduce turnover risk, and promote overall institutional effectiveness within the banking sector.

### Conflicting Interests

The authors declare no conflicts of interest related to this research, its authorship, or its publication.

### Funding

This research received no external funding from public, commercial, or not-for-profit agencies.

### Contributorship

Khalifa Al Maamari and Dr. Hamiza Jamaluddin contributed equally to the conception and design of the study, data collection, statistical analysis, and drafting of the manuscript. Both authors participated in critical review and final approval of the submitted version and agree to be accountable for all aspects of the work.

### Acknowledgements

The authors wish to express their sincere gratitude to all employees of the Development Bank who participated in this study for their valuable time and input.

### Ethics Declarations

#### Ethics Approval and Consent to Participate

Ethical approval for this study was obtained from the Development Bank Ethics Committee. All procedures were conducted in accordance with the ethical standards of the institutional research committee, the Declaration of Helsinki, and the Nuremberg Code. Prior to participation, all respondents were informed about the study's purpose, objectives, and potential risks. Informed consent was obtained electronically, with participants confirming their voluntary agreement by selecting a consent box before accessing the online questionnaire.

#### Consent for Publication

Not applicable.

## REFERENCES

- [1] Al'Abri, K., Alhadabi, A., & Emam, M. (2022). Association between motivation to leave the teaching profession profiles and job satisfaction among Omani teachers: A latent profile analysis. *Teaching and Teacher Education*, 117, 103807. <https://doi.org/10.1016/j.tate.2022.103807>
- [2] Ali, A., Zhang, Z., & Aman, N. (2021). *Game of Organizational Politics Leading to Turnover Intention* [SSRN Scholarly Paper]. <https://papers.ssrn.com/abstract=3837486>
- [3] Buchanan, D., & Badham, R. (2020). *Power, Politics, and Organizational Change*. SAGE.

- [4] Burakova, M., McDowall, A., & Bianvet, C. (2022). Are organisational politics responsible for turnover intention in French Firefighters? *European Review of Applied Psychology*, 72(5), 100764. <https://doi.org/10.1016/j.erap.2022.100764>
- [5] CBO *Annual Report*. (2020). <https://cbo.gov/sites/assets/Documents/English/Publications/AnnualReports/AnnualReport2020.pdf>.
- [6] Clercq, D. D., Khan, M. A., & Haq, I. U. (2023). Perceived organizational politics and turnover intentions: Critical roles of social adaptive behavior and emotional regulation skills. *Journal of Management & Organization*, 29(2), 247–265. <https://doi.org/10.1017/jmo.2021.26>
- [7] Decuyper, A., & Schaufeli, W. (2020). Leadership and work engagement: Exploring explanatory mechanisms. *German Journal of Human Resource Management*, 34(1), 69–95. <https://doi.org/10.1177/2397002219892197>
- [8] Els, C., Mostert, K., & Woerkom, M. V. (2018). Investigating the impact of a combined approach of perceived organisational support for strengths use and deficit correction on employee outcomes. *SA Journal of Human Resource Management*, 16(0), 11. <https://doi.org/10.4102/sajhrm.v16i0.882>
- [9] Fernandez-Perez, V., & Martin-Rojas, R. (2022). Emotional competencies as drivers of management students' academic performance: The moderating effects of cooperative learning. *The International Journal of Management Education*, 20(1), 100600. <https://doi.org/10.1016/j.ijme.2022.100600>
- [10] Gupta, Dr. N., Singhal, M., & Chauhan, Dr. S. (2021). Impact of Organisational Politics on Employee Turnover and Employee Performance. *International Journal of Business and Management Research*, 9(3), 244–249. <https://doi.org/10.37391/IJBMR.090301>
- [11] Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2019). *Multivariate Data Analysis*. Cengage.
- [12] Hameduddin, T., & Lee, S. (2021). Employee engagement among public employees: Examining the role of organizational images. *Public Management Review*, 23(3), 422–446. Scopus. <https://doi.org/10.1080/14719037.2019.1695879>
- [13] Hsiao, A., Ma, E., Lloyd, K., & Reid, S. (2020). Organizational Ethnic Diversity's Influence on Hotel Employees' Satisfaction, Commitment, and Turnover Intention: Gender's Moderating Role. *Journal of Hospitality and Tourism Research*, 44(1), 76–108. Scopus. <https://doi.org/10.1177/1096348019883694>
- [14] Imam, H., Sahi, A., & Farasat, M. (2023). The roles of supervisor support, employee engagement and internal communication in performance: A social exchange perspective. *Corporate Communications*, 28(3), 489–505. Scopus. <https://doi.org/10.1108/CCIJ-08-2022-0102>
- [15] Kacmar, K. M., & Ferris, G. R. (1991). Perceptions of Organizational Politics Scale (POPS): Development and Construct Validation. *Educational and Psychological Measurement*, 51(1), 193–205. <https://doi.org/10.1177/0013164491511019>

- [16] Lata, L., Mohamed Zainal, S. R., Jan, G., & Memon, U. (2021). The nexus of physical, cognitive, and emotional engagement with academic staff turnover intention: The moderating role of organizational politics. *Global Business and Organizational Excellence*, 40(3), 36–49. <https://doi.org/10.1002/joe.22077>
- [17] Lee, S. E., & Shin, G. (2023). The Effect of Perceived Organizational and Supervisory Support on Employee Engagement During COVID-19 Crises: Mediating Effect of Work-Life Balance Policy. *Public Personnel Management*, 52(3), 401–428. Scopus. <https://doi.org/10.1177/00910260231171395>
- [18] Meisler, G., Drory, A., & Vigoda-Gadot, E. (2020). Perceived organizational politics and counterproductive work behavior: The mediating role of hostility. *Personnel Review*, 49(8), 1505–1517.
- [19] Michaels, C. E., & Spector, P. E. (1982). Causes of employee turnover: A test of the Mobley, Griffeth, Hand, and Meglino model. *Journal of Applied Psychology*, 67(1), 53.
- [20] Miruthula, G., & Shanmugapriya, A. R. (2023). PERSONAL COMPETENCY INFLUENCES ON EMPLOYEE BURNOUT IN BANKING SECTOR. *Revista de Gestao Social e Ambiental*, 17(4). Scopus. <https://doi.org/10.24857/rgsa.v17n4-008>
- [21] Naeem, M., & Ozuem, W. (2020). Exploring the use of social media sites for health professionals' engagement and productivity in public sector hospitals. *Employee Relations*, 43(5), 1029–1051. Scopus. <https://doi.org/10.1108/ER-08-2020-0391>
- [22] *ODB Annual report*. (2021).
- [23] Quek, S. J., Thomson, L., Houghton, R., Bramley, L., Davis, S., & Cooper, J. (2021). Distributed leadership as a predictor of employee engagement, job satisfaction and turnover intention in UK nursing staff\*. *Journal of Nursing Management*, 29(6), 1544–1553. <https://doi.org/10.1111/jonm.13321>
- [24] *Raosoft (2004) Raosoft Sample Size Calculator [Computer Program]*. Raosoft, Inc., Seattle, WA. - References—Scientific Research Publishing. (n.d.). Retrieved October 1, 2025, from <https://www.scirp.org/reference/referencespapers?referenceid=2666184>
- [25] Scanlan, J. N., & Still, M. (2019). Relationships between burnout, turnover intention, job satisfaction, job demands and job resources for mental health personnel in an Australian mental health service. *BMC Health Services Research*, 19(1). Scopus. <https://doi.org/10.1186/s12913-018-3841-z>
- [26] Shahid, M. N., Khan, A. J., Bakar, A., & Bashir, F. (2022). The Mediating Role of Job Satisfaction between Perceived Organizational Politics, Job Stress, Role Conflict, and Turnover Intention: A Covid-19 Perspective. *Review of Education, Administration & Law*, 5(4), Article 4. <https://doi.org/10.47067/real.v5i4.297>
- [27] Shaqsi, A., & Z, A. (2018). *The psychological contract of talented employees: The case of core and support staff in Oman's oil and gas sector* [Ph.D., University of Surrey]. <https://doi.org/10.15126/thesis.00848895>

- [28] Su, W., & Xie, C. (2023). The impact of organizational politics on work engagement—The mediating role of the doctrine of the mean. *Frontiers in Psychology, 14*. <https://www.frontiersin.org/journals/psychology/articles/10.3389/fpsyg.2023.1283855>.