

## EMPLOYEE ENGAGEMENT AS A MEDIATOR BETWEEN ORGANISATIONAL POLITICS AND TURNOVER INTENTION AMONG DEVELOPMENT BANK EMPLOYEES IN OMAN

**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: Organisational politics are a common feature of workplaces and can shape employees' motivation, engagement, and retention. Perceived unfairness or favouritism in pay and promotion decisions often leads to disengagement and increased turnover intention. This study examined the impact of organisational politics—political behaviour (PB), go-along-to-get-ahead (GAGA), and pay and promotion politics (PPP)—on employee engagement and turnover intention among staff in development banks in Oman. Employee engagement was tested as a mediator in these relationships.

Methods: A descriptive, cross-sectional survey design was employed. Data were collected from 300 full-time employees across various departments and hierarchical levels. Employee engagement was conceptualised as a second-order construct comprising vigour, dedication, and absorption. SmartPLS 4.2 was used to analyse the measurement and structural models with bootstrapping (10,000 resamples).

Results: PPP had a significant positive effect on turnover intention ( $\beta = 0.55$ ,  $p < .001$ ) and a significant negative effect on engagement ( $\beta = -0.29$ ,  $p = .001$ ). PB and GAGA had no significant effects. Employee engagement negatively predicted turnover intention ( $\beta = -0.38$ ,  $p < .001$ ) and significantly mediated the relationship between PPP and turnover intention ( $\beta = 0.11$ ,  $p = .002$ ). The model explained 17.1% of the variance in engagement and 58.9% in turnover intention.

Conclusion: Perceived unfairness in pay and promotion reduces engagement and increases turnover risk. Transparent and merit-based systems are essential to enhancing engagement and retention in the banking sector.

**Keywords:** Organisational Politics, Employee Engagement, Turnover Intention, Pay and Promotion Politics, PLS-SEM, Oman

### 1. INTRODUCTION

Organisational politics represent informal and self-serving behaviours aimed at influencing decision-making and resource allocation in ways that benefit certain individuals or groups (Hochwarter et al., 2020). While politics are often an unavoidable part of organisational life, excessive or unfair political practices can lead to negative consequences, including decreased job

satisfaction, disengagement, and higher turnover intention. Turnover intention, defined as an employee's conscious and deliberate willingness to leave the organisation (Grubert et al., 2022), poses a significant challenge for financial institutions operating in competitive environments, particularly in developing economies such as Oman.

The Omani banking sector, especially development banks, plays a vital role in financing national growth initiatives and supporting SMEs. Yet, these institutions face challenges in retaining skilled employees due to perceived inequities and internal politics surrounding pay, promotion, and recognition. Research has shown that organisational politics can erode trust and organisational commitment, leading employees to psychologically withdraw (Kacmar & Ferris, 1991). Conversely, employee engagement—defined as a positive, fulfilling work-related state characterised by vigour, dedication, and absorption (Bakker et al., 2023)—has been recognised as a protective factor that mitigates negative workplace dynamics.

Although the relationships among organisational politics, engagement, and turnover intention have been widely studied in Western contexts, limited empirical research exists in the Middle Eastern banking sector. This study addresses this gap by investigating how organisational politics influence turnover intention among development bank employees in Oman and whether employee engagement mediates this relationship. The findings provide evidence-based insights to help management design fairer HR systems and strengthen employee retention strategies.

## **2. LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT**

### **2.1. Organisational Politics and Turnover Intention**

Perceptions of organisational politics have been consistently associated with negative employee outcomes. Employees who perceive decision-making as politically motivated are more likely to feel insecure, frustrated, and undervalued, which increases their intention to leave (Meisler et al., 2020). Among the three dimensions examined, pay and promotion politics (PPP) often exert the strongest influence, as they directly affect employees' sense of fairness and career growth opportunities (Malik et al., 2019). Based on prior research, the following hypothesis was proposed:

H1: Political behaviour (PB) has a significant effect on turnover intention.

H2: Go along to get ahead (GAGA) has a significant effect on turnover intention.

H3: Pay and promotion politics (PPP) has a significant effect on turnover intention.

### **2.2. Organisational Politics and Employee Engagement**

Unfair or manipulative organisational environments often diminish employees' motivation and emotional investment in their work. When political behaviour overshadows merit-based systems, employees tend to disengage as a form of psychological self-protection (Abdelfattah et al., 2023). Conversely, fair and transparent management practices can foster engagement. Hence:

H4: Political behaviour (PB) negatively affects employee engagement.

H5: Go along to get ahead (GAGA) negatively affects employee engagement.

H6: Pay and promotion politics (PPP) negatively affects employee engagement.

### **2.3. Employee Engagement and Turnover Intention**

Engaged employees display higher levels of energy and attachment to their organisation, which substantially lowers their intention to quit (Kisaka, 2023). Engagement acts as a motivational resource that enhances resilience and organisational commitment. Therefore:

H7: Employee engagement negatively affects turnover intention.

#### **2.4. The Mediating Role of Employee Engagement**

According to Social Exchange Theory, employees reciprocate fair treatment with positive attitudes such as engagement and loyalty (Al-Dalalmeh et al., 2020). Conversely, when organisational politics erode fairness, engagement declines, thereby increasing turnover intention. Previous studies have confirmed engagement as a mediator between workplace stressors and behavioural outcomes (Karim et al., 2021). Accordingly:

H8: Employee engagement mediates the relationship between PB and turnover intention.

H9: Employee engagement mediates the relationship between GAGA and turnover intention.

H10: Employee engagement mediates the relationship between PPP and turnover intention.

### **3. METHODOLOGY**

#### **3.1. Design**

A descriptive, cross-sectional, correlational survey design was used to examine the relationships among organisational politics, employee engagement, and turnover intention. Data were gathered through an online questionnaire created and distributed via Google Surveys. The survey link was shared with Development Bank of Oman employees through WhatsApp, accompanied by an information sheet explaining the study purpose and participation guidelines. Employee contact details were obtained from the Human Resources Department solely for distribution. The online method was chosen for its accessibility, efficiency, and confidentiality in reaching employees across multiple branches.

#### **3.2. Participants**

The target population consisted of full-time Development Bank employees with at least six months of service to ensure sufficient familiarity with the organisational environment. Stratified random sampling was employed to secure proportional representation across job levels, departments, and experience categories. Employees with less than six months of tenure were excluded. Based on a population of 350 employees, the Raosoft sample size calculator (Raosoft, 2004) indicated that 184 participants were required at a 95% confidence level and a 5% margin of error (Hair et al., 2019). The final sample exceeded this threshold, enhancing representativeness and statistical validity.

#### **3.3. Measures**

The questionnaire comprised four sections: demographics, organisational politics, employee engagement, and turnover intention.

##### **3.3.1 Demographics:**

Participants reported gender, age, education, job role, and experience.

##### **3.3.2 Organisational Politics:**

Perceptions of organisational politics were measured using the nine-item Perceptions of Organisational Politics Scale (Kacmar & Ferris, 1991). The instrument covers three subdimensions—general political behaviour, go-along-to-get-ahead, and pay and promotion politics—rated on a five-point Likert scale (1 = strongly disagree to 5 = strongly agree). Higher scores represent stronger political perceptions, with previous reliability coefficients around  $\alpha = .70-.80$ .

### 3.3.3 Employee Engagement:

Engagement was assessed using the nine-item Utrecht Work Engagement Scale (UWES-9) (Decuyper & Schaufeli, 2020), which measures vigour, dedication, and absorption. Items are rated on a seven-point scale from 0 (never) to 6 (every day), and the scale has demonstrated excellent reliability ( $\alpha = .92$ ).

### 3.3.4 Turnover Intention:

The three-item Employee Turnover Intention Scale (Michaels & Spector, 1982) measured employees' intentions to resign, motivation to seek other employment, and perceived job alternatives. Responses were scored on a five-point Likert scale (1 = strongly disagree to 5 = strongly agree), with  $\alpha = .77$ .

## 3.4. Ethical Considerations

Ethical approval was obtained from the Development Bank's Ethics Committee. Participation was voluntary, and informed consent was provided electronically before accessing the questionnaire. No identifiable information was collected, and all data were handled confidentially to protect participant privacy and comply with ethical research standards.

## 3.5. Data Analysis

SmartPLS 4.2 was used to evaluate the measurement and structural models, following the two-step procedure recommended by (Anderson & Gerbing, 1988). Internal consistency was verified through Cronbach's alpha and composite reliability (CR), both exceeding the 0.7 threshold. Convergent validity was confirmed by average variance extracted ( $AVE > 0.50$ ), and discriminant validity was supported by the Heterotrait–Monotrait ratio ( $HTMT < 0.90$ ). Bootstrapping with 10,000 resamples assessed the significance of path coefficients.

## 4. RESULTS

A total of 300 valid responses were collected from employees of the Development Bank of Oman, exceeding the required sample size of 184. As shown in Table 1, 58% of respondents were male and 42% were female. The majority were aged 34–44 years (51.3%), followed by 45 years and above (22.3%). Most participants worked in branch operations (41%), while others represented business support, customer service, and finance departments. In terms of position, 43.3% were employees and 40.3% were managers. More than half (60.7%) had over six years of experience, indicating a mature and well-established workforce across different organizational levels and departments.

**Table 1 Descriptive Statistics of Study Variables**

Characteristics	Categories	Frequency	Percent
Gender	Male	174	58
	Female	126	42
	Total	300	100
Age	Below 25	23	7.7
	25-34	56	18.7
	34-44	154	51.3
	45 and above	67	22.3
	Total	300	100
Department	Branches	123	41
	HR	14	4.7
	Finance	17	5.7
	Customer Service	30	10
	Business Support	35	11.7
	Business Department	30	10
	Risk\ Audit	22	7.3
	Operation	11	3.7
	Other	18	6
	Total	300	100
	Position	Employee	130
Head of Section		33	11
Manager		121	40.3
Executive Management		16	5.3
Total		300	100
Years of Service	less than 1 year	14	4.7
	1-3 years	40	13.3
	4-6 years	64	21.3
	More than 6 years	182	60.7
	Total	300	100

Descriptive statistics shown in Table 2 indicate that employees perceived a moderate level of organisational politics ( $M = 3.21$ ,  $SD = 0.66$ ), with pay and promotion politics rated highest ( $M = 3.34$ ,  $SD = 0.72$ ). Employee engagement was moderately high ( $M = 3.79$ ,  $SD = 0.58$ ), suggesting strong dedication and enthusiasm toward work. Turnover intention was moderate ( $M = 3.04$ ,  $SD = 0.73$ ), indicating a manageable level of withdrawal risk among employees.

**Table 2 Descriptive statistics of the variables and dimensions**

Variables and Dimensions	N	Minimum	Maximum	Mean	Std. Deviation
PB	300	1	5	2.514	1.102
GAGA	300	1	5	3.153	0.738

PPP	300	1	5	2.318	1.205
DED	300	1	5	4.310	0.832
ABS	300	1	5	4.334	0.785
TI	300	1	5	1.809	1.285
VIG	300	1	5	4.217	0.934

Note: ABS: Absorption; DED: Dedication; TI; Turnover Intention; VIG: Vigour; PB: Political Behaviour; GAGA: Go along to get ahead; PPP: Pay and promotion politics

**Table 2 Measurement Model Assessment**

First-order construct	Items	Factor Loadings	Cronbach's Alpha	Composite Reliability (rho_c)	Average Variance Extracted (AVE)
ABS	ABS1	0.892	0.835	0.901	0.752
	ABS2	0.858			
	ABS3	0.852			
DED	DED1	0.899	0.883	0.927	0.81
	DED2	0.920			
	DED3	0.881			
GAGA	GAGA1	0.813	0.591	0.754	0.522
	GAGA3	0.446			
	GAGA4	0.840			
PB	PB1	0.784	0.869	0.91	0.717
	PB2	0.911			
	PB3	0.853			
	PB4	0.834			
PPP	PPP1	0.904	0.922	0.944	0.81
	PPP2	0.892			
	PPP3	0.893			
	PPP4	0.910			
TI	TI1	0.951	0.945	0.965	0.901
	TI2	0.964			
	TI3	0.932			
VIG	VIG1	0.946	0.923	0.951	0.866
	VIG2	0.930			
	VIG3	0.916			

Note: ABS: Absorption; DED: Dedication; TI; Turnover Intention; VIG: Vigour; PB: Political Behaviour; GAGA: Go along to get ahead; PPP: Pay and promotion politics

#### 4.1 Measurement Model

The measurement model demonstrated acceptable reliability and validity. All factor loadings were above .70, and composite reliability (CR) and average variance extracted (AVE) exceeded

recommended thresholds ( $CR > .70$ ,  $AVE > .50$ ) (Figure 1). The second-order construct of employee engagement showed excellent internal consistency ( $\alpha = .89$ ,  $CR = .93$ ,  $AVE = .81$ ), confirming that vigor, dedication, and absorption collectively represented engagement. Discriminant validity was established through the heterotrait-monotrait (HTMT) ratios ( $< .90$ ), confirming construct distinctiveness.

#### 4.2 Structural Model

As shown in Figure 2 and Table 3, pay and promotion politics (PPP) had a significant positive effect on turnover intention ( $\beta = .55$ ,  $p < .001$ ) and a significant negative effect on employee engagement ( $\beta = -.29$ ,  $p = .001$ ). Political behavior (PB) and go-along-to-get-ahead (GAGA) were not significant predictors of either engagement or turnover intention ( $ps > .05$ ). Employee engagement was negatively related to turnover intention ( $\beta = -.38$ ,  $p < .001$ ), indicating that higher engagement reduced employees' intention to leave.

**Table 3 Structural Model Assessment for direct relationships**

Hypo No.	Hypothesis	Beta	Standard deviation	t-value	p-value	LB	UB	Decision
H1	PB > TI	-0.096	0.065	1.480	0.139	-0.227	0.027	Rejected
H2	GAGA > TI	0.088	0.057	1.563	0.118	-0.021	0.200	Rejected
H3	PPP > TI	0.546	0.064	8.524	0.000	0.422	0.672	Accepted
H4	PB > Employee Engagement	-0.088	0.083	1.055	0.292	-0.240	0.088	Rejected
H5	GAGA > Employee Engagement	-0.077	0.081	0.951	0.341	-0.224	0.095	Rejected
H6	PPP > Employee Engagement	-0.289	0.083	3.475	0.001	-0.456	-0.130	Accepted
H7	Employee Engagement > TI	-0.375	0.050	7.445	0.000	-0.476	-0.281	Accepted

Note: PB: Political Behaviour; GAGA: Go along to get ahead; PPP: Pay and promotion politics; TI; Turnover Intention

#### 4.3 Mediation Analysis

Mediation analysis (see Table 4) showed that employee engagement significantly mediated the relationship between PPP and turnover intention ( $\beta = .11$ ,  $p = .002$ ), while the indirect effects of PB and GAGA were not significant. The overall model explained 17.1 % of the variance in employee engagement and 58.9 % in turnover intention, demonstrating moderate to substantial explanatory power.

**Table 4 Structural Model Assessment for the Mediation Hypotheses**

Hypo No.	Hypothesis	Beta	Standard deviation	t-value	p-value	LB	UB	Decision
H8	PB -> Employee Engagement -> TI	0.033	0.032	1.039	0.299	-0.031	0.094	Rejected
H9	GAGA -> Employee Engagement -> TI	0.029	0.031	0.942	0.346	-0.034	0.086	Rejected
H10	PPP -> Employee Engagement -> TI	0.108	0.035	3.081	0.002	0.046	0.185	Accepted

Note: PB: Political Behaviour; GAGA: Go along to get ahead; PPP: Pay and promotion politics; TI; Turnover Intention

## 5. DISCUSSION

This study examined how dimensions of organisational politics, political behaviour (PB), go-along-to-get-ahead (GAGA), and pay and promotion politics (PPP), influence employee engagement and turnover intention among employees of development banks in Oman. The results identified PPP as the most influential form of politics, showing a significant negative effect on engagement and a positive effect on turnover intention. Employee engagement emerged as a strong negative predictor of turnover intention and a significant mediator between PPP and turnover, while PB and GAGA showed no significant effects.

These findings reinforce that structural fairness in pay and promotion is a critical determinant of employees' motivation and retention. Unlike general or interpersonal politics, unfair compensation and advancement systems directly affect employees' emotional investment and commitment to the organisation. This supports previous research indicating that inequitable reward practices erode trust and increase turnover intentions (Karim et al., 2021; Tumba et al., 2022).

The positive relationship between PPP and turnover intention supports the argument that perceived injustice in reward systems undermines trust in management and prompts employees to seek alternative employment. Consistent with Social Exchange Theory (Ann & Blum, 2020), employees reciprocate fair treatment with commitment and effort, whereas perceptions of bias or favouritism lead to withdrawal behaviours. Within Oman's collectivist and hierarchical culture, fairness is particularly salient; employees expect equitable treatment as a reflection of respect and integrity. Violations of this norm disrupt psychological safety and reduce organisational loyalty.

The negative effect of PPP on engagement aligns with the Job Demands–Resources (JD-R) model (Bakker et al., 2023), suggesting that organisational fairness serves as a valuable job resource that promotes engagement, while politics represents a job demand that drains motivation. Engaged employees demonstrate resilience and enthusiasm, buffering some of the negative effects of perceived politics, a pattern also observed in previous research (Olufayo & Akinbo, 2022).

Interestingly, PB and GAGA were not significant predictors of engagement or turnover. While such behaviours have been linked to negative outcomes in Western contexts (Meisler et al., 2020),

their insignificance here may reflect cultural normalisation of relational influence within Middle Eastern workplaces. In Oman, where personal networks and loyalty often guide career progress, political behaviour may be perceived as an accepted form of organisational navigation rather than misconduct. Only when politics manifests in tangible unfairness—such as biased promotions—does it trigger disengagement and turnover.

The mediation of engagement between PPP and turnover intention provides valuable insight. Engagement functions as a psychological mechanism that links perceptions of fairness to behavioural outcomes. When employees perceive justice, engagement strengthens; when they perceive politics, engagement weakens, increasing turnover risk. This finding complements prior evidence that engagement can act as an emotional resource that mitigates negative workplace experiences (Kisaka, 2023; Olufayo & Akinbo, 2022).

From a practical standpoint, these findings hold significant implications for organisations in emerging markets like Oman, where many institutions are transitioning toward performance-based HR systems but still retain elements of personal influence (Abdulrahman et al., 2022). Managers and HR leaders must prioritise transparency and equity in pay and promotion systems to minimise political perceptions and strengthen engagement. Implementing clear criteria for appraisal, promotion, and recognition—supported by open communication—can build trust and reinforce a meritocratic culture (Kacmar & Ferris, 1991; Nai et al., 2022). As engagement strongly predicts retention, organisations should also view it as a strategic retention mechanism through development opportunities, fair supervision, and recognition (Bakker & de Vries, 2021).

Theoretically, this study advances organisational politics research by distinguishing structural politics, particularly PPP, as more damaging than interpersonal forms. It extends Social Exchange Theory by demonstrating that engagement mediates the link between perceived unfairness and turnover, and supports the JD-R model by confirming that fairness acts as a resource that sustains engagement. The inclusion of evidence from Oman's banking sector contributes to cross-cultural management literature, highlighting that the consequences of organisational politics are context-dependent and shaped by institutional and cultural norms (Ssekitoleko & Plessis, 2021).

From a leadership and policy perspective, promoting ethical and transparent leadership is essential to counteract political climates. Leaders who model fairness and integrity enhance trust, reduce cynicism, and reinforce engagement (Nai et al., 2022). Development banks should adopt governance frameworks that ensure equity in HR processes through regular audits and fairness metrics, supporting Oman's national vision for good governance and human capital development (al Balushi et al., 2022).

Future research could explore moderating factors such as leadership style, organisational culture, or gender, and use longitudinal or qualitative methods to capture how political perceptions evolve across sectors. Such efforts would deepen understanding of how fairness, engagement, and politics interact in shaping employee retention and organisational performance in emerging economies (Hair et al., 2019).

## 6. CONCLUSION

This study shows that pay and promotion politics significantly reduce employee engagement and increase turnover intention in Oman's development banks. Transparent and fair HR systems are therefore essential for sustaining engagement and retaining talent. Employee engagement acts as a psychological buffer linking perceptions of fairness to loyalty and commitment. The findings extend Social Exchange Theory and highlight the contextual nature of organisational politics in emerging markets. Promoting ethical leadership and merit-based systems can reduce political perceptions and strengthen organisational performance. Future studies should explore these relationships across other sectors and cultures.

### **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] Abdelfattah, F., Malik, M., Al Alawi, A. M., Sallem, R., & Ganguly, A. (2023). Towards measuring SMEs performance amid the COVID-19 outbreak: Exploring the impact of integrated supply chain drivers. *Journal of Global Operations and Strategic Sourcing*, 16(2), 520–540. Scopus. <https://doi.org/10.1108/JGOSS-11-2021-0094>
- [2] Abdulrahman, B. S., Qader, K. S., Jamil, D. A., Sabah, K. K., Gardi, B., & Anwer, S. A. (2022). Work engagement and its influence in boosting productivity. *International Journal of Language, Literature and Culture*, 2(6), 30–41. <https://doi.org/10.22161/ijllc.2.6.3>

- [3] al Balushi, A., Thumiki, V., Nawaz, N., Jurcic, A., & Gajenderan, V. (2022). Role of organizational commitment in career growth and turnover intention in public sector of Oman. *PLoS ONE*, *17*, 1–39. <https://doi.org/10.1371/journal.pone.0265535>
- [4] Al-Dalahmeh, M., Héder-Rima, M., & Dajnoki, K. (2020). The effect of talent management practices on employee turnover intention in the information and communication technologies (ICTs) sector: Case of Jordan. *Problems and Perspectives in Management*, *18*(4), 59–71. Scopus. [https://doi.org/10.21511/ppm.18\(4\).2020.06](https://doi.org/10.21511/ppm.18(4).2020.06)
- [5] Anderson, J. C., & Gerbing, D. W. (1988). Structural equation modeling in practice: A review and recommended two-step approach. *Psychological Bulletin*, *103*(3), 411–423. <https://doi.org/10.1037/0033-2909.103.3.411>
- [6] Ann, S., & Blum, S. C. (2020). Motivating senior employees in the hospitality industry. *International Journal of Contemporary Hospitality Management*, *32*(1), 324–346. Scopus. <https://doi.org/10.1108/IJCHM-08-2018-0685>
- [7] Bakker, A. B., & de Vries, J. D. (2021). Job Demands–Resources theory and self-regulation: New explanations and remedies for job burnout. *Anxiety, Stress, & Coping*, *34*(1), 1–21. <https://doi.org/10.1080/10615806.2020.1797695>
- [8] Bakker, A. B., Demerouti, E., & Sanz-Vergel, A. (2023). Job Demands–Resources Theory: Ten Years Later. *Annual Review of Organizational Psychology and Organizational Behavior*, *10*(1), 25–53. <https://doi.org/10.1146/annurev-orgpsych-120920-053933>
- [9] Grubert, T., Steuber, J., & Meynhardt, T. (2022). Engagement at a higher level: The effects of public value on employee engagement, the organization, and society. *Current Psychology*. <https://doi.org/10.1007/s12144-022-03076-0>
- [10] Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2019). *Multivariate Data Analysis*. Cengage.
- [11] Hochwarter, W. A., Rosen, C. C., Jordan, S. L., Ferris, G. R., Ejaz, A., & Maher, L. P. (2020). Perceptions of Organizational Politics Research: Past, Present, and Future. *Journal of Management*, *46*(6), 879–907. <https://doi.org/10.1177/0149206319898506>
- [12] 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>
- [13] Karim, D. N., Majid, A. H. A., Omar, K., & Aburumman, O. J. (2021). The mediating effect of interpersonal distrust on the relationship between perceived organizational politics and workplace ostracism in higher education institutions. *Heliyon*, *7*(6). [https://www.cell.com/heliyon/pdf/S2405-8440\(21\)01383-9.pdf](https://www.cell.com/heliyon/pdf/S2405-8440(21)01383-9.pdf)
- [14] Kisaka, A. M. (2023). *Influence Of Organizational Politics On Institutional Productivity In Selected Public Universities In Uganda* [Thesis, Kisii University]. <http://localhost:8080/xmlui/handle/123456789/766>
- [15] Malik, O. F., Shahzad, A., Raziq, M. M., Khan, M. M., Yusaf, S., & Khan, A. (2019). Perceptions of organizational politics, knowledge hiding, and employee creativity: The

- moderating role of professional commitment. *Personality and Individual Differences*, 142, 232–237. <https://doi.org/10.1016/j.paid.2018.05.005>
- [16] 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.
- [17] 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.
- [18] Nai, J., Lin, Y., Kotha, R., & Vissa, B. (2022). A foot in the door: Field experiments on entrepreneurs' network activation strategies for investor referrals. *Strategic Management Journal*, 43(2), 323–339. Scopus. <https://doi.org/10.1002/smj.3341>
- [19] Olufayo, B., & Akinbo, T. (2022). Determinants of turnover intention and organisational politics in selected Engineering company in the Niger Delta Region of Nigeria. *Applied Journal of Economics, Management and Social Sciences*, 3(2), Article 2. <https://doi.org/10.53790/ajmss.v3i2.32>
- [20] Ssekitoleko, P., & Plessis, Y. D. (2021). Unravelling the makings for entrepreneurial success: A case study of the Maponya business in South Africa. *Southern African Journal of Entrepreneurship and Small Business Management*, 13(1), 1–10. Scopus. <https://doi.org/10.4102/sajesbm.v13i1.424>
- [21] Tumba, N. J., Onodugo, V. A., Akpan, E. E., & Babarinde, G. F. (2022). Financial literacy and business performance among female micro-entrepreneurs. *Investment Management and Financial Innovations*, 19(1), 156–167. Scopus. [https://doi.org/10.21511/imfi.19\(1\).2022.12](https://doi.org/10.21511/imfi.19(1).2022.12)