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

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12 Quantitative survey data were collected among 208 employees who work in the oil and gas sector in  
13 Mozambique.

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15 The results indicate that employees' beliefs about dysfunctional political games stimulate their  
16 plans to quit. Yet this translation is less likely to occur to the extent that their peer relationships are  
17 marked by frequent and informal exchanges and that organizational leaders embrace change and  
18 forgiveness.  
19

20 CUST\_RESEARCH\_LIMITATIONS/IMPLICATIONS\_\_(LIMIT\_100\_WORDS) :No data available.  
21

22 For organizations, these findings offer pertinent insights into different circumstances in which  
23 decision-related frustrations are less likely to escalate into quitting plans. In particular, such  
24 escalation can be avoided to the extent that employees feel supported by the frequency and  
25 informal nature of their communication with colleagues, as well as the extent to which  
26 organizational leaders encourage change and practice forgiveness.  
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29 CUST\_SOCIAL\_IMPLICATIONS\_\_(LIMIT\_100\_WORDS) :No data available.  
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31 This study adds to extant research by explicating four unexplored buffers that diminish the risk that  
32 frustrations with politicized decision making translate into enhanced turnover intentions.  
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3 **Perceived organizational politics and quitting plans: An examination of the buffering roles**  
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5 **of relational and organizational resources**  
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9 **Purpose**—The goal of this research is to examine the link between employees' beliefs that  
10 organizational decision-making processes are guided by self-serving behaviors and their own  
11 turnover intentions, as well as how this link may be buffered by four distinct resources, two that  
12 speak to the nature of peer exchanges (knowledge sharing and relationship informality) and two  
13 that capture critical aspects of the organizational environment (change climate and forgiveness  
14 climate).  
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16  
17 **Design/methodology/approach**—Quantitative survey data were collected among 208  
18 employees who work in the oil and gas sector in Mozambique.  
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20  
21 **Findings**—The results indicate that employees' beliefs about dysfunctional political games  
22 stimulate their plans to quit. Yet this translation is less likely to occur to the extent that their peer  
23 relationships are marked by frequent and informal exchanges and that organizational leaders  
24 embrace change and forgiveness.  
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26  
27 **Practical implications**—For organizations, these findings offer pertinent insights into different  
28 circumstances in which decision-related frustrations are less likely to escalate into quitting plans.  
29 In particular, such escalation can be avoided to the extent that employees feel supported by the  
30 frequency and informal nature of their communication with colleagues, as well as the extent to  
31 which organizational leaders encourage change and practice forgiveness.  
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33  
34 **Originality/value**—This study adds to extant research by explicating four unexplored buffers  
35 that diminish the risk that frustrations with politicized decision making translate into enhanced  
36 turnover intentions.  
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38  
39 **Keywords**—turnover intentions; organizational politics; knowledge sharing; relationship  
40 informality; change climate; forgiveness climate; conservation of resources theory  
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## 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

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3 (Harris *et al.*, 2007a). To add to such research insight, we theorize about several additional,  
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5 hitherto unexplored resources—embedded in peer exchanges and the organizational  
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7 environment—that might diminish the chances that self-serving organizational decision-making  
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9 processes spur contemplations of alternative employment.  
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12 Our focus notably is on the connection between employees' perceptions of organizational  
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14 politics and turnover *intentions*, not their actual turnover. Intentions reflect employees' desire to  
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16 quit voluntarily (Bozeman and Perrewé, 2001), and they can drive actual turnover (Steel and  
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18 Ovalle, 1984; Tse *et al.*, 2013). But actual turnover also is influenced by external factors, such as  
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20 available employment opportunities (Mano-Negrin and Tzafrir, 2004), so investigations of  
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22 turnover intentions, instead of behaviors, are more relevant for explicating how *internal*  
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24 organizational factors (e.g., dysfunctional political games) indirectly influence turnover rates  
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26 (Chang *et al.*, 2013; Miller *et al.*, 2014). Investigating turnover intentions, instead of behaviors,  
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28 also has significant value considering their direct challenges to the organization and employees.  
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31 When employees ruminate about the possibility of quitting, they become distracted and are less  
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33 likely to contribute to organizational effectiveness with dedicated work activities (Hilmer *et al.*,  
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35 2004; Nuhn *et al.*, 2019). These ruminations also can compromise their own well-being, in that  
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37 they experience stress when they consider the risks (Guo *et al.*, 2019) or discover their plans are  
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39 not realistic (Virga *et al.*, 2017).  
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#### 44 *COR theory*

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46 To anchor our arguments about the relationship between perceptions of organizational  
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48 politics and turnover intentions, and some unexplored factors that influence this relationship, we  
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50 rely on conservation of resources (COR) theory (Hobfoll, 1989; Hobfoll *et al.*, 2018). This  
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52 theory defines “resources” broadly, as “those objects, personal characteristics, conditions, or  
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3 energies that are valued in their own right, or that are valued because they act as conduits to the  
4 achievement or protection of valued resources” (Hobfoll, 1989, p. 239). When employees  
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6 experience a situation in which work conditions *seem* to undermine or drain their resources, they  
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8 steer their energy toward efforts to halt that drainage, because they perceive the need to conserve  
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10 their current energy assets or resources (Hobfoll and Shirom, 2000). Our focus on *perceived*  
11  
12 organizational politics thus aligns with a fundamental element of COR theory, which emphasizes  
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14 the importance of employees’ own cognitive experiences with an organization’s internal  
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16 functioning (Hobfoll, 2001; Malo *et al.*, 2016). Those experiences are what influence relevant  
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18 work-related attitudes, such as turnover intentions (Abbas *et al.*, 2014).  
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24 For this study, we theorize that employees’ experienced exposure to politicized decision  
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26 making drains their self-esteem—a notable resource that employees seek to protect in the  
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28 workplace (Hobfoll, 2001)—by hindering their performance and prompting self-depreciating  
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30 thoughts (Bowling *et al.*, 2010; Treadway *et al.*, 2005). In such a setting, terms such as  
31  
32 “resource-draining” and “resource-depleting” capture the probability of diminished self-esteem  
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34 (Kim and Beehr 2018). Employees who perceive excessive organizational politics may respond  
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36 by developing plans to quit, to vent their frustrations and maintain self-esteem resources  
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38 (Gardner *et al.*, 2015). The premises of COR theory also suggest that employees’ negative  
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40 responses to resource-depleting conditions, such as dysfunctional political games, vary with the  
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42 strength or ferocity of the challenges that they thus experience (Abbas *et al.*, 2014; Hobfoll and  
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44 Shirom, 2000). In particular, their responses may be subdued to the extent that they can draw  
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46 from valuable resources that protect them from the associated difficulties (Al-Hawari *et al.*,  
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48 2020). We accordingly investigate four specific resources—knowledge sharing, relationship  
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50 informality, change climate, and forgiveness climate—that might *diminish* the danger that  
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3 employees develop a desire to quit their jobs, even in the presence of self-serving organizational  
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5 decision making.  
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8         Such an escalation may be less likely to the extent that employees maintain peer  
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10 exchanges that are frequent (Song *et al.*, 1997) and informal (Pooja *et al.*, 2016), as well as to the  
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12 extent to which they believe organizational leaders are open to change (Shanker *et al.*, 2017) and  
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14 forgiving (Guchait *et al.*, 2016). These four resources map onto four key factors that feature in  
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16 Hobfoll's (2001, p. 342) comprehensive list of COR resources: "ability to communicate well,"  
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18 "companionship," "ability to organize tasks," and "understanding from my boss/employer." In  
19  
20 addition to capturing these different elements proposed by COR theory, a common denominator  
21  
22 underpins all four resources: Each of them can decrease employees' perceived *need* to look for  
23  
24 alternative employment, even in the presence of resource-draining organizational politics  
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26 (Hobfoll and Shirom, 2000). As we outline in the hypothesis development, to the extent that  
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28 employees have access to these four resources, the likelihood that disappointment about how  
29  
30 decisions are made in the organization escalates into enhanced quitting plans should be *subdued*.  
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36         In addition to this commonality, we select these four focal resources because of their  
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38 *complementary* roles, along different dimensions. First, knowledge sharing and relationship  
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40 informality are embedded in interactions that take place with *colleagues* (De Clercq *et al.*, 2016;  
41  
42 Li and Liu, 2019), whereas change and forgiveness climates reflect how *organizational leaders*  
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44 run the company, such that they might be flexible and encourage change (Scott and Bruce, 1994)  
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46 or appear merciful and avoid holding grudges (Cameron and Caza, 2002). Second, both resource  
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48 pairs are complementary *within* their respective categories. Knowledge sharing captures the  
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50 frequency of exchanges with peers, and relationship informality speaks to the nature of those  
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52 exchanges. These relational resources do not necessarily go hand-in-hand: Some employees may  
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3 communicate frequently but only formally, and others may have informal relationships even  
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5 though they interact only sporadically (Nahapiet and Ghoshal, 1998; Tsai, 2002). A change  
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7 climate speaks to the extent to which organizational leaders encourage employees to speak their  
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9 minds (Liang *et al.*, 2012), but a forgiveness climate reflects how leaders react when employees  
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11 are not successful in their work efforts (Guchait *et al.*, 2016). Here again, these behaviors might  
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13 not necessarily occur together in organizational leaders. The four resources, conceptualized as  
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15 moderators, thus offer a logical, encompassing set of factors that may reduce the risk that beliefs  
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17 about dysfunctional politics translate into active plans to leave.  
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### 21 *Contributions*

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24 We seek to contribute to extant research by detailing the buffering effects of four  
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26 pertinent resources on the organizational politics–turnover intentions relationship, which  
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28 emerges due to their beneficial influences on employees’ perceptions of the urgency to react to  
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30 politicized decision making with plans to quit (Hobfoll *et al.*, 2018). Notably, we focus on the  
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32 *concurrent* interplay of politics with the four resources, not how these resources directly inform  
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34 beliefs about self-serving organizational decision making. Therefore, yet another reason for our  
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36 investigation of these four focal resources is that it enables us to contribute to extant research that  
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38 shows that such beliefs may be more likely when employees maintain poor relationships with  
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40 other members (Atinc *et al.*, 2010; Vigoda-Gadot *et al.*, 2011) or operate in unfavorable  
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42 organizational climates (Poon, 2003; Vashdi *et al.*, 2013). Our goal is to explicate how these  
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44 focal resources enhance employees’ desire to leave when they *already* suffer from resource-  
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46 draining organizational politics. This alternative approach is valuable, in that it pinpoints  
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48 different means that organizations can use to avoid a negative spiral in which dysfunctional  
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50 politics beget another negative outcome, namely, employees who want to escape. In the proposed  
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3 conceptual model in Figure 1, the baseline relationship accordingly links employees' perceptions  
4 of organizational politics to their turnover intentions, and this relationship is mitigated by the  
5 four resources, spanning two categories: (1) knowledge sharing and relationship informality in  
6 peer exchanges and (2) change and forgiveness climates established by organizational leaders.  
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12 [Insert Figure 1 about here]  
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## 14 **Research hypotheses**

### 15 *Perceived organizational politics and turnover intentions*

16  
17 According to COR theory, employees respond to resource-depleting work conditions by  
18 seeking to reduce the likelihood of further resource losses (Hobfoll and Shirom, 2000). If  
19 employees feel disappointed about dysfunctional politics, they might develop a desire to quit, to  
20 protect their self-esteem resources and feel good about themselves (Bentein *et al.*, 2017; Ralston  
21 *et al.*, 2010). Their beliefs that their organization endorses self-serving behaviors within its ranks  
22 may be so upsetting that they make plans to quit as a coping strategy, which helps them release  
23 their irritations (Andrews *et al.*, 2016; Chang *et al.*, 2009). Suffering from highly politicized  
24 decision making also threatens their professional success (Siu *et al.*, 2013; Yang, 2017), so  
25 employees seek to avoid self-depreciating thoughts by plotting their escape from the precarious  
26 situation (Gardner *et al.*, 2015; Hobfoll, 2001). Decision-making processes predicated on self-  
27 serving favoritism, instead of true performance, also convey the sense that other members in the  
28 organization have little respect for diligent work efforts and contributions (Grimland *et al.*,  
29 2012). Motivated by these frustrations to find some way to deal with the situation, employees  
30 likely seek to improve their job situation (Abbas *et al.*, 2014; Karatepe, 2013). If the organization  
31 appears undeserving of their loyalty, quitting might even seem justified (Agarwal, 2016; Chang  
32 *et al.*, 2009). Conversely, if employees are happy with how their organization makes decisions,  
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3 such that they are not subject to resource-draining dysfunctional politics, they perceive less need  
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5 to look for alternative employment (Hobfoll and Shirom, 2000). We accordingly hypothesize:

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8 **Hypothesis 1:** There is a positive relationship between employees' perceptions of  
9 organizational politics and their turnover intentions.

10  
11 *Moderating role of knowledge sharing*

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13 Employees' negative responses to resource-draining organizational politics are mitigated  
14 if they have access to valuable, relational resources that make these responses less essential  
15 (Hobfoll, 2001). One such resource is knowledge sharing with colleagues (Cabrera and Cabrera,  
16 2005). When employees feel threatened by self-centered organizational decision-making  
17 processes, access to pertinent knowledge may diminish their desire to quit their jobs, because  
18 peer-provided knowledge can help them understand the rationale for unfavorable decision  
19 practices (Atinc *et al.*, 2010; Wang and Noe, 2010), and then the practices may seem less  
20 intrusive and more acceptable (De Clercq and Belausteguigoitia, 2017a). With these enhanced  
21 insights, employees may be less upset by the behind-the-scenes mentality that marks politicized  
22 decision making (Kacmar and Baron, 1999) and better able to maintain a certain level of positive  
23 energy with respect to their employment situation (Quinn *et al.*, 2012). Ultimately, they thus may  
24 have fewer self-deprecating thoughts about their organizational functioning (Bowling *et al.*,  
25 2010), so making plans to leave becomes relatively unwarranted (Hobfoll and Shirom, 2000).

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28 **Hypothesis 2a:** The positive relationship between employees' perceptions of  
29 organizational politics and their turnover intentions is mitigated by their knowledge  
30 sharing with peers.

31  
32 *Moderating role of relationship informality*

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34 Another relevant aspect of employees' peer exchanges is the extent to which they are  
35 informal in nature, such that employees spend significant time with their colleagues in social  
36 situations and know one another on a personal level (Li and Liu, 2019; Nahapiet and Ghoshal,  
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3 1998). When they possess this relational resource, employees feel more comfortable sharing their  
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5 deeply felt frustrations about the adverse conditions they encounter at work (Pooja *et al.*, 2016).  
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7 Similar to the benefits of knowledge sharing, employees who know their peers on a personal  
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9 level may obtain valuable insights about *why* the organization makes the decisions it does, so the  
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11 politicized decisions may seem less threatening (Atinc *et al.*, 2010; Kacmar and Baron, 1999). In  
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13 addition, the social element of their interactions may create a sense of a common fate; employees  
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15 feel like they are in the same boat, in terms of being exposed to dysfunctional decision making  
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17 (Cohen and Wills, 1985; Pooja *et al.*, 2016). A feeling of solidarity can immunize people to  
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19 work-related hardships (Jam *et al.*, 2017), so employees who realize their colleagues face similar  
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21 challenges may experience less need to vent their frustrations. Consistent with the logic of COR  
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23 theory, the resource-depleting effect of dysfunctional politics may be contained by the emotional  
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25 support provided by strong peer relationships, which reduces desires to quit (Hobfoll, 2001).  
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31 **Hypothesis 2b:** The positive relationship between employees' perceptions of  
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33 organizational politics and their turnover intentions is mitigated by their relationship  
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35 informality with peers.

#### 36 *Moderating role of change climate*

37  
38 Employees' desire to vent their frustrations about dysfunctional politics by making plans  
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40 to leave also could be mitigated if they believe that they operate in an organizational climate that  
41  
42 embraces change (Scott and Bruce, 1994). According to COR theory, irritations with resource-  
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44 draining work conditions are less likely to generate negative outcomes if other, valuable  
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46 organizational resources enable people to address or *undo* these conditions (Hobfoll and Shirom,  
47  
48 2000). Employees who believe that organizational leaders are flexible and open to change feel  
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50 more in control of their work functioning and better positioned to *alter* existing decision-making  
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52 processes (Shanker *et al.*, 2017; Spiegelare *et al.*, 2014). Accordingly, they should be less upset  
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3 about resource-draining politicized decision making, making it less likely overall that their  
4 irritations translate into quitting plans (Hobfoll, 2001). Employees who believe that  
5 organizational leaders embrace change even might experience a sense of *attraction* to the  
6 decision-making process, because the climate grants them opportunities to take advantage and  
7 exploit decision-making efforts in ways that help instead of hurt them (Liang *et al.*, 2012; Scott  
8 and Bruce, 1994). Conversely, employees who perceive a rigid, inflexible organizational climate  
9 may feel particularly constrained by highly politicized decision making, so their desire to release  
10 their frustrations by planning to quit grows even stronger.

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22 **Hypothesis 3a:** The positive relationship between employees' perceptions of  
23 organizational politics and their turnover intentions is mitigated by their beliefs that  
24 organizational leaders embrace a change climate.

#### 25 26 *Moderating role of forgiveness climate*

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28 Finally, the harmful effect of employees' perceptions of organizational politics on their  
29 turnover intentions should be weaker when they believe that organizational leaders tend to  
30 forgive errors (Cameron and Caza, 2002). As COR theory predicts, benevolent organizational  
31 climates enable employees to speak up about the hardships associated with resource-draining  
32 conditions (Hobfoll, 2001). If employees sense that organizational leaders are forgiving, they  
33 might be more likely to voice their concerns about the presence of self-serving organizational  
34 tendencies, despite the risk associated with such behaviors (Fehr and Gelfand, 2012; Guchait *et*  
35 *al.*, 2016). Employees then can vent their frustrations, organizational leaders can explain and  
36 clarify how decisions are made (Rosen *et al.*, 2011), and employees also might enhance their  
37 organizational standing as contributors who care about the organization (Morrison, 2011).  
38 Expressions of concern, based on pertinent evidence, should be welcomed by organizational  
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3 leaders who work to establish a forgiveness climate, and this form of support may steer  
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5 employees away from thoughts of alternative employment.  
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8 **Hypothesis 3b:** The positive relationship between employees' perceptions of  
9 organizational politics and their turnover intentions is mitigated by their beliefs that  
10 organizational leaders embrace a forgiveness climate.  
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## 12 **Method**

### 13 *Data collection*

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15 The hypotheses were tested with survey data collected among employees in a  
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17 Mozambican company that competes in the oil and gas sector. The conceptual arguments of this  
18  
19 study are country neutral; the nature of the hypothesized relationships should not vary across  
20  
21 countries. Still, this country context is relevant for testing the proposed theoretical framework for  
22  
23 several reasons. From a general perspective, by moving beyond dominant Western settings, this  
24  
25 study addresses calls for more studies on how employees in various national contexts, including  
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27 those in African organizations, respond to challenging work environments (Abubakar, 2018;  
28  
29 Chinomona and Mofokeng, 2016). But in addition, studying Mozambique is interesting in light  
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31 of two potentially opposing forces that resonate with our theoretical framework, reflecting two  
32  
33 cultural values. On the one hand, Mozambique scores high on uncertainty avoidance, implying  
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35 that employees might feel strongly threatened by uncertainty-inducing decision-making  
36  
37 processes (Hofstede *et al.*, 2010; Li *et al.*, 2020), which could stimulate their propensities to  
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39 release frustrations by making plans to quit. On the other hand, its high level of collectivism, and  
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41 corresponding concerns for the well-being of the organizational collective, might make  
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43 employees reluctant to “overreact” to negative organizational situations with plans to leave  
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45 (Hofstede *et al.*, 2010). These contrasting dynamics make Mozambique a captivating setting,  
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3 with pertinent value for any organization that operates in collectivist, uncertainty-avoiding  
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5 cultural contexts.  
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8 Our focus on an organization that operates in the oil and gas sector also has value. As  
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10 noted in a recent study that discusses organizational decision making in companies that operate  
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12 in the same sector in Angola, which also has the same cultural (i.e., Portuguese) heritage as  
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14 Mozambique, “the internal rivalry and strict hierarchical structures that mark these companies  
15  
16 [...] create variations among employees in terms of their ability to move up the corporate ladder”  
17  
18 (De Clercq and Pereira, 2020: p. 6). Because organizations in this sector tend to be rigid and  
19  
20 highly formalized, organizational politicization, as a tactic to circumvent red tape and speed up  
21  
22 decision making, may be a likely phenomenon (Ishiyama *et al.*, 2018; Pinkse and Gasbarro,  
23  
24 2019; Silvestre *et al.*, 2018).<sup>1</sup> Our single industry focus also diminishes the difficulties that tend  
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26 to arise in multi-industry studies, in which it is impossible to capture relevant industry factors,  
27  
28 such as those that influence employees’ ability to find alternative employment (Virga *et al.*,  
29  
30 2017). Notably, Mozambique’s economy, including its oil and gas sector, suffers from relatively  
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32 high unemployment rates (World Bank Group, 2019), so it might not be simple for employees to  
33  
34 quit their jobs. Considering the relative difficulty of finding alternative employment in this  
35  
36 sector—which should reduce turnover intentions broadly—this study setting helps us undertake a  
37  
38 particularly conservative test of the question of how *variation* in perceived organizational  
39  
40 politics might be associated with *variation* in plans to quit their jobs (Warner, 2013). If  
41  
42 perceptions of organizational politics effectively increase employees’ quitting plans even in this  
43  
44 challenging setting, the effects likely will be even more prominent in environments in which it is  
45  
46 easier to find another job (Mano-Negrin and Tzafrir, 2004). Moreover, as mentioned previously,  
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55 <sup>1</sup> Informal conversations with the senior management of the focal organization echoed this focus on formalization  
56 and strict policies, as informed by its concerns about decision making efficiency and operational safety.  
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3 by studying turnover intentions (not actual turnover), we account for existing evidence that such  
4 intentions primarily are driven by employee beliefs about internal factors, not uniquely informed  
5 by a lack of alternative job opportunities (Chang *et al.*, 2013; De Clercq and Belausteguigoitia,  
6 2017b).  
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12 The working language in the focal organization is Portuguese, so we used well-  
13 established translation–back translation procedures to fine-tune the survey, with the help of two  
14 bilingual translators (Brislin *et al.*, 1973). We also administered a pilot version of the survey to  
15 five employees, who were not part of the focal data collection and who represented different  
16 hierarchical levels and functional areas. With their input, we checked whether the wording was  
17 understandable and enhanced the readability of the survey questions. Further, special care was  
18 taken to protect the rights of the main study participants. In particular, the invitation statement  
19 that accompanied the paper-based survey emphasized that complete confidentiality was  
20 guaranteed, that only the researchers would have access to the data, that the organization would  
21 not know who participated or not, and that any research reports would only include aggregated  
22 data patterns. Moreover, it was made clear that there were no good or bad answers, such that it  
23 was essential for the quality of the study that participants answer the questions as honestly as  
24 possible. After having obtained an endorsement from the organization’s senior management, our  
25 sample frame consisted of a random list of 300 employees, out of about 500 employees, who  
26 were fully employed by the organization. The organization does not employ people with  
27 temporary contracts or outsource people from other companies. From the 300 randomly  
28 contacted employees, we received 208 completed surveys, for a response rate of 69%. Among  
29 the respondents, 35% were women, their average age was 37 years, 88% had a university degree,  
30 they had worked in their current jobs for an average of 9 years, 41% had supervisory  
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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 = .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 = .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 = .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).



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3 Example items were, “My colleagues and I know each other on a personal level” and “My  
4  
5 relationship with my colleagues is very informal” (Cronbach’s alpha = .81).  
6

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8 *Change climate.* Employees’ beliefs that organizational leaders are open to change were  
9  
10 assessed with a four-item scale of organizational support for change (Scott and Bruce, 1994).  
11  
12 They rated items such as “Organizational leaders are responsive to change” and “Organizational  
13  
14 leaders can be described as flexible” (Cronbach’s alpha = .89).  
15

16  
17 *Forgiveness climate.* To assess employees’ beliefs that organizational leaders are  
18  
19 forgiving of mistakes, we used a three-item scale of forgiveness climate (Guchait *et al.*, 2016).  
20  
21 For example, respondents assessed whether “Organizational leaders are willing to overlook most  
22  
23 errors, mistakes, and offenses” and “Organizational leaders do not hold grudges” (Cronbach’s  
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25 alpha = .70).  
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29 *Control variables.* We included five control variables in the statistical models: gender (1  
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31 = female), age (in years), education level (1 = non-university; 2 = undergraduate university, 3 =  
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33 graduate university), job tenure (in years), job level (1 = line worker, 2 = intermediate level, 3 =  
34  
35 supervisor, 4 = senior management), and job function (three dummy variables: operations, sales,  
36  
37 and administration, with the latter as the base category for the regression analysis). Female and  
38  
39 longer-tenured employees may exhibit more loyalty to their employing organization (Griffeth *et*  
40  
41 *al.*, 2000); employees’ age, job position, and functional area also might influence the  
42  
43 attractiveness or feasibility of quitting plans (De Clercq & Belausteguigoitia, 2017b; Dello Russo  
44  
45 *et al.*, 2020).  
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50 *Construct validity.* A confirmatory factor analysis of a six-factor measurement model  
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52 affirmed the presence of convergent validity. The fit of this model was adequate:  $\chi^2(237) =$   
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54 626.10, confirmatory fit index = .87, incremental fit index = .87, Tucker-Lewis index = .85, root  
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3 mean squared error of approximation = .09, and standardized root mean square residual = .06.

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5 The average variances extracted also exceeded the cut-off of .50 (Bagozzi and Yi, 1988)—except  
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7 for a .46 value for forgiveness climate—and each measurement item loaded very strongly on its  
8  
9 corresponding constructs ( $p < .001$ ) (Gerbing and Anderson, 1988). Evidence of discriminant  
10  
11 validity was apparent, in that the fit of the 15 models that included constrained construct pairs  
12  
13 (correlations equal 1) was significantly worse than the fit of the unconstrained counterparts  
14  
15 (correlations free to vary) ( $\Delta\chi^2_{(1)} > 3.84, p < .05$ ; Anderson and Gerbing, 1988).  
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19 *Common method bias.* Two diagnostic tests confirmed that common source bias was not  
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21 a concern. First, Harman's one-factor test revealed that the six central constructs—turnover  
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23 intentions, perceptions of organizational politics, knowledge sharing, relationship informality,  
24  
25 change climate, and forgiveness climate—were responsible for only 30% of the total data  
26  
27 variance. Second, the six-factor measurement model exhibited significantly better fit than that of  
28  
29 a one-factor model in which all items loaded on one factor ( $\chi^2(15) = 1,434.24, p < .001$ ). From a  
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31 research design perspective, conceptual models that include multiple moderating effect  
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33 relationships are less likely to suffer from common source bias, because respondents have a hard  
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35 time guessing the research hypotheses or adjusting their responses to such predictions (Brockner  
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40 *et al.*, 1997).  
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## 42 **Results**

43  
44 Table 1 shows the correlations and descriptive statistics of the variables; Table 2 reports  
45  
46 the results of the hierarchical moderated regression. Model 1 included the control variables;  
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48 Model 2 added perceptions of organizational politics, Model 3 added the direct effects of the four  
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50 resources, and Models 4–7 added the interactions of perceptions of organizational politics with  
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52 knowledge sharing, relationship informality, change climate, and forgiveness climate interaction  
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3 terms, respectively. Following prior recommendations, these interaction terms were estimated in  
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5 separate equations, because their concurrent estimation tends to hide true moderating  
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7 relationships (Covin *et al.*, 2006; De Clercq and Belausteguigoitia, 2017a). The constructs were  
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9 mean-centered before the product terms were calculated (Aiken & West, 1991).

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11  
12 [Insert Tables 1 and 2 about here]  
13

14  
15 The results in Model 1 reveal that female employees were somewhat more likely than  
16  
17 their male counterparts to make plans to leave ( $\beta = .355, p < .10$ ), as were employees with higher  
18  
19 positions in the organization ( $\beta = .302, p < .05$ ). Consistent with the baseline premise in  
20  
21 Hypothesis 1 that frustrations with self-serving organizational decision making spur quitting  
22  
23 plans, Model 2 reveals a positive relationship between perceptions of organizational politics and  
24  
25 turnover intentions ( $\beta = .533, p < .001$ ). In relationships beyond the theoretical focus of this  
26  
27 study, the results in Model 3 show a (weak) direct positive relationship of knowledge sharing ( $\beta$   
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29 = .152,  $p < .10$ ); perhaps employees share information about external job opportunities with one  
30  
31 another. They also indicate a direct negative relationship of forgiveness climate ( $\beta = -.157, p <$   
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33 .05) with turnover intentions.  
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38 Models 4–5 confirm the hypothesized mitigating effects of the two relational resources:  
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40 Knowledge sharing ( $\beta = -.151, p < .01$ ) and relationship informality ( $\beta = -.103, p < .01$ ) buffer  
41  
42 the positive relationship between perceptions of organizational politics and turnover intentions.  
43  
44 The likelihood that employees' exposure to highly politicized decision making escalates into a  
45  
46 higher propensity to quit is lower among employees who communicate with their peers, regularly  
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48 (Hypothesis 2a) or informally (Hypothesis 2b). Models 5–6 similarly generate evidence of the  
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50 mitigating roles of the two organizational resources. The positive relationship between  
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52 perceptions of organizational politics and turnover intentions is weaker when employees express  
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3 higher perceptions of a change climate ( $\beta = -.100, p < .001$ ) or forgiveness climate ( $\beta = -.155, p$   
4  $< .001$ ). The risk that perceptions about politicized decision making lead to increased  
5  
6 contemplations about alternative employment decreases when organizational leaders embrace  
7  
8 change (Hypothesis 3a) or forgiveness (Hypothesis 3b). Figure 2 and 3 depict these buffering  
9  
10 effects, showing the patterns when the moderators operate at one standard deviation above and  
11  
12 below their respective means.<sup>2</sup>  
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16  
17 [Insert Figures 2 and 3 about here]  
18

### 19 *Post hoc analyses*

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21 We performed two post hoc analyses. First, to assess the *simultaneous* influence of the  
22  
23 four contingent resources on employees' responses to perceived organizational politics, we  
24  
25 calculated three-way interaction terms. Of the six possible combinations, two are significant and  
26  
27 negative: perceptions of organizational politics  $\times$  relationship informality  $\times$  knowledge sharing  
28  
29 ( $\beta = -.121, p < .05$ ) and perceptions of organizational politics  $\times$  change climate  $\times$  knowledge  
30  
31 sharing ( $\beta = -.089, p < .01$ ).<sup>3</sup> The similarity in the (negative) signs between the two-way  
32  
33 interaction terms reported in Table 2 and these three-way interaction terms indicates *reinforcing*  
34  
35 effects. That is, the buffering roles of relationship informality and change climate in the  
36  
37 perceived organizational politics–turnover intentions relationship are stronger to the extent that  
38  
39 employees frequently exchange information. Perhaps through these exchanges, they learn how to  
40  
41 leverage these features to protect against the hardships of dysfunctional politics. Due to the post  
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43 hoc nature of this analysis, this interpretation is speculative; further qualitative studies would be  
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45 useful to establish how employees interpret various features of their work environments  
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52 <sup>2</sup> According to Dawson (2014), moderator values are somewhat artificial; the patterns of the interaction plots only  
53  
54 reveal the nature of the interactions and cannot provide a formal test of moderating effects. A formal test requires  
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56 consideration of whether the product terms are significant in the regression equations (Dawson, 2014), as was the  
57  
58 case in our study.

59 <sup>3</sup> The detailed results are available on request.  
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3 concurrently. Such studies also could examine the effect of similarity to an ideal *configuration*,  
4  
5 in which each focal resource operates at its maximum levels, on how employees respond to  
6  
7 political decision making with quitting plans, or not (De Clercq *et al.*, 2010).  
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10 Second, in light of the relatively low mean value of the turnover intentions variable  
11  
12 (2.727 on a 7-point Likert scale; Table 1), we performed a power analysis with G\*Power (Faul *et*  
13  
14 *al.*, 2007) to check if the sample was large enough to generate acceptable statistical power. To  
15  
16 achieve a high power level of .95 for a multiple regression model with 13 predictors (gender,  
17  
18 age, education level, job tenure, job level, production, sales, perceptions of organizational  
19  
20 politics, knowledge sharing, relationship informality, change climate, forgiveness climate, and  
21  
22 perceptions of organizational politics × knowledge sharing in Model 4, Table 2), in combination  
23  
24 with an effect size of Cohen's  $f^2 = .841$  (corresponding with the  $R^2$ -value of .457 in Model 4),  
25  
26 the sample size must be at least 43. The required sample sizes for Models 5, 6, and 7 are 44, 42,  
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28 and 41, respectively. Our sample size of 208 greatly exceeds these thresholds, so our sample is  
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30 large enough to predict turnover intentions meaningfully (Faul *et al.*, 2007).  
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## 35 Discussion

### 36 *Theoretical implications*

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38 The central theoretical contribution of this research is that it pinpoints several hitherto  
39  
40 overlooked contingency factors that mitigate the escalation of perceived organizational politics  
41  
42 into enhanced turnover intentions. This contribution complements the well-established argument  
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44 that for employees who are convinced that self-serving drivers define organizational decision  
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46 making, the associated threats to their professional well-being tend to stimulate a desire to  
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48 release their frustrations, in the form of plans to quit (e.g., Harris *et al.*, 2007b; Miller *et al.*,  
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50 2014). Unfavorable decision-making processes compromise their organizational standing and  
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3 signal a wider dismissal of their work efforts (Abbas *et al.*, 2014; Siu *et al.*, 2013). Following the  
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5 logic of COR theory, employees react to this resource-draining situation with concrete plans to  
6  
7 leave, as a means to avoid additional resource losses (Grimland *et al.*, 2012; Hobfoll, 2001).  
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9  
10 These plans seem justified by the presence of decision-making processes that endorse egoism  
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12 over performance (Hochwarter *et al.*, 2003) and leave employees feeling as if their dedicated  
13  
14 work contributions are in vain. The positive relationship between perceived organizational  
15  
16 politics and turnover intentions, with its robust grounding in COR theory, likely applies across  
17  
18 many countries, yet the risk-avoidant nature of Mozambique might cause uncertainty-inducing  
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20 political decision making to be perceived as even more intrusive and threatening (Hofstede *et al.*,  
21  
22 2010).  
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26 This study reveals four specific factors that *diminish* the probability that beliefs about  
27  
28 politicized decision making translate into active quitting plans. That is, this negative spiral can be  
29  
30 disrupted to the extent that employees can rely on two protective relational and two protective  
31  
32 organizational resources. Do employees communicate with their peers frequently? Are the  
33  
34 interactions informal? Do organizational leaders embrace change? Are they forgiving? The  
35  
36 perceived need to express frustrations with resource-draining politicized decision making, as  
37  
38 plans to leave, gets subdued when employees can answer these questions in the affirmative,  
39  
40 because they regularly and informally communicate with one another, and they consider their  
41  
42 organizational leaders flexible and merciful. The four conditions make it *less* likely that  
43  
44 employees want to quit, even if they suffer from highly politicized decision-making processes  
45  
46 (Hobfoll *et al.*, 2018).  
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51 What makes these findings important from a theoretical perspective is that they go  
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53 beyond the recognized *direct* effects that favorable peer exchanges (Jacobs and Roods, 2011;  
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3 Kwon, 2017) or organizational climates (Kang *et al.*, 2011; Shen *et al.*, 2014) have on  
4  
5 employees' turnover intentions, by underscoring their *buffering* roles. That is, the focus of this  
6  
7 study is on the indirect but therefore no less beneficial roles that these factors play in employees'  
8  
9 ability to deal with the hardships of dysfunctional politics. It accordingly pinpoints four distinct  
10  
11 and unexplored ways in which the risk that one adverse situation (organizational politics) leads  
12  
13 to another (potential employee turnover) can be contained. From a different perspective, the  
14  
15 study also provides the critical theoretical insight then that organizational decision makers should  
16  
17 be particularly worried about the possibility that valuable employees will leave in response to  
18  
19 self-centered decision-making dynamics, *if* those employees feel isolated and cannot rely on the  
20  
21 specific relational and organizational resources that are the focus of this research.  
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### 26 *Practical implications*

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28 This study has various implications for managerial practice. Managers should be aware  
29  
30 that deeply felt frustrations about self-serving decision making can escalate into a desire among  
31  
32 employees to abandon ship and look for alternative employment. A focus on self-serving  
33  
34 choices, instead of performance-based decisions, may compromise employees' sense of self-  
35  
36 worth, to which they react with seemingly justified plans to leave. As a caveat, we recognize that  
37  
38 some employees might accept a certain degree of politics in the workplace; they may consider it  
39  
40 inevitable for large hierarchical organizations or else anticipate benefits if they possess adequate  
41  
42 political skills (Brouer *et al.*, 2011; Mintzberg, 1985). It would be interesting to consider how the  
43  
44 rigidity of an organization's structure may inform employees' responses to perceived  
45  
46 organizational politics. Still, our empirical findings strongly support well-established evidence of  
47  
48 the dark side of politicized decision making, which gives precedence to egoism at the expense of  
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50 the collective good (Abbas *et al.*, 2014; De Clercq and Belausteguigoitia, 2017a).  
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3 As an important implication of this study, we assert that organizations that hope to avoid  
4 a scenario in which their workforces become distracted by quitting plans should find effective  
5 ways to identify employees who indicate especially strong concerns about the political nature of  
6 organizational decision making. Such an identification could be challenging, to the extent that  
7 employees do not want to be perceived as complainers or weak (Jam *et al.*, 2017; Kacmar and  
8 Baron, 1999). Different measures could help *overcome* employees' reluctance to complain about  
9 dysfunctional political games though. For example, organizations could organize open discussion  
10 forums, during which they clarify decision-making procedures while also listening carefully to  
11 employee concerns about whether these procedures are effectively implemented (Wang and Noe,  
12 2010). In parallel, they could establish one-on-one feedback sessions between employees and  
13 representatives of the human resource department, through which employees feel comfortable  
14 venting their frustrations, or appoint an ombudsman or ombudswoman who handles pertinent  
15 employee complaints in a formal and confidential manner (Harrison and Doerfel, 2006).  
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33 Yet perhaps the greatest value of this study accrues to organizations for which it is  
34 impossible to eradicate dysfunctional, politicized decision-making processes from their ranks  
35 (Atinc *et al.*, 2010). These organizations need some option to avoid a downward spiral, whereby  
36 negative beliefs about dysfunctional politics drive employees away. As the results of this study  
37 show, there is significant value potential in finding effective ways to stimulate and hone high-  
38 quality relationship building among employees. Specific initiatives in this regard could include  
39 offsite training programs that stimulate open, frequent communication and informal peer  
40 interactions (Wang and Noe, 2020). Such outcomes might be achieved through role playing,  
41 simulation games, or social events that bring employees from across the organization together  
42 and enable them to get to know one another on a personal level. In addition, there could be merit  
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3 in promoting structured, on-the-job training initiatives that encourage employees to reach out to  
4 colleagues in the face of adverse organizational decision making (Ahadi and Jacobs, 2017).  
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8 Moreover, employees are better positioned to cope with politically driven decision-  
9 making processes when they sense that changes to the processes are possible, and they feel  
10 encouraged to take the initiative to suggest areas of organizational improvement. For example,  
11 organizational leaders could ensure the credibility of options for invoking change by providing  
12 employees with adequate resources (e.g., budget, time) to alter the status quo, as well as by  
13 creating a culture that rewards change efforts (Kerr and Slocum, 2005). The results of our study  
14 also speak to the value of *not* punishing employees for errors that they might make in the course  
15 of doing their jobs. For example, to the extent that organizational leaders do not hold grudges  
16 against dedicated employees who complain, constructively, about dysfunctional decision  
17 practices, it becomes more likely that these leaders can learn about the existence of this pertinent  
18 problem and then do something about it. Ultimately, the promotion of an organizational climate  
19 that endorses change and forgiveness reduces the troublesome risk that the organization loses  
20 valuable employees because of their frustrations with dysfunctional politics.  
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### 37 *Limitations and future research directions*

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40 This study has some weaknesses, which open doors for additional research. First, the  
41 possibility of reverse causality cannot be eliminated, due to the cross-sectional research design.  
42 The arguments were grounded in established COR theory—which predicts that disappointments  
43 with resource-depleting decision making spur employees to release the associated frustrations  
44 (Hobfoll and Shirom, 2000)—but it is possible that employees' contemplations about alternative  
45 employment generate negative thoughts about their work situation (Guo *et al.*, 2019), which then  
46 might stimulate beliefs about the presence of dysfunctional politics. Research that measures the  
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3 focal constructs at different points in time could address this issue by estimating cross-lagged  
4 effects (Antonakis *et al.*, 2010). In a similar vein, our argument that perceived organizational  
5 politics lead to quitting intentions, due to employees' desire to conserve their self-esteem  
6 resources, is consistent with COR theory (Bentein *et al.*, 2017; Hobfoll, 1989), but it would be  
7 interesting to measure this intermediate mechanism directly.  
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12 Another useful extension might examine whether employees' turnover intentions  
13 translate into actual turnover behavior and how the translation depends on a combination of  
14 *internal* factors (e.g., the moderators we study or whether family members are employed in the  
15 same organization) and *external* factors (e.g., the presence of a pandemic crisis and the  
16 associated difficulty of finding external employment alternatives). Longitudinal studies could  
17 establish whether internal or external factors are most influential in moderating the link between  
18 employees' turnover intentions and actual turnover behavior, and also whether their quitting  
19 plans reflect realistic threats to leave or if they instead are meant to vent frustrations, in the hope  
20 of influencing organizational decision-making processes.  
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36 Further, we examined the moderating effects of four complementary resources that  
37 capture relevant aspects of employees' relational and organizational contexts; each of them  
38 diminishes the perceived need to penalize an employer with quitting plans. It would be useful to  
39 examine the buffering roles of other contextual factors too, such as trust in peers or leaders  
40 (Schaubroeck *et al.*, 2013) and person–organization fit (Boon and Biron, 2016). Yet another  
41 interesting angle would be to consider *individual* buffers, such as employees' political savvy  
42 (Brouer *et al.*, 2011) or mindfulness (Andrews *et al.*, 2014). Examining the relative strength of  
43 alternative moderators would be a worthwhile endeavor, as would comparing the power of the  
44 four focal resources we study with these alternative factors.  
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3 By examining a single *organization*, we avoid empirical concerns about unobserved  
4 differences at the firm level that may inform employees' propensities to make quitting plans.  
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6 Nonetheless, it would be useful to assess the external validity of the results by undertaking multi-  
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8 firm investigations that account for pertinent organizational-level factors, such as centralization  
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10 and formalization (Claver-Cortés *et al.*, 2012) or whether organizational recruitment policies  
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12 ensure adequate person–organization fit (Turban *et al.*, 2001). In terms of *industry*, as we  
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14 indicated in the Method section, alternative employment opportunities may be limited in the  
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16 (Mozambican) oil and gas sector, so when our statistical analyses generate significant support for  
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18 the theorized effects, *despite* this constraint, it arguably corroborates the validity of the tested  
19  
20 theoretical framework. Nonetheless, it would be interesting to examine the role of pertinent  
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22 industry-related factors, with respect to the availability of opportunities (Virga *et al.*, 2017).  
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24 Continued research could explicitly investigate whether, in industries in which employment  
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26 opportunities are abundant, the relationship between adverse organizational decision-making  
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28 processes and turnover intentions might be even *stronger*, because the individual risk of quitting  
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30 is lower. Moreover, such research could compare the relative salience of internal (relational and  
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32 organizational resources) and external (e.g., supply-demand dynamics in the labor market)  
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34 factors for predicting *both* turnover intentions and subsequent turnover behaviors.  
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42 Finally, with regard to *country*-level effects, by anchoring the theoretical arguments in  
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44 the well-established COR framework, we enhance the probability that the results apply across  
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46 different countries. Similar to our discussion of the industry, the strength, *not* the nature, of the  
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48 hypothesized relationships might vary across countries. As our arguments in the Method section  
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50 indicated, the relationship strength may depend on the contrasting roles of uncertainty avoidance  
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52 and collectivism, such that the former stimulates quitting plans in the presence of uncertainty-  
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3 inducing organizational politics, but the latter subdues them (Hofstede et al., 2010). We find  
4 strong support for our baseline hypothesis, so it appears that the effect of uncertainty avoidance  
5 prevails. That is, even if turnover intentions might harm the organizational collective,  
6 uncertainty-invoking politicized decision making is a strong determinant of employees' quitting  
7 plans. Without a formal investigation of cultural factors, this interpretation is speculative though,  
8 so we urge researchers to explicate the roles of specific cultural features, as well as other cultural  
9 values, with *cross-country* comparisons. It also would be useful to examine the roles of  
10 employees' corresponding *individual* preferences and values in the relationship between  
11 perceptions of organizational politics and turnover intentions, such as their risk aversion (Loi and  
12 Ngo, 2010) or collectivistic orientation (Eby and Dobbins, 1997).  
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### 26 *Conclusion*

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28 This study addresses relevant *conditions* in which employees' frustrations with adverse  
29 organizational decision making increase their desire to look for alternative employment. These  
30 frustrations can generate a counterproductive dynamic that culminates in employees' concrete  
31 plans to quit their jobs. The extent to which this dynamic can be contained depends on different  
32 resources, embedded in both peer relationships and the organizational climate. We hope this  
33 study serves as catalyst for continued examinations of how organizations can avoid a spiral, in  
34 which unfavorable decision-making processes escalate into negative responses, because they find  
35 ways to effectively hone and leverage the valuable resources available within their ranks.  
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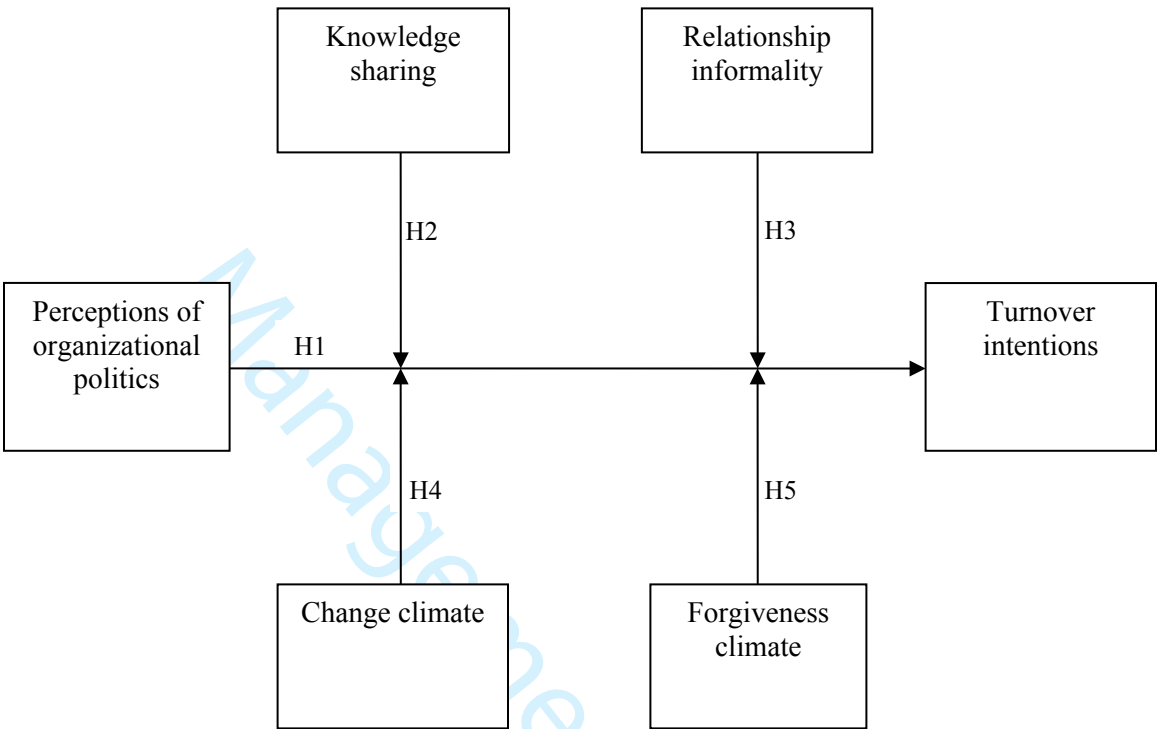
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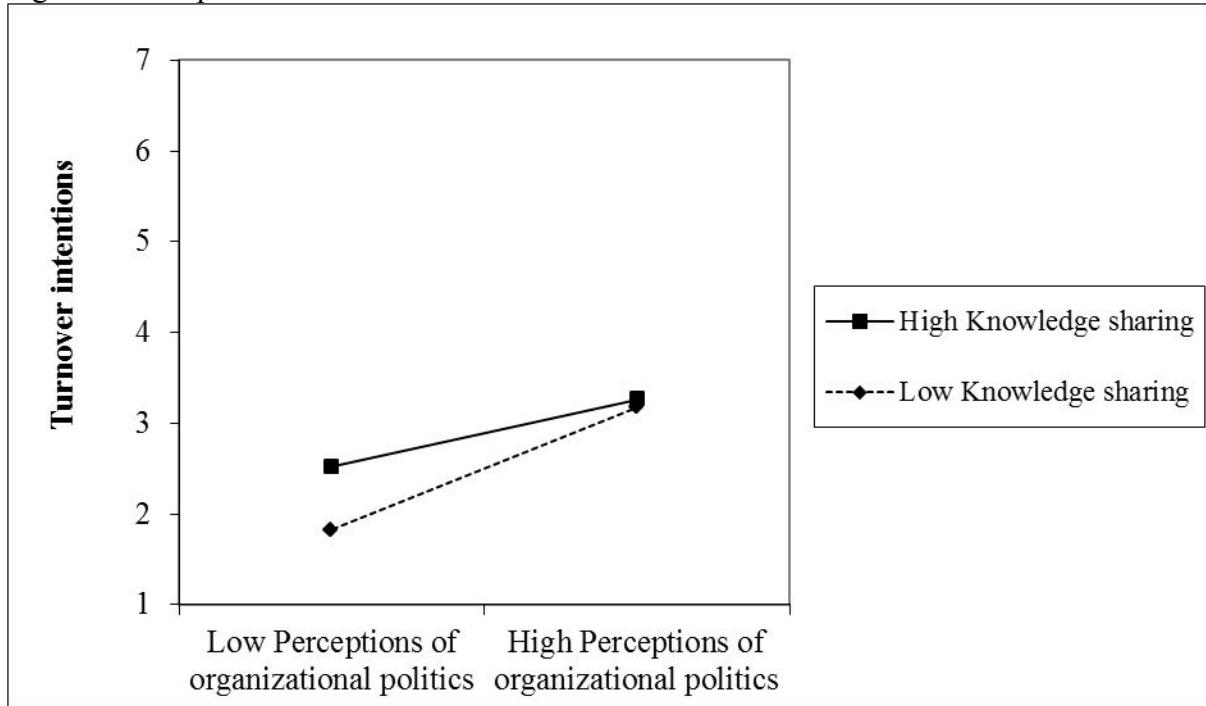
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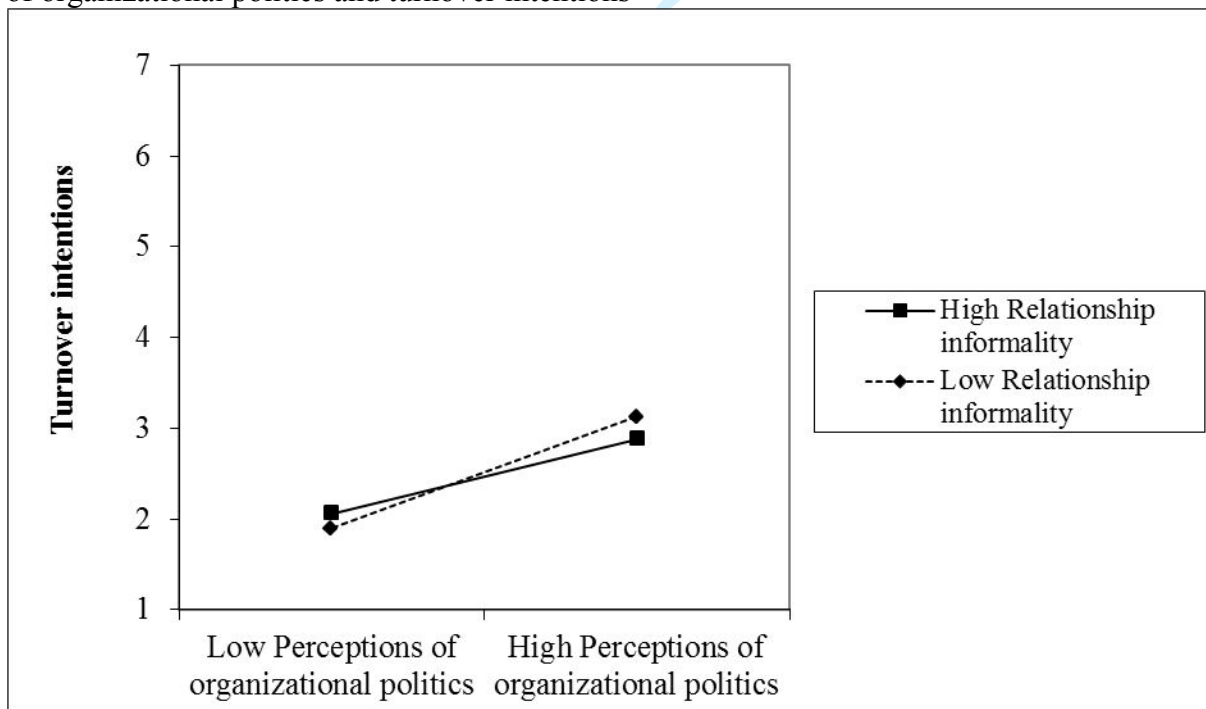
**Figure 1.** Conceptual model



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

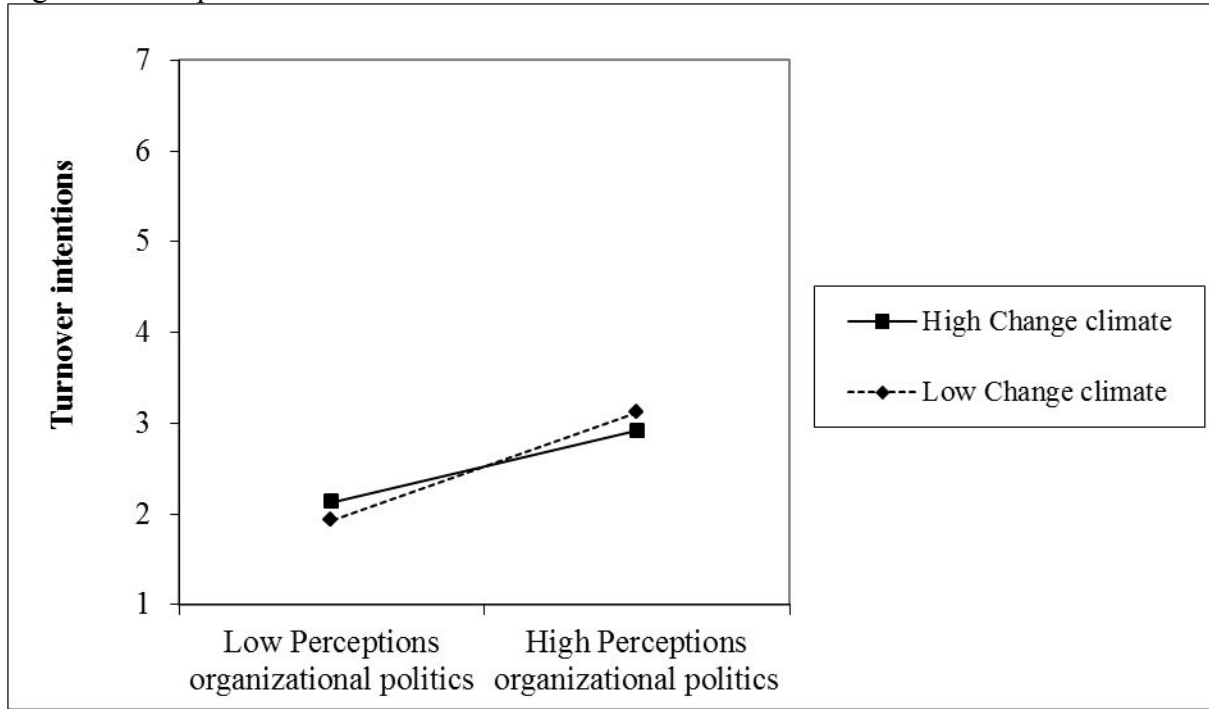


**Figure 2B:** Moderating effect of relationship informality on the relationship between perceptions of organizational politics and turnover intentions

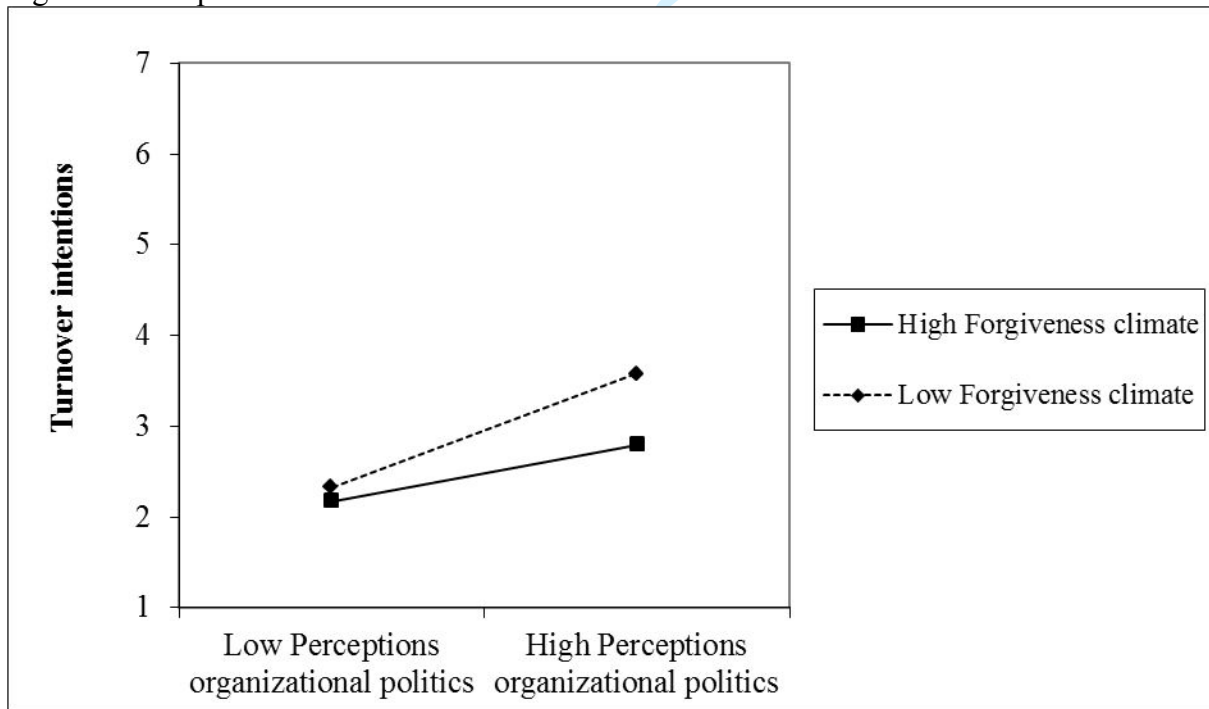


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**Figure 3A:** Moderating effect of change climate on the relationship between perceptions of organizational politics and turnover intentions



**Figure 3B:** Moderating effect of forgiveness climate on the relationship between perceptions of organizational politics and turnover intentions



**Table 1.** Correlations and descriptive statistics

	1	2	3	4	5	6	7	8	9	10	11	12	13
1. Turnover intentions													
2. POP	.607**												
3. Knowledge sharing	-.074	-.249**											
4. Relationship informality	-.047	-.081	.383**										
5. Change climate	-.317**	-.466**	.344**	.128									
6. Forgiveness climate	-.370**	-.417**	.207**	.022	.433**								
7. Gender (1 = female)	.099	.231**	-.100	.013	-.026	-.336**							
8. Age	.061	-.009	-.097	-.061	.109	-.062	.015						
9. Education level	.091	-.067	.203**	.033	.095	.084	-.135	.077					
10. Job tenure	-.005	-.033	-.008	-.049	.122	.031	-.017	.778**	-.059				
11. Job level	.162*	.104	-.185**	.045	-.183**	-.180**	-.137*	.004	.095	-.087			
12. Production	.042	.127	-.004	.098	-.052	-.004	-.025	.179**	.234**	.131	.187**		
13. Sales	.066	.168*	-.059	-.152*	-.193**	-.044	.036	-.199**	-.194**	-.113	-.117	-.396**	
Mean	2.727	4.076	5.719	4.576	4.393	4.046	.351	36.587	2.212	9.201	2.332	.428	.173
Standard deviation	1.313	1.553	1.058	1.296	1.545	1.154	.478	6.776	.632	5.908	.755	.496	.379

Notes: N = 208. POP = perceptions of organizational politics.

\* $p < .05$ ; \*\* $p < .01$ .

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

	Model 1	Model 2	Model 3	Model 4	Model 5	Model 6	Model 7
Gender (1 = female)	.355 <sup>+</sup>	-.051	-.128	-.137	.019	-.146 q	-.176
Age	.024	.018	.019	.015	.017	.006	-.006
Education level	.201	.276*	.238 <sup>+</sup>	.155	.201 <sup>+</sup>	.267*	.297**
Job tenure	-.015	-.006	-.007	-.003	-.006	.008	.023
Job level	.302*	.166 <sup>+</sup>	.153	.118	.155	.159	.174 <sup>+</sup>
Production	.074	-.297 <sup>+</sup>	-.271	-.299 <sup>+</sup>	-.321*	-.216	-.192
Sales	.446 <sup>+</sup>	-.109	-.119	-.055	-.213	-.082	-.041
H1: POP		.533***	.498***	.523***	.513***	.492***	.468***
Knowledge sharing			.152 <sup>+</sup>	.196*	.177*	.122	.153*
Relationship informality			-.037	-.020	-.020	-.033	-.018
Change climate			-.030	-.044	-.049	.000	-.029
Forgiveness climate			-.157*	-.128 <sup>+</sup>	-.102	-.193**	-.235**
H2a: POP × Knowledge sharing				-.151**			
H2b: POP × Relationship informality					-.103**		
H3a: POP × Change climate						-.100***	
H3b: POP × Forgiveness climate							-.155***
	R <sup>2</sup>	.067	.407	.432	.457	.450	.462
	Change in R <sup>2</sup>		.340***	.025 <sup>+</sup>	.025**	.018**	.030***
							.477
							.045***

Notes: N = 208. Unstandardized coefficients. POP = perceptions of organizational politics.

<sup>+</sup>p < .10; \*p < .05; \*\*p < .01; \*\*\*p < .001 (two-tailed).