

Perceived organizational politics and quitting plans: an examination of the buffering roles of relational and organizational resources

Dirk De Clercq

Goodman School of Business, Brock University, St. Catharines, Canada, and

Renato Pereira

*Business Research Unit, ISCTE Instituto Universitário de Lisboa,
Lisbon, Portugal and*

Emerging Markets Research Center, ISCIM, Maputo, Mozambique

Abstract

Purpose – The goal of this research is to examine the link between employees' beliefs that organizational decision-making processes are guided by self-serving behaviors and their own turnover intentions, as well as how this link may be buffered by four distinct resources, two that speak to the nature of peer exchanges (knowledge sharing and relationship informality) and two that capture critical aspects of the organizational environment (change climate and forgiveness climate).

Design/methodology/approach – Quantitative survey data were collected among 208 employees who work in the oil and gas sector in Mozambique.

Findings – The results indicate that employees' beliefs about dysfunctional political games stimulate their plans to quit. Yet this translation is less likely to occur to the extent that their peer relationships are marked by frequent and informal exchanges and that organizational leaders embrace change and forgiveness.

Practical implications – For organizations, these findings offer pertinent insights into different circumstances in which decision-related frustrations are less likely to escalate into quitting plans. In particular, such escalation can be avoided to the extent that employees feel supported by the frequency and informal nature of their communication with colleagues, as well as the extent to which organizational leaders encourage change and practice forgiveness.

Originality/value – This study adds to extant research by explicating four unexplored buffers that diminish the risk that frustrations with politicized decision-making translate into enhanced turnover intentions.

Keywords Turnover intentions, Organizational politics, Knowledge sharing, Relationship informality, Change climate, Forgiveness climate, Conservation of resources theory

Paper type Research paper

Introduction

The procedures organizations apply to make decisions can determine the quality of employees' day-to-day work functioning. Adverse decision-making processes, perceived as disadvantageous or threatening, may especially undermine employees' work motivation, job satisfaction, and ultimately, job performance (Hobfoll *et al.*, 2018; Prem *et al.*, 2016). Such organizational adversity is particularly salient with respect to dysfunctional politics, which exist when people in the organization exhibit a general tendency to engage in self-serving behaviors, focused on the pursuit of their own interests instead of those of the organizational collective (Bai *et al.*, 2016; Hochwarter *et al.*, 2003). Negative decision-making dynamics threaten employees, in that they fear their own efforts might be nullified by others' egoistic behaviors (Abbas *et al.*, 2014; Liu *et al.*, 2019). Moreover, organizational politics create a risk of escalation: employees' negative responses to the experienced hardships can make the situation even worse (Cohen and Diamant, 2019; Wiltshire *et al.*, 2014). Accordingly, there is a continued need to understand how employees who suffer from highly politicized decision-



making react, as well as what measures can be taken to avoid a negative spiral (De Clercq and Belausteguigoitia, 2017a; Yang, 2017).

Negative employee reactions to dysfunctional organizational politics might include diminished innovation (Agarwal, 2016) and organizational citizenship behaviors (Khan *et al.*, 2019) or enhanced job stress (Jam *et al.*, 2017) and absenteeism (Gilmore *et al.*, 1996). Yet another detrimental outcome is turnover intentions: Employees might start to make concrete plans to leave their current employment (Memon *et al.*, 2019). Previous studies cite a positive relationship between perceived organizational politics and turnover intentions (Harris *et al.*, 2007b; Miller *et al.*, 2008, 2014), moderated by employees' psychological capital (Abbas *et al.*, 2014), perceptions of control (Poon, 2004) and beliefs about distributive and procedural justice (Harris *et al.*, 2007a). To add to such research insight, we theorize about several additional, hitherto unexplored resources—embedded in peer exchanges and the organizational environment—that might diminish the chances that self-serving organizational decision-making processes spur contemplations of alternative employment.

Our focus notably is on the connection between employees' perceptions of organizational politics and turnover *intentions*, not their actual turnover. Intentions reflect employees' desire to quit voluntarily (Bozeman and Perrewé, 2001), and they can drive actual turnover (Steel and Ovalle, 1984; Tse *et al.*, 2013). But actual turnover also is influenced by external factors, such as available employment opportunities (Mano-Negrin and Tzafrir, 2004), so investigations of turnover intentions, instead of behaviors, are more relevant for explicating how *internal* organizational factors (e.g. dysfunctional political games) indirectly influence turnover rates (Chang *et al.*, 2013; Miller *et al.*, 2014). Investigating turnover intentions, instead of behaviors, also has significant value considering their direct challenges to the organization and employees. When employees ruminate about the possibility of quitting, they become distracted and are less likely to contribute to organizational effectiveness with dedicated work activities (Hilmer *et al.*, 2004; Nuhn *et al.*, 2019). These ruminations also can compromise their own well-being, in that they experience stress when they consider the risks (Guo *et al.*, 2019) or discover their plans are not realistic (Virga *et al.*, 2017).

COR theory

To anchor our arguments about the relationship between perceptions of organizational politics and turnover intentions and some unexplored factors that influence this relationship, we rely on conservation of resources (COR) theory (Hobfoll, 1989; Hobfoll *et al.*, 2018). This theory defines “resources” broadly, as “those objects, personal characteristics, conditions, or energies that are valued in their own right, or that are valued because they act as conduits to the achievement or protection of valued resources” (Hobfoll, 1989, p. 239). When employees experience a situation in which work conditions *seem* to undermine or drain their resources, they steer their energy toward efforts to halt that drainage, because they perceive the need to conserve their current energy assets or resources (Hobfoll and Shirom, 2000). Our focus on *perceived* organizational politics thus aligns with a fundamental element of COR theory, which emphasizes the importance of employees' own cognitive experiences with an organization's internal functioning (Hobfoll, 2001; Malo *et al.*, 2016). Those experiences are what influence relevant work-related attitudes, such as turnover intentions (Abbas *et al.*, 2014).

For this study, we theorize that employees' experienced exposure to politicized decision-making drains their self-esteem—a notable resource that employees seek to protect in the workplace (Hobfoll, 2001)—by hindering their performance and prompting self-depreciating thoughts (Bowling *et al.*, 2010; Treadway *et al.*, 2005). In such a setting, terms such as “resource-draining” and “resource-depleting” capture the probability of diminished self-esteem (Kim and Beehr, 2018). Employees who perceive excessive organizational politics may respond by developing plans to quit, to vent their frustrations and maintain self-esteem

resources (Gardner *et al.*, 2015). The premises of COR theory also suggest that employees' negative responses to resource-depleting conditions, such as dysfunctional political games, vary with the strength or ferocity of the challenges that they thus experience (Abbas *et al.*, 2014; Hobfoll and Shirom, 2000). In particular, their responses may be subdued to the extent that they can draw from valuable resources that protect them from the associated difficulties (Al-Hawari *et al.*, 2020). We accordingly investigate four specific resources—knowledge sharing, relationship informality, change climate and forgiveness climate—that might *diminish* the danger that employees develop a desire to quit their jobs, even in the presence of self-serving organizational decision-making.

Such an escalation may be less likely to the extent that employees maintain peer exchanges that are frequent (Song *et al.*, 1997) and informal (Pooja *et al.*, 2016), as well as to the extent to which they believe organizational leaders are open to change (Shanker *et al.*, 2017) and forgiving (Guchait *et al.*, 2016). These four resources map onto four key factors that feature in Hobfoll's (2001, p. 342) comprehensive list of COR resources: "ability to communicate well," "companionship," "ability to organize tasks," and "understanding from my boss/employer." In addition to capturing these different elements proposed by COR theory, a common denominator underpins all four resources: Each of them can decrease employees' perceived *need* to look for alternative employment, even in the presence of resource-draining organizational politics (Hobfoll and Shirom, 2000). As we outline in the hypothesis development, to the extent that employees have access to these four resources, the likelihood that disappointment about how decisions are made in the organization escalates into enhanced quitting plans should be *subdued*.

In addition to this commonality, we select these four focal resources because of their *complementary* roles, along different dimensions. First, knowledge sharing and relationship informality are embedded in interactions that take place with *colleagues* (De Clercq *et al.*, 2016; Li and Liu, 2019), whereas change and forgiveness climates reflect how *organizational leaders* run the company, such that they might be flexible and encourage change (Scott and Bruce, 1994) or appear merciful and avoid holding grudges (Cameron and Caza, 2002). Second, both resource pairs are complementary *within* their respective categories. Knowledge sharing captures the frequency of exchanges with peers, and relationship informality speaks to the nature of those exchanges. These relational resources do not necessarily go hand-in-hand: Some employees may communicate frequently but only formally, and others may have informal relationships even though they interact only sporadically (Nahapiet and Ghoshal, 1998; Tsai, 2002). A change climate speaks to the extent to which organizational leaders encourage employees to speak their minds (Liang *et al.*, 2012), but a forgiveness climate reflects how leaders react when employees are not successful in their work efforts (Guchait *et al.*, 2016). Here again, these behaviors might not necessarily occur together in organizational leaders. The four resources, conceptualized as moderators, thus offer a logical, encompassing set of factors that may reduce the risk that beliefs about dysfunctional politics translate into active plans to leave.

Contributions

We seek to contribute to extant research by detailing the buffering effects of four pertinent resources on the organizational politics–turnover intentions relationship, which emerges due to their beneficial influences on employees' perceptions of the urgency to react to politicized decision-making with plans to quit (Hobfoll *et al.*, 2018). Notably, we focus on the *concurrent* interplay of politics with the four resources, not how these resources directly inform beliefs about self-serving organizational decision-making. Therefore, yet another reason for our investigation of these four focal resources is that it enables us to contribute to extant research that shows that such beliefs may be more likely when employees maintain poor relationships

with other members (Atinc *et al.*, 2010; Vigoda-Gadot *et al.*, 2011) or operate in unfavorable organizational climates (Poon, 2003; Vashdi *et al.*, 2013). Our goal is to explicate how these focal resources enhance employees' desire to leave when they *already* suffer from resource-draining organizational politics. This alternative approach is valuable, in that it pinpoints different means that organizations can use to avoid a negative spiral in which dysfunctional politics beget another negative outcome, namely, employees who want to escape. In the proposed conceptual model in Figure 1, the baseline relationship accordingly links employees' perceptions of organizational politics to their turnover intentions, and this relationship is mitigated by the four resources, spanning two categories: (1) knowledge sharing and relationship informality in peer exchanges and (2) change and forgiveness climates established by organizational leaders.

Research hypotheses

Perceived organizational politics and turnover intentions

According to COR theory, employees respond to resource-depleting work conditions by seeking to reduce the likelihood of further resource losses (Hobfoll and Shirom, 2000). If employees feel disappointed about dysfunctional politics, they might develop a desire to quit, to protect their self-esteem resources and feel good about themselves (Bentein *et al.*, 2017; Ralston *et al.*, 2010). Their beliefs that their organization endorses self-serving behaviors within its ranks may be so upsetting that they make plans to quit as a coping strategy, which helps them release their irritations (Andrews *et al.*, 2016; Chang *et al.*, 2009). Suffering from highly politicized decision-making also threatens their professional success (Siu *et al.*, 2013; Yang, 2017), so employees seek to avoid self-depreciating thoughts by plotting their escape from the precarious situation (Gardner *et al.*, 2015; Hobfoll, 2001). Decision-making processes predicated on self-serving favoritism, instead of true performance, also convey the sense that other members in the organization have little respect for diligent work efforts and contributions (Grimland *et al.*, 2012). Motivated by these frustrations to find some way to deal with the situation, employees likely seek to improve their job situation (Abbas *et al.*, 2014; Karatepe, 2013). If the organization appears undeserving of their loyalty, quitting might even seem justified (Agarwal, 2016; Chang *et al.*, 2009). Conversely, if employees are happy with how their organization makes decisions, such that they are not subject to resource-draining

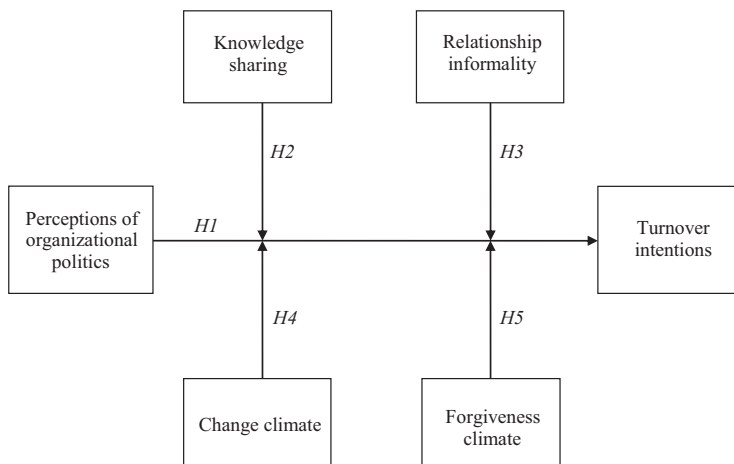


Figure 1.
Conceptual model

dysfunctional politics, they perceive less need to look for alternative employment (Hobfoll and Shirom, 2000). We accordingly hypothesize:

- H1. There is a positive relationship between employees' perceptions of organizational politics and their turnover intentions.

Moderating role of knowledge sharing

Employees' negative responses to resource-draining organizational politics are mitigated if they have access to valuable, relational resources that make these responses less essential (Hobfoll, 2001). One such resource is knowledge sharing with colleagues (Cabrera and Cabrera, 2005). When employees feel threatened by self-centered organizational decision-making processes, access to pertinent knowledge may diminish their desire to quit their jobs, because peer-provided knowledge can help them understand the rationale for unfavorable decision practices (Atinc *et al.*, 2010; Wang and Noe, 2010), and then the practices may seem less intrusive and more acceptable (De Clercq and Belausteguigoitia, 2017a). With these enhanced insights, employees may be less upset by the behind-the-scenes mentality that marks politicized decision-making (Kacmar and Baron, 1999) and better able to maintain a certain level of positive energy with respect to their employment situation (Quinn *et al.*, 2012). Ultimately, they thus may have fewer self-deprecating thoughts about their organizational functioning (Bowling *et al.*, 2010), so making plans to leave becomes relatively unwarranted (Hobfoll and Shirom, 2000).

- H2a. The positive relationship between employees' perceptions of organizational politics and their turnover intentions is mitigated by their knowledge sharing with peers.

Moderating role of relationship informality

Another relevant aspect of employees' peer exchanges is the extent to which they are informal in nature, such that employees spend significant time with their colleagues in social situations and know one another on a personal level (Li and Liu, 2019; Nahapiet and Ghoshal, 1998). When they possess this relational resource, employees feel more comfortable sharing their deeply felt frustrations about the adverse conditions they encounter at work (Pooja *et al.*, 2016). Similar to the benefits of knowledge sharing, employees who know their peers on a personal level may obtain valuable insights about *why* the organization makes the decisions it does, so the politicized decisions may seem less threatening (Atinc *et al.*, 2010; Kacmar and Baron, 1999). In addition, the social element of their interactions may create a sense of a common fate; employees feel like they are in the same boat, in terms of being exposed to dysfunctional decision-making (Cohen and Wills, 1985; Pooja *et al.*, 2016). A feeling of solidarity can immunize people to work-related hardships (Jam *et al.*, 2017), so employees who realize their colleagues face similar challenges may experience less need to vent their frustrations. Consistent with the logic of COR theory, the resource-depleting effect of dysfunctional politics may be contained by the emotional support provided by strong peer relationships, which reduces desires to quit (Hobfoll, 2001).

- H2b. The positive relationship between employees' perceptions of organizational politics and their turnover intentions is mitigated by their relationship informality with peers.

Moderating role of change climate

Employees' desire to vent their frustrations about dysfunctional politics by making plans to leave also could be mitigated if they believe that they operate in an organizational climate that embraces change (Scott and Bruce, 1994). According to COR theory, irritations with resource-

draining work conditions are less likely to generate negative outcomes if other, valuable organizational resources enable people to address or *undo* these conditions (Hobfoll and Shirom, 2000). Employees who believe that organizational leaders are flexible and open to change feel more in control of their work functioning and better positioned to *alter* existing decision-making processes (Shanker *et al.*, 2017; Spiegelaere *et al.*, 2014). Accordingly, they should be less upset about resource-draining politicized decision-making, making it less likely overall that their irritations translate into quitting plans (Hobfoll, 2001). Employees who believe that organizational leaders embrace change even might experience a sense of *attraction* to the decision-making process, because the climate grants them opportunities to take advantage and exploit decision-making efforts in ways that help instead of hurt them (Liang *et al.*, 2012; Scott and Bruce, 1994). Conversely, employees who perceive a rigid, inflexible organizational climate may feel particularly constrained by highly politicized decision-making, so their desire to release their frustrations by planning to quit grows even stronger.

H3a. The positive relationship between employees' perceptions of organizational politics and their turnover intentions is mitigated by their beliefs that organizational leaders embrace a change climate.

Moderating role of forgiveness climate

Finally, the harmful effect of employees' perceptions of organizational politics on their turnover intentions should be weaker when they believe that organizational leaders tend to forgive errors (Cameron and Caza, 2002). As COR theory predicts, benevolent organizational climates enable employees to speak up about the hardships associated with resource-draining conditions (Hobfoll, 2001). If employees sense that organizational leaders are forgiving, they might be more likely to voice their concerns about the presence of self-serving organizational tendencies, despite the risk associated with such behaviors (Fehr and Gelfand, 2012; Guchait *et al.*, 2016). Employees then can vent their frustrations, organizational leaders can explain and clarify how decisions are made (Rosen *et al.*, 2011), and employees also might enhance their organizational standing as contributors who care about the organization (Morrison, 2011). Expressions of concern, based on pertinent evidence, should be welcomed by organizational leaders who work to establish a forgiveness climate, and this form of support may steer employees away from thoughts of alternative employment.

H3b. The positive relationship between employees' perceptions of organizational politics and their turnover intentions is mitigated by their beliefs that organizational leaders embrace a forgiveness climate.

Method

Data collection

The hypotheses were tested with survey data collected among employees in a Mozambican company that competes in the oil and gas sector. The conceptual arguments of this study are country neutral; the nature of the hypothesized relationships should not vary across countries. Still, this country context is relevant for testing the proposed theoretical framework for several reasons. From a general perspective, by moving beyond dominant Western settings, this study addresses calls for more studies on how employees in various national contexts, including those in African organizations, respond to challenging work environments (Abubakar, 2018; Chinomona and Mofokeng, 2016). But in addition, studying Mozambique is interesting in light of two potentially opposing forces that resonate with our theoretical framework, reflecting two cultural values. On the one hand, Mozambique scores

high on uncertainty avoidance, implying that employees might feel strongly threatened by uncertainty-inducing decision-making processes (Hofstede *et al.*, 2010; Li *et al.*, 2020), which could stimulate their propensities to release frustrations by making plans to quit. On the other hand, its high level of collectivism, and corresponding concerns for the well-being of the organizational collective, might make employees reluctant to “overreact” to negative organizational situations with plans to leave (Hofstede *et al.*, 2010). These contrasting dynamics make Mozambique a captivating setting, with pertinent value for any organization that operates in collectivist, uncertainty-avoiding cultural contexts.

Our focus on an organization that operates in the oil and gas sector also has value. As noted in a recent study that discusses organizational decision-making in companies that operate in the same sector in Angola, which also has the same cultural (i.e. Portuguese) heritage as Mozambique, “the internal rivalry and strict hierarchical structures that mark these companies [. . .] create variations among employees in terms of their ability to move up the corporate ladder” (De Clercq and Pereira, 2021, p. 6). Because organizations in this sector tend to be rigid and highly formalized, organizational politicization, as a tactic to circumvent red tape and speed up decision-making, may be a likely phenomenon (Ishiyama *et al.*, 2018; Pinkse and Gasbarro, 2019; Silvestre *et al.*, 2018) [1]. Our single industry focus also diminishes the difficulties that tend to arise in multi-industry studies, in which it is impossible to capture relevant industry factors, such as those that influence employees’ ability to find alternative employment (Virga *et al.*, 2017). Notably, Mozambique’s economy, including its oil and gas sector, suffers from relatively high unemployment rates (World Bank Group, 2019), so it might not be simple for employees to quit their jobs. Considering the relative difficulty of finding alternative employment in this sector—which should reduce turnover intentions broadly—this study setting helps us undertake a particularly conservative test of the question of how *variation* in perceived organizational politics might be associated with *variation* in plans to quit their jobs (Warner, 2013). If perceptions of organizational politics effectively increase employees’ quitting plans even in this challenging setting, the effects likely will be even more prominent in environments in which it is easier to find another job (Mano-Negrin and Tzafirir, 2004). Moreover, as mentioned previously, by studying turnover intentions (not actual turnover), we account for existing evidence that such intentions primarily are driven by employee beliefs about internal factors, not uniquely informed by a lack of alternative job opportunities (Chang *et al.*, 2013; De Clercq and Belausteguigoitia, 2017b).

The working language in the focal organization is Portuguese, so we used well-established translation–back translation procedures to fine-tune the survey, with the help of two bilingual translators (Brislin *et al.*, 1973). We also administered a pilot version of the survey to five employees, who were not part of the focal data collection and who represented different hierarchical levels and functional areas. With their input, we checked whether the wording was understandable and enhanced the readability of the survey questions. Further, special care was taken to protect the rights of the main study participants. In particular, the invitation statement that accompanied the paper-based survey emphasized that complete confidentiality was guaranteed, that only the researchers would have access to the data, that the organization would not know who participated or not, and that any research reports would only include aggregated data patterns. Moreover, it was made clear that there were no good or bad answers, such that it was essential for the quality of the study that participants answer the questions as honestly as possible. After having obtained an endorsement from the organization’s senior management, our sample frame consisted of a random list of 300 employees, out of about 500 employees, who were fully employed by the organization. The organization does not employ people with temporary contracts or outsource people from other companies. From the 300 randomly contacted employees, we received 208 completed surveys, for a response rate of 69%. Among the respondents, 35% were women, their average

age was 37 years, 88% had a university degree, they had worked in their current jobs for an average of 9 years, 41% had supervisory responsibilities, and they worked in different functional areas (43% operations, 17% sales and 40% administration).

Measures

The six focal constructs were measured with previously validated scales, each of which used seven-point Likert anchors that ranged from 1 (“strongly disagree”) to 7 (“strongly agree”).

Turnover intentions: To measure the extent to which employees make plans to quit their jobs, we applied a five-item measure of turnover intentions (Bozeman and Perrewé, 2001). For instance, participants indicated whether “At the present time, I am actively searching for another job in a different organization” or “I am thinking about quitting my job at the present time” (Cronbach’s alpha = 0.90).

Perceived organizational politics: To assess the degree to which employees believe that organizational decision-making is predicated on self-serving behaviors, we relied on a four-item scale of perceived organizational politics (De Clercq and Belausteguigoitia, 2017a). The respondents rated, for example, whether “There is a lot of self-serving behavior going on in the company” and “People do what’s best for them, not what’s best for the company” (Cronbach’s alpha = 0.88).

Knowledge sharing: We assessed the extent to which employees regularly communicate with their peers with a four-item scale of knowledge sharing (De Clercq et al., 2016). For example, respondents indicated if “My colleagues and I regularly communicate with each other” and “There is a high level of knowledge sharing between my colleagues and myself” (Cronbach’s alpha = 0.89).

Relationship informality: We measured the extent to which employee exchanges with peers are informal in nature with a four-item scale of social interaction (Pooja et al., 2016). Example items were, “My colleagues and I know each other on a personal level” and “My relationship with my colleagues is very informal” (Cronbach’s alpha = 0.81).

Change climate: Employees’ beliefs that organizational leaders are open to change were assessed with a four-item scale of organizational support for change (Scott and Bruce, 1994). They rated items such as “Organizational leaders are responsive to change” and “Organizational leaders can be described as flexible” (Cronbach’s alpha = 0.89).

Forgiveness climate: To assess employees’ beliefs that organizational leaders are forgiving of mistakes, we used a three-item scale of forgiveness climate (Guchait et al., 2016). For example, respondents assessed whether “Organizational leaders are willing to overlook most errors, mistakes, and offenses” and “Organizational leaders do not hold grudges” (Cronbach’s alpha = 0.70).

Control variables: We included five control variables in the statistical models: gender (1 = female), age (in years), education level (1 = non-university; 2 = undergraduate university, 3 = graduate university), job tenure (in years), job level (1 = line worker, 2 = intermediate level, 3 = supervisor, 4 = senior management) and job function (three dummy variables: operations, sales and administration, with the latter as the base category for the regression analysis). Female and longer-tenured employees may exhibit more loyalty to their employing organization (Griffeth et al., 2000); employees’ age, job position and functional area also might influence the attractiveness or feasibility of quitting plans (De Clercq and Belausteguigoitia, 2017b; Dello Russo et al., 2020).

Construct validity: A confirmatory factor analysis of a six-factor measurement model affirmed the presence of convergent validity. The fit of this model was adequate: $\chi^2(237) = 626.10$, confirmatory fit index = 0.87, incremental fit index = 0.87, Tucker–Lewis index = 0.85, root mean squared error of approximation = 0.09 and standardized root mean square residual = 0.06. The average variances extracted also exceeded the cut-off of 0.50 (Bagozzi and Yi, 1988)—except for a 0.46 value for forgiveness climate—and each

measurement item loaded very strongly on its corresponding constructs ($p < 0.001$) (Gerbing and Anderson, 1988). Evidence of discriminant validity was apparent, in that the fit of the 15 models that included constrained construct pairs (correlations equal 1) was significantly worse than the fit of the unconstrained counterparts (correlations free to vary) ($\Delta\chi^2_{(1)} > 3.84$, $p < 0.05$; Anderson and Gerbing, 1988).

Common method bias: Two diagnostic tests confirmed that common source bias was not a concern. First, Harman's one-factor test revealed that the six central constructs—turnover intentions, perceptions of organizational politics, knowledge sharing, relationship informality, change climate and forgiveness climate—were responsible for only 30% of the total data variance. Second, the six-factor measurement model exhibited significantly better fit than that of a one-factor model in which all items loaded on one factor ($\chi^2_{(15)} = 1,434.24$, $p < 0.001$). From a research design perspective, conceptual models that include multiple moderating effect relationships are less likely to suffer from common source bias, because respondents have a hard time guessing the research hypotheses or adjusting their responses to such predictions (Brockner *et al.*, 1997).

Results

Table 1 shows the correlations and descriptive statistics of the variables; Table 2 reports the results of the hierarchical moderated regression. Model 1 included the control variables; Model 2 added perceptions of organizational politics, Model 3 added the direct effects of the four resources, and Models 4–7 added the interactions of perceptions of organizational politics with knowledge sharing, relationship informality, change climate and forgiveness climate interaction terms, respectively. Following prior recommendations, these interaction terms were estimated in separate equations, because their concurrent estimation tends to hide true moderating relationships (Covin *et al.*, 2006; De Clercq and Belausteguigoitia, 2017a). The constructs were mean-centered before the product terms were calculated (Aiken and West, 1991).

The results in Model 1 reveal that female employees were somewhat more likely than their male counterparts to make plans to leave ($\beta = 0.355$, $p < 0.10$), as were employees with higher positions in the organization ($\beta = 0.302$, $p < 0.05$). Consistent with the baseline premise in Hypothesis 1 that frustrations with self-serving organizational decision-making spur quitting plans, Model 2 reveals a positive relationship between perceptions of organizational politics and turnover intentions ($\beta = 0.533$, $p < 0.001$). In relationships beyond the theoretical focus of this study, the results in Model 3 show a (weak) direct positive relationship of knowledge sharing ($\beta = 0.152$, $p < 0.10$); perhaps employees share information about external job opportunities with one another. They also indicate a direct negative relationship of forgiveness climate ($\beta = -0.157$, $p < 0.05$) with turnover intentions.

Models 4–5 confirm the hypothesized mitigating effects of the two relational resources: Knowledge sharing ($\beta = -0.151$, $p < 0.01$) and relationship informality ($\beta = -0.103$, $p < 0.01$) buffer the positive relationship between perceptions of organizational politics and turnover intentions. The likelihood that employees' exposure to highly politicized decision-making escalates into a higher propensity to quit is lower among employees who communicate with their peers, regularly (Hypothesis 2a) or informally (Hypothesis 2b). Models 5–6 similarly generate evidence of the mitigating roles of the two organizational resources. The positive relationship between perceptions of organizational politics and turnover intentions is weaker when employees express higher perceptions of a change climate ($\beta = -0.100$, $p < 0.001$) or forgiveness climate ($\beta = -0.155$, $p < 0.001$). The risk that perceptions about politicized decision-making lead to increased contemplations about alternative employment decreases when organizational leaders embrace change (Hypothesis 3a) or forgiveness (Hypothesis 3b). Figures 2–5 depict these buffering effects, showing the patterns when the moderators operate at one standard deviation above and below their respective means [2].

	1	2	3	4	5	6	7	8	9	10	11	12	13
1. Turnover intentions													
2. POP	0.607**												
3. Knowledge sharing	-0.074	-0.249**											
4. Relationship informality	-0.047	-0.081	0.383**										
5. Change climate	-0.317**	-0.466**	0.344**	0.128									
6. Forgiveness climate	-0.370**	-0.417**	0.207**	0.433**									
7. Gender (1 = female)	0.099	0.231**	-0.100	0.013	-0.026	-0.336**							
8. Age	0.061	-0.009	-0.097	-0.061	0.109	-0.062	0.015						
9. Education level	0.091	-0.067	0.203**	0.033	0.095	0.084	-0.135	0.077					
10. Job tenure	-0.005	-0.033	-0.008	-0.049	0.122	0.031	-0.017	0.778**	-0.059				
11. Job level	0.162*	0.104	-0.185**	0.045	-0.183**	-0.180	-0.137*	0.004	0.095	-0.087			
12. Production	0.042	0.127	-0.004	0.098	-0.052	-0.004	-0.025	0.179**	0.234**	0.131	0.187**		
13. Sales	0.066	0.168*	-0.059	-0.152*	-0.193**	-0.044	0.036	-0.199**	-0.194**	-0.113	-0.117	-0.396**	
Mean	2.727	4.076	5.719	4.576	4.393	4.046	3.51	36.587	2.212	9.201	2.332	0.428	0.173
Standard deviation	1.313	1.553	1.058	1.296	1.545	1.154	0.478	6.776	0.632	5.908	0.755	0.496	0.379

Note(s): N = 208. POP = perceptions of organizational politics
* $p < 0.05$; ** $p < 0.01$

Table 1. Correlations and descriptive statistics

	Model 1	Model 2	Model 3	Model 4	Model 5	Model 6	Model 7
Gender (1 = female)	0.355 ⁺	-0.051	-0.128	-0.137	0.019	-0.146 q	-0.176
Age	0.024	0.018	0.019	0.015	0.017	0.006	-0.006
Education level	0.201	0.276*	0.238 ⁺	0.155	0.201 ⁺	0.267*	0.297**
Job tenure	-0.015	-0.006	-0.007	-0.003	-0.006	0.008	0.023
Job level	0.302*	0.166 ⁺	0.153	0.118	0.155	0.159	0.174 ⁺
Production	0.074	-0.297 ⁺	-0.271	-0.299 ⁺	-0.321*	-0.216	-0.192
Sales	0.446 ⁺	-0.109	-0.119	-0.055	-0.213	-0.082	-0.041
H1: POP		0.533***	0.498***	0.523***	0.513***	0.492***	0.468***
Knowledge sharing			0.152 ⁺	0.196*	0.177*	0.122	0.153*
Relationship informality			-0.037	-0.020	-0.020	-0.033	-0.018
Change climate			-0.030	-0.044	-0.049	0.000	-0.029
Forgiveness climate			-0.157*	-0.128 ⁺	-0.102	-0.193**	-0.235**
H2a: POP × Knowledge sharing							
H2b:					-0.103**		
POP × Relationship informality							
H3a: POP × Change climate						-0.100***	
H3b: POP × Forgiveness climate							-0.155***
R ²	0.067	0.407	0.432	0.457	0.450	0.462	0.477
Change in R ²		0.340***	0.025 ⁺	0.025**	0.018**	0.030***	0.045***

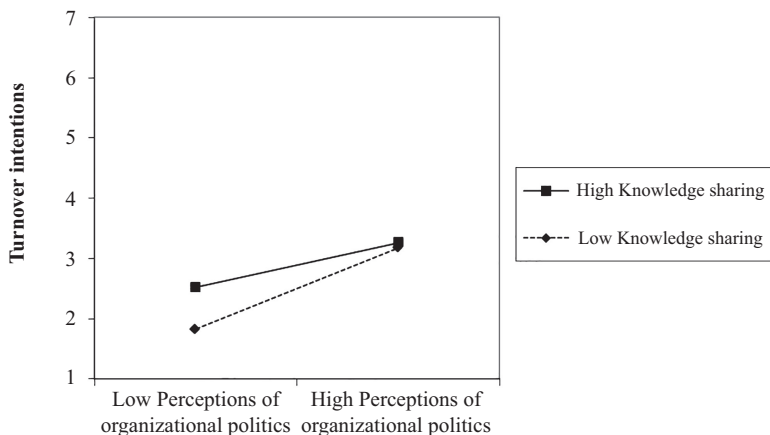
Note(s): N = 208. Unstandardized coefficients. POP = perceptions of organizational politics
⁺p < 0.10; *p < 0.05; **p < 0.01; ***p < 0.001 (two-tailed)

Table 2.
Regression results
(dependent variable:
turnover intentions)

Post hoc analyses

We performed two post hoc analyses. First, to assess the *simultaneous* influence of the four contingent resources on employees' responses to perceived organizational politics, we calculated three-way interaction terms. Of the six possible combinations, two are significant

Figure 2.
Moderating effect of
knowledge sharing on
the relationship
between perceptions of
organizational politics
and turnover
intentions



and negative: perceptions of organizational politics \times relationship informality \times knowledge sharing ($\beta = -0.121, p < 0.05$) and perceptions of organizational politics \times change climate \times knowledge sharing ($\beta = -0.089, p < 0.01$) [3]. The similarity in the (negative) signs between the two-way interaction terms reported in Table 2 and these three-way interaction terms indicates *reinforcing* effects. That is, the buffering roles of relationship informality and change climate in the perceived organizational politics–turnover intentions relationship are stronger to the extent that employees frequently exchange information. Perhaps through these exchanges, they learn how to leverage these features to protect against the hardships of dysfunctional politics. Due to the post hoc nature of this analysis, this interpretation is speculative; further qualitative studies would be useful to establish how employees interpret various features of their work environments concurrently. Such studies also could examine the effect of similarity to an ideal *configuration*, in which each focal resource operates at its maximum levels, on how employees respond to political decision-making with quitting plans, or not (De Clercq *et al.*, 2010).

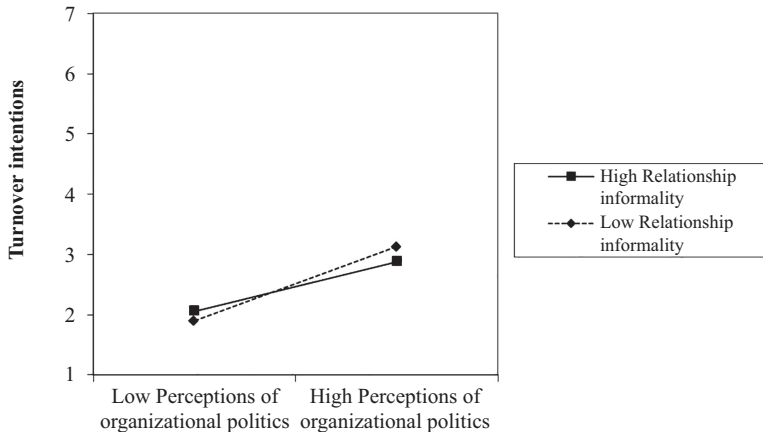


Figure 3. Moderating effect of relationship informality on the relationship between perceptions of organizational politics and turnover intentions

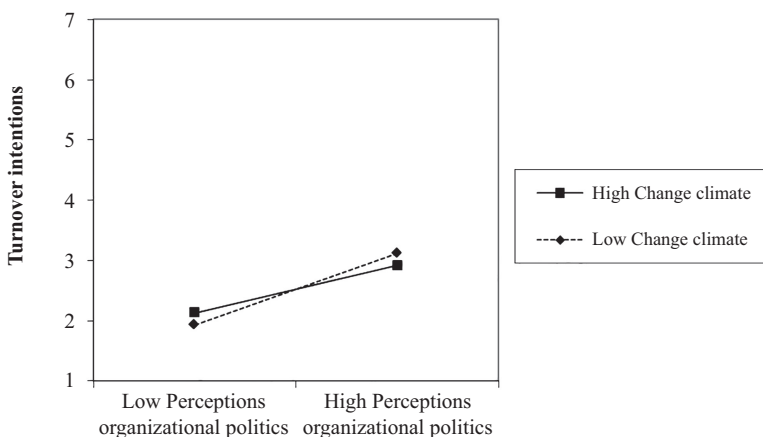
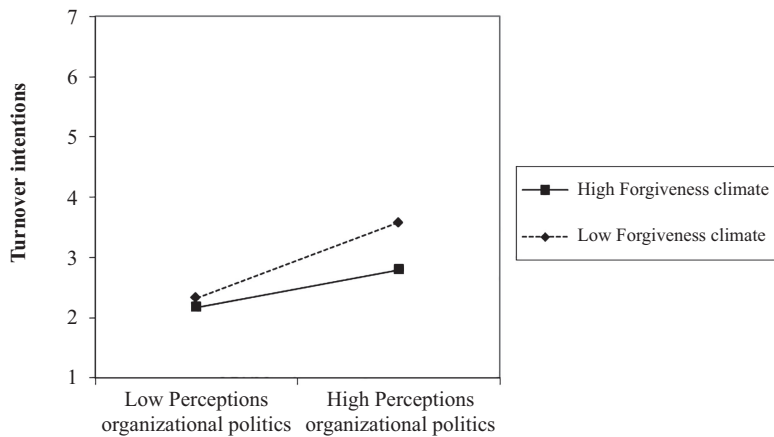


Figure 4. Moderating effect of change climate on the relationship between perceptions of organizational politics and turnover intentions

Figure 5.
Moderating effect of
forgiveness climate on
the relationship
between perceptions of
organizational politics
and turnover
intentions



Second, in light of the relatively low mean value of the turnover intentions variable (2.727 on a 7-point Likert scale; [Table 1](#)), we performed a power analysis with G*Power ([Faul et al., 2007](#)) to check if the sample was large enough to generate acceptable statistical power. To achieve a high power level of 0.95 for a multiple regression model with 13 predictors (gender, age, education level, job tenure, job level, production, sales, perceptions of organizational politics, knowledge sharing, relationship informality, change climate, forgiveness climate and perceptions of organizational politics \times knowledge sharing in Model 4, [Table 2](#)), in combination with an effect size of Cohen's $f^2 = 0.841$ (corresponding with the R^2 -value of 0.457 in Model 4), the sample size must be at least 43. The required sample sizes for Models 5, 6 and 7 are 44, 42 and 41, respectively. Our sample size of 208 greatly exceeds these thresholds, so our sample is large enough to predict turnover intentions meaningfully ([Faul et al., 2007](#)).

Discussion

Theoretical implications

The central theoretical contribution of this research is that it pinpoints several hitherto overlooked contingency factors that mitigate the escalation of perceived organizational politics into enhanced turnover intentions. This contribution complements the well-established argument that for employees who are convinced that self-serving drivers define organizational decision-making, the associated threats to their professional well-being tend to stimulate a desire to release their frustrations, in the form of plans to quit (e.g. [Harris et al., 2007b](#); [Miller et al., 2014](#)). Unfavorable decision-making processes compromise their organizational standing and signal a wider dismissal of their work efforts ([Abbas et al., 2014](#); [Siu et al., 2013](#)). Following the logic of COR theory, employees react to this resource-draining situation with concrete plans to leave, as a means to avoid additional resource losses ([Grimland et al., 2012](#); [Hobfoll, 2001](#)). These plans seem justified by the presence of decision-making processes that endorse egoism over performance ([Hochwarter et al., 2003](#)) and leave employees feeling as if their dedicated work contributions are in vain. The positive relationship between perceived organizational politics and turnover intentions, with its robust grounding in COR theory, likely applies across many countries, yet the risk-avoidant nature of Mozambique might cause uncertainty-inducing political decision-making to be perceived as even more intrusive and threatening ([Hofstede et al., 2010](#)).

This study reveals four specific factors that *diminish* the probability that beliefs about politicized decision-making translate into active quitting plans. That is, this negative spiral can be disrupted to the extent that employees can rely on two protective relational and two protective organizational resources. Do employees communicate with their peers frequently? Are the interactions informal? Do organizational leaders embrace change? Are they forgiving? The perceived need to express frustrations with resource-draining politicized decision-making, as plans to leave, gets subdued when employees can answer these questions in the affirmative, because they regularly and informally communicate with one another, and they consider their organizational leaders flexible and merciful. The four conditions make it *less* likely that employees want to quit, even if they suffer from highly politicized decision-making processes (Hobfoll *et al.*, 2018).

What makes these findings important from a theoretical perspective is that they go beyond the recognized *direct* effects that favorable peer exchanges (Jacobs and Roods, 2011; Kwon, 2017) or organizational climates (Kang *et al.*, 2011; Shen *et al.*, 2014) have on employees' turnover intentions, by underscoring their *buffering* roles. That is, the focus of this study is on the indirect but therefore no less beneficial roles that these factors play in employees' ability to deal with the hardships of dysfunctional politics. It accordingly pinpoints four distinct and unexplored ways in which the risk that one adverse situation (organizational politics) leads to another (potential employee turnover) can be contained. From a different perspective, the study also provides the critical theoretical insight then that organizational decision makers should be particularly worried about the possibility that valuable employees will leave in response to self-centered decision-making dynamics, *if* those employees feel isolated and cannot rely on the specific relational and organizational resources that are the focus of this research.

Practical implications

This study has various implications for managerial practice. Managers should be aware that deeply felt frustrations about self-serving decision-making can escalate into a desire among employees to abandon ship and look for alternative employment. A focus on self-serving choices, instead of performance-based decisions, may compromise employees' sense of self-worth, to which they react with seemingly justified plans to leave. As a caveat, we recognize that some employees might accept a certain degree of politics in the workplace; they may consider it inevitable for large hierarchical organizations or else anticipate benefits if they possess adequate political skills (Brouer *et al.*, 2011; Mintzberg, 1985). It would be interesting to consider how the rigidity of an organization's structure may inform employees' responses to perceived organizational politics. Still, our empirical findings strongly support well-established evidence of the dark side of politicized decision-making, which gives precedence to egoism at the expense of the collective good (Abbas *et al.*, 2014; De Clercq and Belaustegui, 2017a).

As an important implication of this study, we assert that organizations that hope to avoid a scenario in which their workforces become distracted by quitting plans should find effective ways to identify employees who indicate especially strong concerns about the political nature of organizational decision-making. Such identification could be challenging, to the extent that employees do not want to be perceived as complainers or weak (Jam *et al.*, 2017; Kacmar and Baron, 1999). Different measures could help *overcome* employees' reluctance to complain about dysfunctional political games though. For example, organizations could organize open discussion forums, during which they clarify decision-making procedures while also listening carefully to employee concerns about whether these procedures are effectively implemented (Wang and Noe, 2010). In parallel, they could establish one-on-one feedback sessions between employees and representatives of the human resource department, through which employees

feel comfortable venting their frustrations, or appoint an ombudsman or ombudswoman who handles pertinent employee complaints in a formal and confidential manner (Harrison and Doerfel, 2006).

Yet perhaps the greatest value of this study accrues to organizations for which it is impossible to eradicate dysfunctional, politicized decision-making processes from their ranks (Atinc *et al.*, 2010). These organizations need some option to avoid a downward spiral, whereby negative beliefs about dysfunctional politics drive employees away. As the results of this study show, there is significant value potential in finding effective ways to stimulate and hone high-quality relationship building among employees. Specific initiatives in this regard could include offsite training programs that stimulate open, frequent communication and informal peer interactions (Wang and Noe, 2020). Such outcomes might be achieved through role playing, simulation games, or social events that bring employees from across the organization together and enable them to get to know one another on a personal level. In addition, there could be merit in promoting structured, on-the-job training initiatives that encourage employees to reach out to colleagues in the face of adverse organizational decision-making (Ahadi and Jacobs, 2017).

Moreover, employees are better positioned to cope with politically driven decision-making processes when they sense that changes to the processes are possible, and they feel encouraged to take the initiative to suggest areas of organizational improvement. For example, organizational leaders could ensure the credibility of options for invoking change by providing employees with adequate resources (e.g. budget, time) to alter the status quo, as well as by creating a culture that rewards change efforts (Kerr and Slocum, 2005). The results of our study also speak to the value of *not* punishing employees for errors that they might make in the course of doing their jobs. For example, to the extent that organizational leaders do not hold grudges against dedicated employees who complain, constructively, about dysfunctional decision practices, it becomes more likely that these leaders can learn about the existence of this pertinent problem and then do something about it. Ultimately, the promotion of an organizational climate that endorses change and forgiveness reduces the troublesome risk that the organization loses valuable employees because of their frustrations with dysfunctional politics.

Limitations and future research directions

This study has some weaknesses, which open doors for additional research. First, the possibility of reverse causality cannot be eliminated, due to the cross-sectional research design. The arguments were grounded in established COR theory—which predicts that disappointments with resource-depleting decision-making spur employees to release the associated frustrations (Hobfoll and Shirom, 2000)—but it is possible that employees' contemplations about alternative employment generate negative thoughts about their work situation (Guo *et al.*, 2019), which then might stimulate beliefs about the presence of dysfunctional politics. Research that measures the focal constructs at different points in time could address this issue by estimating cross-lagged effects (Antonakis *et al.*, 2010). In a similar vein, our argument that perceived organizational politics lead to quitting intentions, due to employees' desire to conserve their self-esteem resources, is consistent with COR theory (Bentein *et al.*, 2017; Hobfoll, 1989), but it would be interesting to measure this intermediate mechanism directly.

Another useful extension might examine whether employees' turnover intentions translate into actual turnover behavior and how the translation depends on a combination of *internal* factors (e.g. the moderators we study or whether family members are employed in the same organization) and *external* factors (e.g. the presence of a pandemic crisis and the associated difficulty of finding external employment alternatives). Longitudinal studies could establish whether internal or external factors are most influential in moderating the link

between employees' turnover intentions and actual turnover behavior, and also whether their quitting plans reflect realistic threats to leave or if they instead are meant to vent frustrations, in the hope of influencing organizational decision-making processes.

Further, we examined the moderating effects of four complementary resources that capture relevant aspects of employees' relational and organizational contexts; each of them diminishes the perceived need to penalize an employer with quitting plans. It would be useful to examine the buffering roles of other contextual factors too, such as trust in peers or leaders (Schaubroeck *et al.*, 2013) and person–organization fit (Boon and Biron, 2016). Yet another interesting angle would be to consider *individual* buffers, such as employees' political savvy (Brouer *et al.*, 2011) or mindfulness (Andrews *et al.*, 2014). Examining the relative strength of alternative moderators would be a worthwhile endeavor, as would comparing the power of the four focal resources we study with these alternative factors.

By examining a single *organization*, we avoid empirical concerns about unobserved differences at the firm level that may inform employees' propensities to make quitting plans. Nonetheless, it would be useful to assess the external validity of the results by undertaking multi-firm investigations that account for pertinent organizational-level factors, such as centralization and formalization (Claver-Cortés *et al.*, 2012) or whether organizational recruitment policies ensure adequate person–organization fit (Turban *et al.*, 2001). In terms of *industry*, as we indicated in the Method section, alternative employment opportunities may be limited in the (Mozambican) oil and gas sector, so when our statistical analyses generate significant support for the theorized effects, *despite* this constraint, it arguably corroborates the validity of the tested theoretical framework. Nonetheless, it would be interesting to examine the role of pertinent industry-related factors, with respect to the availability of opportunities (Virga *et al.*, 2017). Continued research could explicitly investigate whether, in industries in which employment opportunities are abundant, the relationship between adverse organizational decision-making processes and turnover intentions might be even *stronger*, because the individual risk of quitting is lower. Moreover, such research could compare the relative salience of internal (relational and organizational resources) and external (e.g. supply-demand dynamics in the labor market) factors for predicting *both* turnover intentions and subsequent turnover behaviors.

Finally, with regard to *country*-level effects, by anchoring the theoretical arguments in the well-established COR framework, we enhance the probability that the results apply across different countries. Similar to our discussion of the industry, the strength, *not* the nature, of the hypothesized relationships might vary across countries. As our arguments in the Method section indicated, the relationship strength may depend on the contrasting roles of uncertainty avoidance and collectivism, such that the former stimulates quitting plans in the presence of uncertainty-inducing organizational politics, but the latter subdues them (Hofstede *et al.*, 2010). We find strong support for our baseline hypothesis, so it appears that the effect of uncertainty avoidance prevails. That is, even if turnover intentions might harm the organizational collective, uncertainty-invoking politicized decision-making is a strong determinant of employees' quitting plans. Without a formal investigation of cultural factors, this interpretation is speculative though, so we urge researchers to explicate the roles of specific cultural features, as well as other cultural values, with *cross-country* comparisons. It also would be useful to examine the roles of employees' corresponding *individual* preferences and values in the relationship between perceptions of organizational politics and turnover intentions, such as their risk aversion (Loi and Ngo, 2010) or collectivistic orientation (Eby and Dobbins, 1997).

Conclusion

This study addresses relevant *conditions* in which employees' frustrations with adverse organizational decision-making increase their desire to look for alternative employment.

These frustrations can generate a counterproductive dynamic that culminates in employees' concrete plans to quit their jobs. The extent to which this dynamic can be contained depends on different resources, embedded in both peer relationships and the organizational climate. We hope this study serves as catalyst for continued examinations of how organizations can avoid a spiral, in which unfavorable decision-making processes escalate into negative responses, because they find ways to effectively hone and leverage the valuable resources available within their ranks.

Notes

1. Informal conversations with the senior management of the focal organization echoed this focus on formalization and strict policies, as informed by its concerns about decision-making efficiency and operational safety.
2. According to Dawson (2014), moderator values are somewhat artificial; the patterns of the interaction plots only reveal the nature of the interactions and cannot provide a formal test of moderating effects. A formal test requires consideration of whether the product terms are significant in the regression equations (Dawson, 2014), as was the case in our study.
3. The detailed results are available on request.

References

- Abbas, M., Raja, U., Darr, W. and Bouckenoghe, D. (2014), "Combined effects of perceived politics and psychological capital on job satisfaction, turnover intentions, and performance", *Journal of Management*, Vol. 40, pp. 1813-1830.
- Abubakar, A.M. (2018), "Linking work-family interference, workplace incivility, gender and psychological distress", *Journal of Management Development*, Vol. 37, pp. 226-242.
- Agarwal, U.A. (2016), "Examining perceived organizational politics among Indian managers", *International Journal of Organizational Analysis*, Vol. 24, pp. 415-437.
- Ahadi, S. and Jacobs, R.L. (2017), "A review of the literature on structured on-the-job training and directions for future research", *Human Resource Development Review*, Vol. 16, pp. 323-349.
- Aiken, L.S. and West, S.G. (1991), *Multiple Regression: Testing and Interpreting Interactions*, Sage, Newbury Park, CA.
- Al-Hawari, M., Bani-Melhem, S. and Samina, Q. (2020), "Do frontline employees cope effectively with abusive supervision and customer incivility? Testing the effect of employee resilience", *Journal of Business and Psychology*, Vol. 35, pp. 223-240.
- Anderson, J.C. and Gerbing, D.W. (1988), "Structural equation modeling in practice: a review and recommended two-step approach", *Psychology Bulletin*, Vol. 103, pp. 411-423.
- Andrews, M.C., Kacmar, K.M. and Kacmar, C. (2014), "The mediational effect of regulatory focus on the relationships between mindfulness and job satisfaction and turnover intentions", *Career Development International*, Vol. 19, pp. 494-507.
- Andrews, M.C., Kacmar, K.M. and Valle, M. (2016), "Surface acting as a mediator between personality and attitudes", *Journal of Managerial Psychology*, Vol. 31, pp. 1265-1279.
- Antonakis, J., Bendahan, S., Jacquart, P. and Lalive, R. (2010), "On making causal claims: a review and recommendations", *The Leadership Quarterly*, Vol. 21, pp. 1086-1120.
- Atinc, G., Darrat, M., Fuller, B. and Parker, B.W. (2010), "Perceptions of organizational politics: a meta-analysis of theoretical antecedents", *Journal of Managerial Issues*, Vol. 22, pp. 494-513.
- Bagozzi, R.P. and Yi, Y. (1988), "On the evaluation of structural equation models", *Journal of the Academy of Marketing Science*, Vol. 16, pp. 74-94.
- Bai, Y., Han, G.H. and Harms, P.D. (2016), "Team conflict mediates the effects of organizational politics on employee performance: a cross-level analysis in China", *Journal of Business Ethics*, Vol. 139, pp. 95-109.

-
- Bentein, K., Guerrero, S., Jourdain, G. and Chênevert, D. (2017), "Investigating occupational disidentification: a resource loss perspective", *Journal of Managerial Psychology*, Vol. 32, pp. 530-546.
- Boon, C. and Biron, M. (2016), "Temporal issues in person-organization fit, person-job fit and turnover: the role of leader-member exchange", *Human Relations*, Vol. 69, pp. 2177-2200.
- Bowling, N.A., Eschleman, K.J., Wang, Q., Kirkendall, C. and Alarcon, G. (2010), "A meta-analysis of the predictors and consequences of organization-based self-esteem", *Journal of Occupational and Organizational Psychology*, Vol. 83, pp. 601-626.
- Bozeman, D.P. and Perrewé, P.L. (2001), "The effect of item content overlap on organizational commitment questionnaire-turnover cognition relationships", *Journal of Applied Psychology*, Vol. 86, pp. 161-173.
- Brislin, R.W., Lonner, W. and Thorndike, R.M. (1973), *Cross-cultural Research Methods*, John Wiley & Sons, New York, NY.
- Brockner, J., Siegel, P.A., Daly, J.P., Tyler, T. and Martin, C. (1997), "When trust matters: the moderating effect of outcome favorability", *Administration Science Quarterly*, Vol. 42, pp. 558-583.
- Brouer, R.L., Harris, K. and Kacmar, K.M. (2011), "The moderating effects of political skill on the perceived politics-outcome relationships", *Journal of Organizational Behavior*, Vol. 32, pp. 869-885.
- Cabrera, E.F. and Cabrera, A. (2005), "Fostering knowledge sharing through people management practices", *International Journal of Human Resource Management*, Vol. 16, pp. 720-735.
- Cameron, K. and Caza, A. (2002), "Organizational and leadership virtues and the role of forgiveness", *Journal of Leadership and Organizational Studies*, Vol. 9, pp. 33-48.
- Chang, C.-H., Rosen, C.C. and Levy, P.E. (2009), "The relationship between perceptions of organizational politics and employee attitudes, strain, and behavior: a meta-analytic examination", *Academy of Management Journal*, Vol. 52, pp. 779-801.
- Chang, W.-J., Wang, Y.-S. and Huang, T.-C. (2013), "Work design-related antecedents of turnover intention: a multilevel approach", *Human Resource Management*, Vol. 52, pp. 1-26.
- Chinomona, E. and Mofokeng, T.M. (2016), "Impact of organisational politics on job dissatisfaction and turnover intention: an application of social exchange theory on employees working in Zimbabwean small and medium enterprises (SMEs)", *Journal of Applied Business Research*, Vol. 32, pp. 857-870.
- Claver-Cortés, E., Pertusa-Ortega, E. and Molina-Azorín, J.F. (2012), "Characteristics of organizational structure relating to hybrid competitive strategy: implications for performance", *Journal of Business Research*, Vol. 65, pp. 993-1002.
- Cohen, A. and Diamant, A. (2019), "The role of justice perceptions in determining counterproductive work behaviors", *International Journal of Human Resource Management*, Vol. 30, pp. 2901-2924.
- Cohen, S. and Wills, T.A. (1985), "Stress, social support, and the buffering hypothesis", *Psychological Bulletin*, Vol. 98, pp. 310-357.
- Covin, J.G., Green, K.M. and Slevin, D.P. (2006), "Strategic process effects on the entrepreneurial orientation-sales growth rate relationship", *Entrepreneurship: Theory and Practice*, Vol. 30, pp. 57-81.
- Dawson, J. (2014), "Moderation in management research: what, why, when, and how", *Journal of Business and Psychology*, Vol. 29, pp. 1-19.
- De Clercq, D. and Belausteguigoitia, I. (2017a), "Mitigating the negative effect of perceived organizational politics on organizational citizenship behavior: moderating roles of contextual and personal resources", *Journal of Management and Organization*, Vol. 23, pp. 689-708.
- De Clercq, D. and Belausteguigoitia, I. (2017b), "Reducing the harmful effect of role ambiguity on turnover intentions: the roles of innovation propensity, goodwill trust, and procedural justice", *Personnel Review*, Vol. 46, pp. 1046-1069.

- De Clercq, D. and Pereira, R. (2021), "When are employees idea champions? When they achieve progress at, find meaning in, and identify with work", *Personnel Review*, Vol. 50 No. 3, pp. 1003-1021, doi: [10.1108/PR-08-2019-0461](https://doi.org/10.1108/PR-08-2019-0461).
- De Clercq, D., Dimov, D. and Thongpapanl, N. (2010), "The moderating impact of internal social exchange processes on the entrepreneurial orientation-performance relationship", *Journal of Business Venturing*, Vol. 25, pp. 87-103.
- De Clercq, D., Dimov, D. and Belausteguigoitia, I. (2016), "Perceptions of adverse work conditions and innovative behavior: the buffering roles of relational resources", *Entrepreneurship: Theory and Practice*, Vol. 40, pp. 515-542.
- Dello Russo, S., Parry, E., Bosak, J., Andresen, M., Apospori, E., Bagdadli, S., Chudzikowski, K., Dickmann, M., Ferencikova, S., Gianecchini, M., Hall, D.T., Kaše, R., Lazarova, M. and Reichel, A. (2020), "Still feeling employable with growing age? Exploring the moderating effects of developmental HR practices and country-level unemployment rates in the age-employability relationship", *International Journal of Human Resource Management*, Vol. 31, pp. 1180-1206.
- Eby, L.T. and Dobbins, G.H. (1997), "Collectivistic orientation in teams: an individual and group-level analysis", *Journal of Organizational Behavior*, Vol. 18, pp. 275-295.
- Faul, F., Erdfelder, E., Lang, A.G. and Buchner, A. (2007), "G*Power. A flexible statistical power analysis program for the social, behavioral and biomedical sciences", *Behavior Research Methods*, Vol. 39, pp. 175-191.
- Fehr, R. and Gelfand, M.J. (2012), "The forgiving organization: a multilevel model of forgiveness at work", *Academy of Management Review*, Vol. 37, pp. 664-688.
- Gardner, D.G., Huang, G., Niu, X., Pierce, J.L. and Lee, C. (2015), "Organization-based self-esteem, psychological contract fulfillment, and perceived employment opportunities: a test of self-regulatory theory", *Human Resource Management*, Vol. 54, pp. 933-953.
- Gerbing, D.W. and Anderson, J.C. (1988), "An updated paradigm for scale development incorporating unidimensionality and its assessment", *Journal of Marketing Research*, Vol. 25, pp. 186-192.
- Gilmore, D.C., Ferris, G.R., Dulebohn, J.H. and Harrell-Cook, G. (1996), "Organizational politics and employee attendance", *Group and Organization Studies*, Vol. 21, pp. 481-494.
- Griffeth, R.W., Hom, P.S. and Gaertner, S. (2000), "A meta-analysis of antecedents and correlates of employee turnover: update, moderator tests, and research implications for the next millennium", *Journal of Management*, Vol. 26, pp. 463-488.
- Grimland, S., Vigoda-Gadot, E. and Baruch, Y. (2012), "Career attitudes and success of managers: the impact of chance event, protean, and traditional careers", *International Journal of Human Resource Management*, Vol. 23, pp. 1074-1094.
- Guchait, P., Lanza-Abbott, J.A., Madera, J.M. and Dawson, D. (2016), "Should organizations be forgiving or unforgiving? A two-study replication of how forgiveness climate in hospitality organizations drives employee attitudes and behaviors", *Cornell Hospitality Quarterly*, Vol. 57, pp. 379-395.
- Guo, Y.-F., Plummer, V., Lam, L., Wang, Y., Cross, W. and Zhang, J.P. (2019), "The effects of resilience and turnover intention on nurses' burnout: findings from a comparative cross-sectional study", *Journal of Clinical Nursing*, Vol. 28, pp. 499-508.
- Harris, K.J., Andrews, M.C. and Kacmar, K.M. (2007a), "The moderating effects of justice on the relationship between organizational politics and workplace attitudes", *Journal of Business and Psychology*, Vol. 22, pp. 135-144.
- Harris, R.B., Harris, K.J. and Harvey, P. (2007b), "A test of competing models of the relationships among perceptions of organizational politics, perceived organizational support, and individual outcomes", *Journal of Social Psychology*, Vol. 147, pp. 631-655.
- Harrison, T.R. and Doerfel, M.L. (2006), "Competitive and cooperative conflict communication climates: the influence of ombuds processes on trust and commitment to the organization", *International Journal of Conflict Management*, Vol. 17, pp. 129-153.

- Hilmer, S., Hilmer, B. and McRoberts, G. (2004), "The real costs of turnover: lessons from a call center", *Human Resource Planning*, Vol. 27, pp. 34-41.
- Hobfoll, S.E. (1989), "Conservation of resources. A new attempt at conceptualizing stress", *American Psychologist*, Vol. 44, pp. 513-524.
- Hobfoll, S.E. (2001), "The influence of culture, community, and the nested-self in the stress process: advancing conservation of resource theory", *Applied Psychology: International Review*, Vol. 50, pp. 337-369.
- Hobfoll, S.E. and Shirom, A. (2000), "Conservation of resources theory: applications to stress and management in the workplace", in Golembiewski, R.T. (Ed.), *Handbook of Organization Behavior*, 2nd ed., Dekker, New York, NY, pp. 57-81.
- Hobfoll, S.E., Halbesleben, J., Neveu, J.-P. and Westman, M. (2018), "Conservation of resources in the organizational context: the reality of resources and their consequences", *Annual Review of Organizational Psychology and Organizational Behavior*, Vol. 5, pp. 103-128.
- Hochwarter, W.A., Kacmar, C., Perrewé, P.L. and Johnson, D. (2003), "Perceived organizational support as a mediator of the relationship between politics perceptions and work outcomes", *Journal of Vocational Behavior*, Vol. 63, pp. 438-456.
- Hofstede, G.H., Hofstede, G.J. and Minkov, M. (2010), *Cultures and Organizations: Software of the Mind. Intercultural Cooperation and its Importance for Survival*, 3rd ed., McGraw-Hill, New York, NY.
- Ishiyama, J., Martinez, M. and Ozsut, M. (2018), "Do 'resource-cursed states' have lower levels of social and institutional trust? Evidence from Africa and Latin America", *Social Science Quarterly*, Vol. 99, pp. 872-894.
- Jacobs, E.J. and Roodt, G. (2011), "The mediating effect of knowledge sharing between organisational culture and turnover intentions of professional nurses", *South African Journal of Information Management*, Vol. 13, pp. A1-A6.
- Jam, F.A., Donia, M.B.L., Raja, U. and Ling, C.H. (2017), "A time-lagged study on the moderating role of overall satisfaction in perceived politics: job outcomes relationships", *Journal of Management and Organization*, Vol. 23, pp. 321-336.
- Kacmar, K.M. and Baron, R.A. (1999), "Organizational politics: the state of the field, links to related processes, and an agenda for future research", in Ferris, G. (Ed.), *Research in Personnel and Human Resource Management*, JAI Press, Greenwich, CT.
- Kang, D.-S., Stewart, J. and Kim, H. (2011), "The effects of perceived external prestige, ethical organizational climate, and leader-member exchange (LMX) quality on employees' commitments and their subsequent attitudes", *Personnel Review*, Vol. 40, pp. 761-784.
- Karatepe, O.M. (2013), "Perceptions of organizational politics and hotel employee outcomes", *International Journal of Contemporary Hospitality Management*, Vol. 25, pp. 82-104.
- Kerr, J. and Slocum, J.W. Jr (2005), "Managing corporate culture through reward systems", *Academy of Management Executive*, Vol. 19, pp. 130-138.
- Khan, N.A., Khan, A.N. and Summan, G. (2019), "Relationship between perception of organizational politics and organizational citizenship behavior: testing a moderated mediation model", *Asian Business and Management*, Vol. 18, pp. 122-141.
- Kim, M. and Beehr, T.A. (2018), "Organization-based self-esteem and meaningful work mediate effects of empowering leadership on employee behaviors and well-being", *Journal of Leadership and Organizational Studies*, Vol. 25, pp. 385-398.
- Kwon, H.W. (2017), "A social embeddedness perspective on turnover intention: the role of informal networks and social identity evidence from South Korea", *Public Personnel Management*, Vol. 46, pp. 263-287.
- Li, Y. and Liu, C. (2019), "The power of coworkers in service innovation: the moderating role of social interaction", *International Journal of Human Resource Management*, Vol. 30, pp. 1956-1976.

- Li, C., Liang, J. and Farh, J.-L. (2020), "Speaking up when water is murky: an uncertainty-based model linking perceived organizational politics to employee voice", *Journal of Management*, Vol. 46, pp. 443-469.
- Liang, J., Farh, C.I.C. and Farh, J.-L. (2012), "Psychological antecedents of promotive and prohibitive voice: a two-wave examination", *Academy of Management Journal*, Vol. 55, pp. 71-92.
- Liu, M.L., Lin, C.-P., Joe, S.-W. and Chen, K.-J. (2019), "Modeling knowledge sharing and team performance", *Management Decision*, Vol. 57, pp. 1472-1495.
- Loi, R. and Ngo, H. (2010), "Mobility norms, risk aversion, and career satisfaction of Chinese employees", *Asia Pacific Journal of Management*, Vol. 27, pp. 237-255.
- Malo, M., Tremblay, I. and Brunet, L. (2016), "Cognitive adjustment as an indicator of psychological health at work: development and validation of a measure", *Journal of Vocational Behavior*, Vol. 92, pp. 33-43.
- Mano-Negrin, R. and Tzafirir, S.S. (2004), "Job search modes and turnover", *Career Development International*, Vol. 9, pp. 442-458.
- Memon, M.A., Salleh, R., Mirza, M.Z., Cheah, J.-H., Ting, H. and Ahmad, M.S. (2019), "Performance appraisal satisfaction and turnover intention", *Management Decision*, Vol. 58, pp. 1053-1066.
- Miller, B.K., Rutherford, M.A. and Kolodinsky, R.W. (2008), "Perceptions of organizational politics: a meta-analysis of outcomes", *Journal of Business and Psychology*, Vol. 22, pp. 209-222.
- Miller, B.K., Adair, E.A., Nicols, K.M. and Smart, D.L. (2014), "Hindering the help: politics and engagement in volunteer service organizations", *Journal of Managerial Issues*, Vol. 26, pp. 365-387.
- Mintzberg, H. (1985), "The organization as political arena", *Journal of Management Studies*, Vol. 22, pp. 133-154.
- Morrison, E.W. (2011), "Employee voice behavior: integration and directions for future research", *Academy of Management Annals*, Vol. 5, pp. 373-412.
- Nahapiet, J. and Ghoshal, S. (1998), "Social capital, intellectual capital, and the organizational advantage", *Academy of Management Review*, Vol. 23, pp. 242-268.
- Nuhn, H.F.R., Heidenreich, S. and Wald, A. (2019), "Performance outcomes of turnover intentions in temporary organizations: a dyadic study on the effects at the individual, team, and organizational level", *European Management Review*, Vol. 16, pp. 255-271.
- Pinkse, J. and Gasbarro, F. (2019), "Managing physical impacts of climate change: an attentional perspective on corporate adaptation", *Business and Society*, Vol. 58, pp. 333-368.
- Pooja, A.A., De Clercq, D. and Belausteguigoitia, I. (2016), "Job stressors and organizational citizenship behavior: the roles of organizational commitment and social interaction", *Human Resource Development Quarterly*, Vol. 27, pp. 373-405.
- Poon, J.M.L. (2003), "Situational antecedents and outcomes of organizational politics perceptions", *Journal of Managerial Psychology*, Vol. 18, pp. 138-155.
- Poon, J.M.L. (2004), "Moderating effect of perceived control on perceptions of organizational politics outcomes", *International Journal of Organization Theory and Behavior*, Vol. 7, pp. 22-40.
- Prem, R., Kubicek, B., Diestel, S. and Korunka, C. (2016), "Regulatory job stressors and their within-person relationships with ego depletion: the roles of state anxiety, self-control effort, and job autonomy", *Journal of Vocational Behavior*, Vol. 92, pp. 22-32.
- Quinn, R.W., Spreitzer, G.M. and Lam, C.F. (2012), "Building a sustainable model of human energy in organizations: exploring the critical role of resources", *Academy of Management Annals*, Vol. 6, pp. 337-396.
- Ralston, D.A., Lee, C.H., Perrewé, P.L., Van Deussen, C., Vollmer, G.R., Maignan, I., Tang, M., Wan, P. and Rossi, A.M. (2010), "A multi-society examination of the impact of psychological resources on stressor-strain relationships", *Journal of International Business Studies*, Vol. 41, pp. 652-670.

- Rosen, C.C., Harris, K.J. and Kacmar, K.M. (2011), "LMX, context perceptions, and performance: an uncertainty management perspective", *Journal of Management*, Vol. 37, pp. 819-838.
- Schaubroeck, J.M., Peng, A.C. and Hannah, S.T. (2013), "Developing trust with peers and leaders: impacts on organizational identification and performance during entry", *Academy of Management Journal*, Vol. 56, pp. 1148-1168.
- Scott, S.G. and Bruce, R.A. (1994), "Determinants of innovative behavior: a path model of individual innovation in the workplace", *Academy of Management Journal*, Vol. 37, pp. 580-607.
- Shanker, R., Bhanugopan, R., van der Heijden, B.I.J.M. and Farrell, M. (2017), "Organizational climate for innovation and organizational performance: the mediating effect of innovative work behavior", *Journal of Vocational Behavior*, Vol. 100, pp. 67-77.
- Shen, Y., Jackson, T., Ding, C., Yuan, D., Zhao, L., Dou, Y. and Zhang, Q. (2014), "Linking perceived organizational support with employee work outcomes in a Chinese context: organizational identification as a mediator", *European Management Journal*, Vol. 32, pp. 406-412.
- Silvestre, H.C., Gomes, R.C., Lamba, J.R. and Correia, A.M. (2018), "Implementation of Brazil's energy policy through the national oil company: from institutional chaos to strategic order", *Energy Policy*, Vol. 119, pp. 87-96.
- Siu, O.-L., Lu, C.-Q. and Spector, P.E. (2013), "Direct and indirect relationship between social stressors and job performance in Greater China: the role of strain and social support", *European Journal of Work and Organizational Psychology*, Vol. 22, pp. 520-531.
- Song, X.M., Montoya-Weiss, M. and Schmidt, J.B. (1997), "Antecedents and consequences of cross-functional cooperation: a comparison of R&D, manufacturing, and marketing perspectives", *Journal of Product Innovation Management*, Vol. 14, pp. 35-47.
- Spiegelaere, S., Van Gyes, G., De Witte, H., Niesen, W. and Van Hootegem, G. (2014), "On the relation of job insecurity, job autonomy, innovative work behaviour and the mediating effect of work engagement", *Creativity and Innovation Management*, Vol. 23, pp. 318-330.
- Steel, R.P. and Ovalle, N.K. (1984), "A review and meta-analysis of research on the relationship between behavioural intentions and employee turnover", *Journal of Applied Psychology*, Vol. 69, pp. 637-686.
- Treadway, D.C., Ferris, G.R., Hochwarter, W., Perrewé, P.L., Witt, L.A. and Goodman, J.M. (2005), "The role of age in the perceptions of politics-job performance relationship: a constructive replication", *Journal of Applied Psychology*, Vol. 90, pp. 872-881.
- Tsai, W. (2002), "Social structure of 'cooperation' within a multiunit organization: coordination, competition, and intraorganizational knowledge sharing", *Organization Science*, Vol. 13, pp. 179-190.
- Tse, H.H.M., Huang, X. and Lam, W. (2013), "Why does transformational leadership matter for employee turnover? A multi-foci social exchange perspective", *Leadership Quarterly*, Vol. 24, pp. 763-776.
- Turban, D.B., Lau, C.-M., Ngo, H.-Y., Chow, I.H.S. and Si, S.X. (2001), "Organizational attractiveness of firms in the People's Republic of China: a person-organization fit perspective", *Journal of Applied Psychology*, Vol. 86, pp. 194-206.
- Vashdi, D.R., Vigoda-Gadot, E. and Shlomi, D. (2013), "Assessing performance: the impact of organizational climates and politics on public schools performance", *Public Administration*, Vol. 91, pp. 135-158.
- Vigoda-Gadot, E., Talmud, I. and Peled, A. (2011), "Internal politics in academia: its nature and mediating effect on the relationship between social capital and work outcomes", *International Journal of Organization Theory and Behavior*, Vol. 14, pp. 1-37.
- Virga, D., De Witte, H. and Cifre, E. (2017), "The role of perceived employability, core self-evaluations, and job resources on health and turnover intentions", *Journal of Psychology*, Vol. 151, pp. 632-645.

- Wang, S. and Noe, R.A. (2010), "Knowledge sharing: a review and directions for future research", *Human Resource Management Review*, Vol. 20, pp. 115-131.
- Warner, R.M. (2013), *Applied Statistics. From Bivariate through Multivariate Techniques*, 2nd ed., Sage, Los Angeles.
- Wiltshire, J., Bourdage, J.S. and Lee, K. (2014), "Honesty-humility and perceptions of organizational politics in predicting workplace outcomes", *Journal of Business and Psychology*, Vol. 29, pp. 235-251.
- World Bank Group (2019), "Mozambique – world Bank group country survey (WBCS) 2018, Ref. MOZ_2018_WBCS_v01_M", available at: <https://datacatalog.worldbank.org/dataset/mozambique-world-bank-group-country-survey-2018> (accessed 1 June 2020).
- Yang, F. (2017), "Better understanding the perceptions of organizational politics: its impact under different types of work unit structure", *European Journal of Work and Organizational Psychology*, Vol. 26, pp. 250-262.

Corresponding author

Dirk De Clercq can be contacted at: ddeclercq@brocku.ca

Reproduced with permission of copyright owner. Further reproduction prohibited without permission.