

# The Relationship between Organizational Politics and Turnover Intention: The Mediating Effect of Job Satisfaction

العلاقة بين السياسة التنظيمية ونية ترك العمل:

التأثير الوسيط للرضا الوظيفي

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## Abstract:

This Paper examines the relationship between organizational politics, job satisfaction, and turnover intentions in Egypt's construction industry, a sector with significant economic implications. The study aims to address the gap in contemporary literature and develop effective retention strategies for Egypt's evolving construction market. The research examines the mediating effect of job satisfaction, demographic controlling variables, and the impact of organizational politics on turnover intention. The study also discusses the negative consequences of turnover, such as customer relations, disruption of efficiency, and low morale. The findings will influence the development opportunities during the study process and contribute to the understanding of the relationship between organizational politics and turnover intention in the construction industry.

Turnover intention is a crucial predictor of employee behavior, influenced by factors such as satisfaction, commitment, and politics. Factors affecting employee intentions to leave include unfair rewards, weak performance systems, unclear career paths, and politics. Organizational culture, job satisfaction, and knowledge sharing are also significant factors. Petriglieri's (2011) theory focuses on individual decision-making, highlighting the importance of protecting identity and re-structuring responses to avoid resigning. Understanding these factors can help organizations save budgets and retain talented employees.

**Keywords:** Organizational Politics, Turnover Intention, Job Satisfaction, Construction Industry, Egypt.

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**ملخص:**

تبحث هذه الدراسة في العلاقة بين السياسة التنظيمية ونية ترك العمل لدى الموظفين في صناعة البناء في مصر، مع الرضا الوظيفي كمتغير وسيط. باستخدام منهجية كمية، تم جمع البيانات من 384 من المتخصصين في البناء من خلال أدوات قياس معتمدة بما في ذلك استبيان رضا الوظيفة، ومقياس نوايا دوران العمل، ومقياس السياسة التنظيمية. يدرس البحث ثلاثة أبعاد للسياسة التنظيمية: السلوك السياسي العام، وسياسات الأجور والترقية، وسلوك "المضي قدماً للمضي قدماً". كما تسهم الدراسة في فهم تأثير السياسة التنظيمية على الاحتفاظ بالموظفين في قطاع البناء سريع النمو في مصر، وتقدم رؤى لممارسات إدارة الموارد البشرية في منظمات البناء.

يمثل معدل دوران الموظفين تحديًا كبيرًا في الأداء التنظيمي، وبخاصة في قطاع البناء في مصر. وترتبط هذه الظاهرة ارتباطًا جوهريًا بالسياسات التنظيمية ورضا الوظيفة، مع آثار ملحوظة على كل من إدارة الموارد البشرية والكفاءة التشغيلية. كما تحتل صناعة البناء في مصر مكانة محورية في الاقتصاد الوطني، حيث احتلت المرتبة الثالثة من حيث الأداء في عام 2019/2018 وفقًا للبنك المركزي المصري. مع تنفيذ المشاريع الضخمة بما في ذلك أنفاق قناة السويس والتطورات الحضرية الجديدة، يواجه القطاع ضغوطًا متزايدة للاحتفاظ بالمهنيين الماهرة.

**الكلمات المفتاحية:** السياسة التنظيمية، نية ترك العمل، الرضا الوظيفي، صناعة البناء، مصر.

## 1. Introduction

Employee turnover presents a significant challenge in organizational performance, particularly within Egypt's construction sector. This phenomenon is intrinsically linked to organizational politics and job satisfaction, with notable implications for both human resource management and operational efficiency.

The construction industry in Egypt holds a pivotal position in the national economy, ranking as the third-highest performing sector in 2018/2019 according to the Central Bank of Egypt. With the implementation of mega-projects including the Suez Canal tunnels and new urban developments, the sector faces mounting pressure to retain skilled professionals.

Research indicates that organizational politics—defined as the conscious use of power for personal gain within organizational structures—significantly impacts employee satisfaction and turnover intentions. This relationship is particularly pronounced in labor-intensive industries like construction, where human capital plays a crucial role in maintaining quality standards and project implementation.

The economic implications of turnover are substantial, with replacement costs estimated at approximately 50% of an employee's annual salary (Voon, 2011). This issue is exacerbated in Egypt's context, where the construction sector's expansion under Vision 2030 has intensified competition for skilled workforce retention.

This analysis focuses on examining the correlation between organizational politics, job satisfaction, and turnover intentions within Egypt's construction industry—a previously understudied area despite its economic significance. The research seeks to address the gap in contemporary literature, particularly considering the sector's recent rapid development and its strategic importance to Egypt's economic growth.

Given the industry's unique characteristics—including project timelines, stakeholder complexity, and budget constraints—understanding these relationships becomes crucial for developing effective retention strategies and maintaining competitive advantage in Egypt's evolving construction market.

## 2. Literature Review

This section will review the previous literature regarding the discussed variables including the positive and negative effects of the organizational politics regarding the turnover intention while considering the mediating role of job satisfaction. This is in addition to the demographic controlling variables that include age, gender, educational level and job specialization.

In developing countries, the situation has become worse due to the lack of job opportunities, fair competition and the absence of effective organizational politics. This part will discuss the theories, previous studies about the variable's linkage in addition to the recommendations to decrease the turnover intention. In the literature review, the main strategic objective is to focus on the conceptual foundation from the previous studies. In addition, the findings and inputs, from the previous studies, will influence the development opportunities during the study process. The literature part will also review national and international studies discussed, the variables and the construction industry.

## ***2.1 Turnover Intention***

Turnover, as a subject, has been the focused research topic over the past 90 years (Tse & Lam, 2008). Most of the academic scholars have discovered that the turnover can result in negative consequences on the organizations (Watrous, 2006). Abbas, Raja and Darr (2014) predicated that the annual turnover cost in the organization was estimated to be \$ 11 billion. Customer relations, disruption of efficiency and employee's low moral are considered as negative effects of turnover intention that resulted in the organizational performance and effectiveness (Watrous, 2006).

According to Watrous (2006), turnover has different implications on each organization according to the nature of work that can be divided into two types, voluntary and involuntary, as well as functional and dysfunctional.

The voluntary turnover is an individual process in which employees decide to leave or stay in the organization (Zhao, 2013). They are, in most cases, dysfunctional and the most negative and harmful to the organization. Abbas, Raja and Darr (2014) alerted that the smartest and most talented employees are the most likely to leave the organizations. Thus, organizations lose the talent, experience, activity and output of those employees, which result in organizational dysfunctional turnover. As for voluntary turnover, it is done by the employees themselves due to better opportunities or negative adaptation with the culture (Zhao, 2013).

Regarding involuntary turnover, it is defined as the process that organization is in control over the employee's decision to leave or stay (Zhao, 2013). It can, also, be defined as the process of reducing the headcount of below performers; it is known as functional turnover (Watrous, 2006). Moreover, employee's turnover refers to the contractual termination between the employees and the organization (Krausz, 2002). Involuntary is initiated by the organization

in order to terminate the employment relationship between organization and employees.

In the previous academic literature, turnover intention is an exception used to measure the expected turnover inside the organization (Bigliardi, 2005). That is to say, intention to leave, intent to leave, intent to quit. While turnover intention is not the same as the actual turnover, turnover intention is considered as a very potent predictor to the employees' behavior to leave (Zhao, 2013).

Mobley (1992) claimed that turnover intention is a cognitive process of thinking, organizing and taking action to quit from the job. Also, turnover intention is the end process of cognitions sequence; it intermediates between assessments related to the decision-making regarding resigning from the organization (Chiu & Francesco, 2003). Tett and Meyer (1993) stated that turnover intention is the probability of resigning from the job and searching for another alternative.

Many variables could be connected to turnover, such as satisfaction, commitment and politics with vital sequences which resulted in employee's intention to leave the organization. The intention can be considered as the last and the most considerable cognitive factor that has a strong effect on turnover. Many researchers have identified the costs that are highly expensive to any organization, in order to replace the resigned employees. It can be described as pre-departure costs, such as recruitment, selection, orientation, training and probation loss costs (Tracey & Hinkin, 2008).

Thus, the turnover analysis and the variables (affecting the employee's intention to leave) is very important. This is because defining and controlling these variables will help the organizations save the budget of future hiring through the correct estimation. Furthermore, the low rate of the turnover is a very good indicator of the organization's efficiency by focusing on solving the roots of these variables. This will help the construction organizations in Egypt to retain the talented employees.

Armstrong (2006) discussed the factors affecting the employee's intentions to leave the organizations; those factors are connected to the dissatisfaction of the employees, which can be classified as unfair reward system; weak performance system (that cannot measure employees output); unclear career path and politics (that can shape the relations with the supervisor and colleagues).

Jacobs (2005) provided a different proposal for turnover intention model, where the organizational culture (positivity or negatively) is more related to turnover intention with more interactions of job satisfaction, organizational behavior, commitment and knowledge sharing similar types of models ( Boshoff, Wyk, Hoole & Owen, 2002; Wasti, 2003). The employee's perception towards

organizational culture may trigger other variables that would lead to the decision of staying or leaving the organization.

Petriglieri's (2011) provided a theory that presents theoretical framework which focus on the individual decision to leave the organization. In a nutshell, the theory contends that employees assess the threats of identity and potential coping mechanisms and the background of social support. This contributed in two different strategies represented in: the protection of identity and the re-structure identity responses, which helps in removing the identity threats. This model is essential in relation to the framework of work identity towards the turnover intention.

Regarding the construction industry, studies, conducted on the relationship between employee's turnover and organizational politics, are rare. Lingard (2002) discussed the turnover characteristics along with the physiological exhaustion that represents the most negative experience among the construction professionals.

Lingard and Francis (2004) discovered that employees, working on construction sites, are more exhausted from the political action than the employees working on head office due to their connections and relations with the management team.

## ***2.2 Organizational Politics***

Organizational politics can be defined as the activities and actions that happened privately within the organization. It includes tactics by employees to have special benefits over others, and these actions can be different or similar to other employees (Bukhari & Kamal, 2015).

Organizational politics is a technique used by employees to accomplish their goals within the organization without following the proper procedures (Thornton, 2016). It demonstrates the correlation between power and its impact on work. It takes place in accordance to the organization acceptance level (Ferris, 2019).

Rosen and Levy (2009) found that high level of politics harmed the teams within the organizations while little amount of politics is essential in managing the teams. Besides, perceived organizational politics plays a major role when analyzing the reasons beyond the employee's turnover.

The organizational politics is meant to achieve personal interest without following the policy and rules designed by the organization. Moreover, because of the politics nature, its concept was studied in depth in the previous

management literature, and it considered many aspects that can be developed with the major changes done in the organizations through time (Ferris, 2019).

However, some researchers discussed the importance of the organizational politics in achieving goals while others argue the negative impact on other employees and the organization as a whole. Besides, mixed results were noticed regarding the impacts of the organizational politics on the job outcome.

Rosen and Levy (2009) discussed that the job outcome, of the organizational politics, can be affected by the change of cultures. The current globalization has stressed on the organizational politics impact across different cultures. It was, also, discussed that these differences may result in different outcomes of the organizational politics tactics from organization to another (Shao & Jones, 2013).

Shao and Jones (2013) argued that politics are popular within organizations in countries that marked to be described as supporting individualism and avoiding uncertainty. This is due to its harmful impact on both employees and organizations after examining the elements that explain the employee's turnover.

Perceived organizational politics can be defined as the employee's subjective evaluation of the work environment, and how it is described by co-workers and supervisors who act in such self-serving style (Ferris, 2019). Some pieces of evidence suggested that higher actions of organizational politics are highly correlated to the employee's turnover intentions (Abbas, Raja, Darr & Bouckennooghe, 2012; Bedi & Schat, 2013; Chinomona, 2013).

The outcomes of the employees are essential for the organizational politics subjective perception with some harmful impact on the organizational performance. Previous studies have shown that managers cannot prevent the employee's turnover and that executives should focus on the effects of organizational politics on the employee's intention to leave their jobs (Vigoda-Gadot & Talmud, 2010; Yen, 2015).

Delle (2013) discussed that organizational politics represent inappropriate power among employees while other researches focused on the perception of organizational politics; how negative it is defined besides the correlation with the unwanted individual and the outcomes (Hoti, 2015).

Employee turnover intention are a well-known concept in organizational politics. It has a significant impact on the productivity (Liang & Wang, 2016). The relationship between the organization and the employees is built on what they get as a result of their jobs (Hoti, 2015).

The types of organizational politics are self-promotion, workplace politics, surveillance, territorialism and superiority. It includes that indirect efforts, by employees, to gain power and achieve benefits over others. The organizational

politics has emerged due to the lack of clarity and communication between the management layers within the organization, and understanding it is extremely important in managing the workplace (Yilmaz, 2014).

Bai (2016) discussed that when the practices of organizational politics in organization is the regulator of the decision-making process, it shows unclear directions of the organization and encourages employees to give the same sensitization to others. Previous findings have shown that bias, prohibited actions, compensation packages and lack of the resources are common in the construction industry (Arasli & Karadal, 2009; Wan, 2010).

Organizational environments that are full of political actions, where unequitable systems and bias exist, are common. Moreover, the scarcity of jobs, unequal promotional opportunities and weak training programs can maximize the employee's intention to participate in the organizational politics practices (Kusluvan, 2010).

### **2.3 Job Satisfaction**

Job satisfaction is considered as a very important topic which has been studied a lot since 1930 due to its importance of improvement the productivity and work relation inside the workplace (Girma, 2016). The importance of studying job satisfaction has come from the linkage with the employee turnover intention (Li, Lee, Mitchell, Hom & Griffeth, 2016). Moreover, job satisfaction is considered as one of the most studied variables in the field of human resources management due to its importance in the behavioral sciences (Yeoh, Lim, Syuhaily & Osman, 2010). Many researches were conducted to highlight what satisfies a group or an individual employee in an organization (Valle & Witt 2001).

One of the simplest definitions of job satisfaction is how employees feel about their jobs (Chughati & Perveen, 2013). Ünal (2013) defined job satisfaction as the employee attitude regarding the whole job aspects or structure. Basak (2014) supported Ünal's (2013) definition by adding the internal and external factors that define or share the employee's job satisfaction. The main central characteristics of job satisfaction is the personalization of feelings by the employee.

Furthermore, job satisfaction can be defined as a pleasant or positive emotional sense which comes from job experience or the evaluation of the performed job (Locke, 2005). It indicates the results of performing the job and the final results which affect the future productivity and outcome. Vroom (1964) indicated that the employees' role and their effectiveness within the organization

elaborates their level of satisfaction. Lower layer of management is perceived to have less job satisfaction than the upper layer management as their role are limited to the execution and not the strategic part.

Locke (2005) indicated that the internal factors, such as psychological influences and internal environment, affect the individual satisfaction level rather than the external environmental influences. Therefore, the study will focus on the general satisfaction that resulted in the internal environment rather than employees' benefits.

Employee satisfaction is very important and remains as essential topic to any organization as the increased level as it leads to high level of customer satisfaction and, consequently, the protentional level of the organization profitability and tenure (Che Nawi et al., 2016).

According to Price and Muller (1993), the level of employee job satisfaction can be affected by a combination of three factors: the job, the environment and the personal variables. The Price-Mueller Job Satisfaction Model has been developed to include nine concepts of the job characteristics that could explain the job satisfaction. The components include autonomy, role ambiguity, distributive justice, role conflict, supervisory support, role overload, internal labor market, work routine, integrity and pay.

Job satisfaction has a cognitive aspect indicating that the individual satisfaction depends on the self-beliefs regarding job characteristics, relations with coworkers and relations with supervisor. These beliefs are developed from many factors like development, learning, reading and seeing (Judge & Mueller, 2012).

The concept of job satisfaction has, heavily, been studied in the previous literature due to the connectivity with many factors inside and outside the organization besides its importance to the cost and profitability (Javad & Davood, 2012). It is considered as a complex factor with many facets, which influence the mindset of the employees, whether positively or negatively.

There are two classifications of job satisfaction represented in effectiveness, which is described as the happiness in doing the job; whereas, cognitive is described as the logical measurement and evaluation of the factors related to the job. Many determinants of job satisfaction were, previously, discussed in the literature, such as compensation, promotion opportunities, job conditions, internal communication, personal growth and work environment (Wu, 2012; Cook, 2015).

Girma (2016) discussed the main types of job satisfaction as intrinsic, extrinsic and total. Intrinsic satisfaction is considered as the natural tasks that is directly correlated with the feelings of achievement, self-esteem, autonomy and

the sense of control. As for the extrinsic satisfaction, it involves the nature of the job and duties that are associated with satisfaction, such as work environment, communication with supervisors, workplace politics, compensation and opportunities for growth. Regarding the total satisfaction, it is the mixture between intrinsic and extrinsic satisfaction.

Since the 1970s, psychologists have studied the employee's turnover problem with many considerations. Scholars have, primarily, focused on the correlations between the turnover intention and its predictable factors, which, eventually, impact the employee's morale and push them to resign. Job satisfaction, organizational politics and justice have an impact and role; it is considered a predictor for turnover intention (Meisler, 2013).

Kültigin (2013) discussed that emotional quotient have a major negative role in the employee's turnover intention while higher job satisfaction can result in lower turnover intention. Girma (2016) identified the three potential sources of job satisfaction: coincidence of self-image, workplace relationship predictability and job integration. Price and Mueller (1986) proposed that job satisfaction can include role overload, work routine, centralization, pay and promotional opportunities.

Ünal (2013) indicated that employees, who get involved in the decision-making process, have established social connections, received fair reward, and those, who had received fair promotional opportunities, were likely to be more satisfied. Conversely, the normal work routine, even in a good working conditions, reduces the employees job satisfaction.

## ***2.4 Mediation Role of Job Satisfaction***

Pepe (2010) claimed that job satisfaction is the most important factor that affect employee's intentions to leave or retained inside organization. Mentioning that the determinants of job satisfaction can effectively decrease the problem of turnover (Ravari et al., 2012). The study done by Khalida (2018) has illustrated that job satisfaction and turnover intention variables demonstrate a negative interactions.

The previous literature suggested that job satisfaction has a direct effect on the employee's turnover intention while it can be resulted from the politics inside the organization (Crede et al., 2007). Job satisfaction has a mediating role between various variables and the workplace relations and behaviors.

Kuo et al. (2014) pointed out that job satisfaction plays a mediating role between organizational politics and employee's turnover intention. The study, also, highlighted that higher job satisfaction, in the mediating role with the

organizational politics, resulted in a decrease in the turnover intention. Güleriyüz et al. (2008) mentioned that the relationship between the organizational politics and turnover intention was mediated by job satisfaction.

### 3. Research Gap

Previous studies have extensively examined the relationship between organizational politics and turnover rates, with job satisfaction serving as a mediating role. However, significant gaps exist in the current literature. Notably, no previous research has investigated this relationship specifically within Egypt's construction industry context. This gap is particularly significant given the unique characteristics and challenges of the Egyptian construction sector. Furthermore, there is a notable lack of literature from the past five years, during which Egypt's construction industry has experienced unprecedented growth and transformation. This period has seen the implementation of major national projects and significant changes in industry dynamics, yet these developments' impacts on organizational politics and employee retention remain understudied.

### 4. Research Problem

The primary problem lies in the increasing tendency of employees in Egypt's construction industry to contemplate resignation due to organizational politics. This issue has become particularly critical as the construction sector faces mounting pressure to retain skilled professionals during the implementation of mega-projects. The emergence of new market players and high workforce demand have intensified turnover rates within established organizations, creating significant challenges for human resource management.

The problem is further compounded by the substantial costs associated with employee turnover. Research indicates that the cost of hiring and training replacement employees amounts to approximately 50% of an employee's annual salary. This financial burden, combined with the loss of expertise and project continuity, poses a significant threat to organizational effectiveness and project delivery in the construction sector.

Moreover, organizations lack a comprehensive understanding of how organizational politics specifically affects turnover intentions within the Egyptian construction context. The mediating role of job satisfaction in this relationship remains poorly understood within the sector's unique environment. Additionally, the impact of demographic variables on these relationships has not been adequately explored in the Egyptian construction industry context, making it difficult for organizations to develop targeted retention strategies.

This research problem becomes particularly relevant given Egypt's ambitious Vision 2030 plans and the ongoing implementation of major national infrastructure projects, which require a stable and skilled workforce for successful execution.

## 5. Research hypotheses and proposed conceptual framework

The current study aims to test the following hypotheses:

**H<sub>1</sub>:** Organizational Politics – (a) General Political Behavior, (b) Pay and Promotion Policies, and (c) Going Along to Get Ahead– has a significant effect on Job Satisfaction.

**H<sub>2</sub>:** Job Satisfaction has a significant effect on Turnover Intention.

**H<sub>3</sub>:** Organizational Politics – (a) General Political Behavior, (b) Pay and Promotion Policies, and (c) Going Along to Get Ahead– has a significant effect on Turnover Intention.

**H<sub>4</sub>:** Job Satisfaction mediates the relationship between Organizational Politics – (a) General Political Behavior, (b) Pay and Promotion Policies, and (c) Going Along to Get Ahead – and Turnover Intention.

**H<sub>5</sub>:** Turnover Intention differ based on demographic characteristics – (a) Gender, (b) Age, (c) Education level, and (d) job specialization

Based on these hypotheses, Figure (1) presents the research conceptual framework.

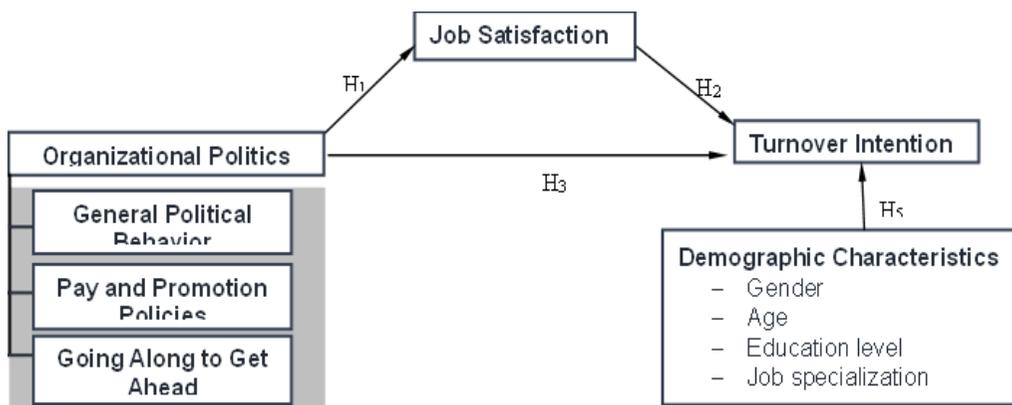


Figure (1) research conceptual framework by the researcher based on the literature review

## 6. Research Methodology

### • Sampling design process

The sampling design process includes specifying the target population and the sampling unit, selecting the sampling technique, and determining the sample size.

The target population is the collection of elements or objects that possess the information sought by the researcher and about which inferences are to be made (Malhotra, 2015). The study will follow a quantitative approach that aims to determine the impact of organizational politics on the construction professional's turnover intention. This is in addition to examining the impact of organizational politics on the employee's job satisfaction as a mediating variable. The targeted area of interest, for this study, is the engineers and professionals, who are currently employed in medium, and large construction organizations in Egypt.

In this study, the non-probability sampling method will be followed. Ceicdata (2021), reported that the number of construction employees in Egypt was 3,738,400 in 2021 including direct and indirect with a 6% increase over 2020, which was reported to be 3,517,900 employees in 2020. Since the population size exceeds one million units, a sample of 384 units (Sekaran & Bougie, 2016) was selected from employed in the medium, and large construction organizations in Egypt.

### • Data collection

An Arabic translated online self-administered questionnaire was used to collect primary data needed to empirically test the research hypotheses (the Thesis Appendix presents the English version questionnaire). This questionnaire consists of two main parts; the first five parts are related to research constructs (Organizational Politics, Turnover Intention, and Job Satisfaction), whereas the last part consists of participants' demographic characteristics, such as gender, age, and education.

## 7. Data Analyses Results

In the first step, the researcher started with assessing convergent validity. This type of validity represents the extent to which items of a specific construct converge or share a high proportion of variance in common (Hair et al., 2019), and it can be assessed using the size of the outer loading, ( $\lambda$ ), the indicator reliability ( $\lambda^2$ ), and the Average Variance Extracted, (*AVE*).

The size of outer loading, ( $\lambda$ ), is one important consideration. In the case of high convergent validity, high loadings on a construct would indicate that they converge on a common point, the construct.

Given the sample size of 243, outer loadings of 0.40 or higher are considered statistically significant and 0.50 or greater are considered practically significant (Hair et al., 2019). At a minimum, all outer loadings should be statistically significant. Because a significant loading could still be fairly weak, a common rule of thumb is that the loadings should be 0.708 or higher (Hair et al., 2014).

The Average Variance Extracted, (*AVE*), is a common measure to establish convergent validity. This criterion is defined as the grand mean value of the squared loadings of the indicators associated with the construct (i.e., the sum of the squared loadings divided by the number of indicators). An *AVE* value of 0.50 or higher indicates that, on average, the construct explains more than half of the variance of its indicators. Conversely, an *AVE* of less than 0.50 indicates that, on average, more error remains in the indicators than the variance explained by the construct (Hair et al., 2019; Hair et al., 2014).

The other criterion to be evaluated is typically internal consistency reliability. This form of reliability is used to judge the consistency of results across items on the same test. It determines whether the items measuring a construct are similar in their scores (i.e., if the correlations between the items are large). The traditional criterion for internal consistency is Cronbach's alpha, which provides an estimate of the reliability based on the inter-correlations of the observed variables. Cronbach's alpha assumes that all indicators are equally reliable (i.e., all the indicators have equal loadings on the construct). Moreover, Cronbach's alpha is sensitive to the number of items in the scale and generally tends to underestimate the internal consistency reliability. Due to Cronbach alpha's limitations, the researcher relied on an additional measure of internal consistency reliability, which is referred to as Composite Reliability, (*CR*). This

type of reliability takes into account the different loadings of the observed variables, and it is calculated using the following formula (Hair et al., 2014):

$$CR = \frac{(\sum_{i=1}^n \lambda_i)^2}{(\sum_{i=1}^n \lambda_i)^2 + \sum_{i=1}^n \text{var}(e_i)}$$

Where  $\lambda_i$  is the outer loading of the item  $i$  of a specific construct,  $e_i$  is the measurement error of the item  $i$ , and  $\text{var}(e_i)$  denotes the variance of the measurement error, which is defined as  $1 - \lambda_i^2$

The composite reliability varies between 0 and 1, with higher values indicating higher levels of reliability. It is generally interpreted in the same way as Cronbach's alpha. Specifically, composite reliability values of 0.70 or higher can be regarded as satisfactory (Nunally & Bernstein, 1994). Structural and measurement models estimates are shown in Figure (2). Table (1) presents the PLS statistical findings related to the measurement model.

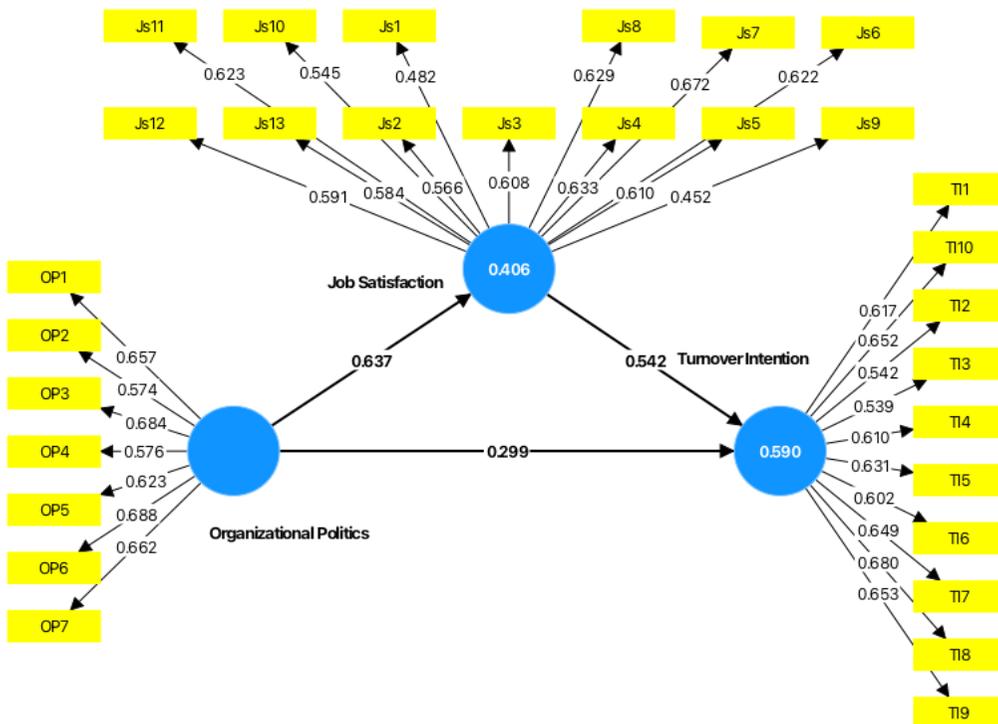


Figure (2): Structural and measurement models estimate  
Source: By the researcher based on Smart-PLS V4 output

**Table (1): PLS results for the measurement model**

Constructs and indicators	Convergent validity			Internal consistency reliability	
	$\lambda$	$\lambda^2$	<i>AVE</i>	<i>CR</i>	<i>Alpha</i>
<b>Job Satisfaction</b>					
Js1	0.748	0.560	0.855	0.872	0.841
Js2	0.762	0.581			
Js3	0.873	0.761			
Js4	0.827	0.685			
Js5	0.817	0.668			
Js6	0.793	0.628			
Js7	0.851	0.724			
Js8	0.886	0.784			
Js9	0.854	0.729			
Js10	0.871	0.759			
Js11	0.941	0.886			
Js12	0.881	0.776			
Js13	0.733	0.538			
<b>Organizational Politics</b>					
OP1	0.821	0.675	0.785	0.828	0.759
OP2	0.718	0.515			
OP3	0.855	0.732			
OP4	0.720	0.519			
OP5	0.778	0.606			
OP6	0.859	0.739			
OP7	0.827	0.684			
<b>Turnover Intention</b>					
TI1	0.740	0.548	0.833	0.861	0.820
TI2	0.783	0.613			
TI3	0.650	0.423			
TI4	0.647	0.418			

TI5	0.732	0.536
TI6	0.757	0.573
TI7	0.723	0.522
TI8	0.779	0.607
TI9	0.816	0.666
TI10	0.783	0.613

Note:  $\lambda$  stands for outer loadings;  $\lambda^2$  stands for indicator reliability; *AVE* stands for average variance extracted; and *CR* stands for composite reliability.

Source: By the researcher based on Smart-PLS V4 output.

The results shown in Table (1) support the internal consistency reliability of all measures, as the composite reliability (CR) and Cronbach's alpha values are greater than 0.70 for all constructs (Nunally & Bernstein, 1994).

These findings also indicate that all outer loadings ( $\lambda$ ) are above the threshold value of 0.70. All indicators reliability or communalities ( $\lambda^2$ ) are above the required minimum level of 0.50.

The average variance extracted (AVE) for all constructs are greater than the generally accepted value of 0.50. These results provide direct evidence of convergent validity of the constructs included in the model (Hair et al., 2014).

In the final step, discriminant validity has been evaluated. *Discriminant validity* is the extent to which a construct is truly distinct from other constructs by empirical standards. Thus, establishing discriminant validity implies that a construct is unique and captures phenomena not represented by other constructs in the model (Hair et al., 2014). Two measures of discriminant validity have been applied.

*The Fornell-Larcker criterion* is a second and more conservative approach to assessing discriminant validity. It compares the square root of the AVE values with the latent variable correlations. Specifically, the square root of each construct's AVE should be greater than its highest correlation with any other construct. The logic of this method is based on the idea that a construct shares more variance with its associated indicators than with any other construct (Fornell & Larcker, 1981).

Table (2) shows the final results of the Fornell-Larcker criterion with the square root of the constructs' AVE on the diagonal and the correlations between the constructs in the lower left triangle. The findings indicate that the square roots of the AVEs for constructs are all higher than the correlations of these constructs

with other latent variables in the path model. These results support the discriminant validity of the constructs.

**Table (2): PLS results of Fornell-Larcker criterion**

	Job Satisfaction	Organizational Politics	Turnover Intention	AV E
Job Satisfaction	0.589			0.855
Organizational Politics	0.637	0.639		0.785
Turnover Intention	0.733	0.644	0.619	0.833

Source: By the researcher based on Smart-PLS V4 output.

- **Descriptive statistics:**

This section begins with a description of the participants' demographic profile (gender, age, education, and Job specialization). Then, this section proceeds with a description of research sample attitudes toward constructs under study (Organizational Politics, Job Satisfaction, and Turnover Intention), and finally, the correlations among all these constructs. Figure (3) illustrate the participants' distribution according to gender.

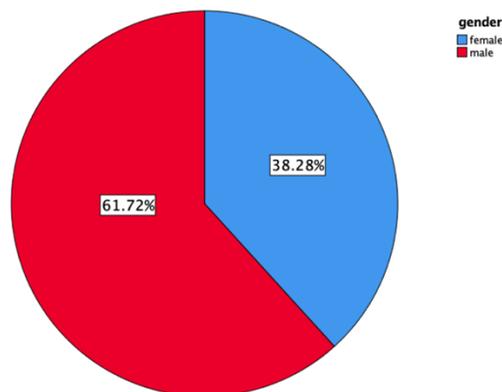


Figure (3): Participants' distribution according to gender

Source: By the researcher based on Smart-PLS V4 output.

Figure (3) show that over half of surveyed potential voters (61.72%) are male versus 38.28% are female. Figure (4) describe the participants' distribution according to their age.

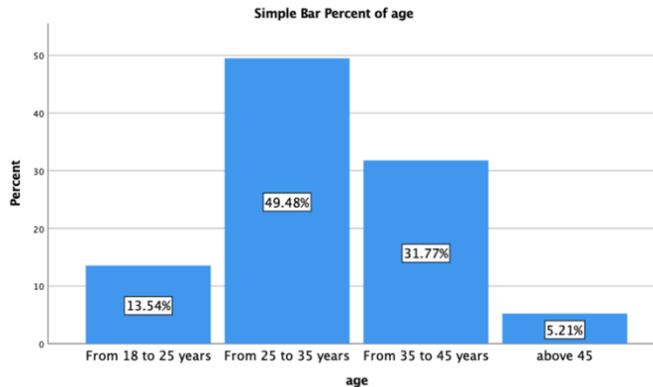


Figure (4): Participants' distribution according to their age

Source: By the researcher based on Smart-PLS V4 output.

Figure (4) show that the distribution of the sample based on age groups, with the results showing that the age group from 25 to 35 years was the most represented at 49.5%, while the age group above 45 years was the least represented at 5.2%. The age group from 18 to 25 years constituted 13.5% of the sample, while the age group from 35 to 45 years constituted 31.8%. It is noted that the cumulative percentage reaches 63% in the age group from 25 to 35 years, indicating that more than half of the sample belongs to these age groups under 35 years. The total number of individuals in the sample is 384, with a diverse distribution covering different age groups.

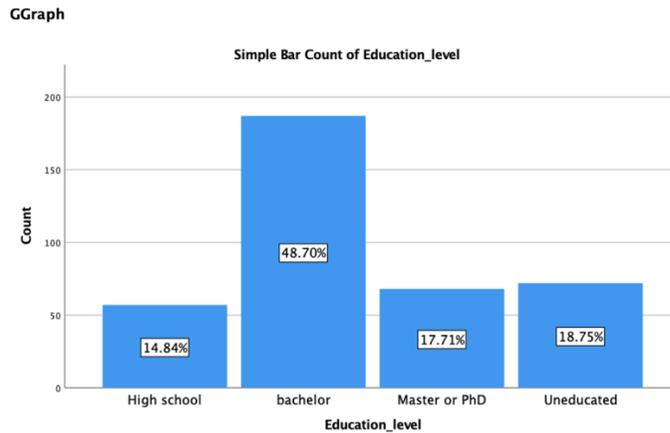


Figure (5): Participants' distribution according to their education Level

Source: By the researcher based on Smart-PLS V4 output.

Figure (5) shows the distribution of the sample according to education level, with a bachelor's degree being the most common among participants at 48.7%, indicating that nearly half of the sample holds a bachelor's degree. This is followed by individuals with no education at 18.8%, then those with a master's or doctorate degree at 17.7%. Individuals with only a high school diploma constituted 14.8% of the total sample. The cumulative percentage reflects that 63.5% of participants hold at least a bachelor's degree, while the percentage reaches 81.3% when accounting for those with postgraduate degrees (bachelor's and above). The total number of participants in the sample is 384 individuals, reflecting a wide diversity in education levels.

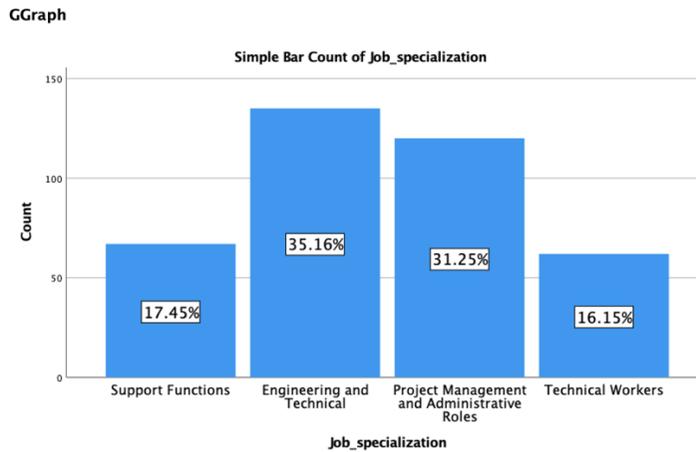


Figure (6): Participants' distribution according to their Job specialization

Source: By the researcher based on Smart-PLS V4 output.

Figure (6) shows the distribution of the sample by job specialization, with those working in engineering and technology representing the largest percentage at 35.2%, indicating that more than a third of the participants belong to this specialization. They are followed by those working in project management and administrative roles at 31.3%, reflecting a significant presence of this category in the sample. Support functions constituted 17.4%, while technical workers were the least represented at 16.1%. The cumulative percentage shows that about 52.6% of the sample belong to engineering and technology specializations or support functions, while the percentage reaches 83.9% when accounting for project management roles. The total number of participants in the sample is 384 individuals, reflecting a clear diversity in job specializations.

**Table (3): Research sample attitudes toward constructs under study**

Research constructs	One-Sample Statistics		One-Sample Test (Test Value = 3)			
	Mean	Std. Deviation	Mean Difference	Std. Error Mean	t	Sig. (2-tailed)
Organizational Politics	4.158	0.551	4.158	0.028	147.787	0.000
Job Satisfaction	4.124	0.579	4.124	0.030	139.561	0.000
Turnover Intention	4.032	0.628	4.032	0.032	125.788	0.000

\*\* Mean difference is significant at  $p < 0.001$

Source: By the researcher based on Smart-PLS V4 output.

Table (3) show that participants have positive attitudes toward all constructs under study (i.e., Organizational Politics, Job Satisfaction, and Turnover Intention), with mean values of 4.03, 4.124, and 4.158 respectively; as these values significantly differ from the neutral option of the 5-point Likert scale (i.e., 3) at  $p < 0.001$ . Table (4) describes the correlations among all constructs under study (i.e., Organizational Politics, Job Satisfaction, and Turnover Intention).

**Table (4): Correlation matrix of constructs**

Research constructs	Turnover Intention (Y)	Organizational Politics (x)	Job Satisfaction (M)
Turnover Intention (Y)	1	.657**	.723**
Organizational Politics (x)	.657**	1	.680**
Job Satisfaction (M)	.723**	.680**	1

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

Source: By the researcher based on Smart-PLS V4 output.

Based on the correlation matrix shown in Table (4), the researcher identified strong positive and significant relationships at  $p < 0.001$  between the three dimensions of study.

The relationship between organizational policies and Turnover Intention shows a correlation coefficient of 0.657, which expresses a moderate positive relationship, indicating that as the impact of organizational policies increases, employees' intention to leave may increase, which may reflect the challenges that these policies can impose on the work environment or employee performance.

The relationship between job satisfaction and Turnover Intention is the strongest, with a correlation coefficient of 0.723, which reflects a clear inverse relationship, meaning that the more satisfied employees are with their jobs, the less they intend to leave. This result highlights the importance of job satisfaction as a key factor in retaining employees and reducing turnover rates.

Regarding the relationship between organizational policies and job satisfaction, the correlation coefficient of 0.680 indicates a strong positive relationship. This result shows that organizational policies can significantly affect employee satisfaction levels, either positively or negatively, depending on how they are formulated and implemented.

#### • **Inferential statistics: Assessment of the structural model and hypotheses testing results:**

A reliable and valid measurement model permits an evaluation of the structural model estimates. So, the researcher relied on a systematic approach suggested by Hair et al. (2014); and Henseler et al. (2009) to assess the structural model.

Table (5) shows the variance inflation factor values of the analyses. As can be seen, all VIF values are below the threshold of 10, and all Tolerance values are above the threshold of .10. Therefore, collinearity among the predictor constructs is not an issue in the structural model (Field, 2013).

**Table (5): Collinearity assessment**

Constructs	VIF
Job Satisfaction -> Turnover Intention	1.684
Organizational Politics -> Job Satisfaction	1.000
Organizational Politics -> Turnover Intention	1.684

Note: VIF stands for variance inflation factor

Source: By the researcher based on Smart-PLS V4 output.

Table (6) displays the PLS results for the structural model and summarizes the hypotheses testing results (H1: H3). The central criterion for the assessment of the structural model is the coefficient of determination  $R^2$ .

Job Satisfaction and Turnover Intention with  $R^2$  values of 0.406 and 0.590 respectively, are considered as evidence of the model's predictive accuracy because they are greater than the recommended 0.10 (Falk & Miller, 1992). Following the rule of thumb suggested by Chin (1998), the  $R^2$  values of Job Satisfaction and Turnover Intention explained by Organizational Politics.

**Table (6): PLS results for structural model**

H	Path	Path coefficient	Standard Error	t  value	p-value	$R^2$	H testing results
H <sub>1</sub>	Organizational Politics -> Job Satisfaction	0.637**	0.048	13.377	0.000	0.406	Supported
H <sub>2</sub>	Job Satisfaction -> Turnover Intention	0.542**	0.057	9.568	0.000	0.590	Supported
H <sub>3</sub>	Organizational Politics -> Turnover Intention	0.299**	0.058	5.136	0.000	0.509	Supported

\*\* Path coefficient is significant at  $p < 0.01$

Source: By the researcher based on Smart-PLS V4 output.

**Regarding the first hypothesis (H<sub>1</sub>),** the results indicate that Organizational Politics has the strongest significant positive effect on Job Satisfaction (*path coefficient*= 0.637, *t*= 13.377, *p* < 0.001), which supports (H<sub>1</sub>). Based on the previous results, the first research hypothesis (H<sub>1</sub>) which states that “Organizational Politics has a significant effect on Job Satisfaction” was totally supported.

**Regarding the second hypothesis (H<sub>2</sub>),** the results shown in Table (6) reveal that Job Satisfaction has a significant positive effect on Turnover Intention (*path coefficient*= 0.542, *t*= 9.568, *p* < 0.001), supporting the second research hypothesis (H<sub>2</sub>) that “Job Satisfaction has a significant effect on Turnover Intention”.

**Regarding the third hypothesis (H<sub>3</sub>),** the results show that Organizational Politics has a significant and positive effect on Turnover Intention (*path coefficient*= 0.299, *t*= 5.136, *p* < 0.001), which supports (H<sub>3</sub>). Based on the previous results, the third research hypothesis (H<sub>3</sub>) which states that “Organizational Politics– has a significant effect on Turnover Intention.

**Table (7) shows the corresponding results for the total effects of the exogenous constructs Organizational Politics on turnover Intention**

**Table (7): Significance testing results of the total effects**

Path	Total effect	Standard Error	t  value	p-value
Organizational Politics -> Job Satisfaction	0.637	0.048	13.377	0.000
Organizational Politics -> Turnover Intention	0.644	0.047	13.575	0.000
Job Satisfaction -> Turnover Intention	0.542	0.057	9.568	0.000

\*\* Total effect is significant at *p* < 0.01

Source: By the researcher based on Smart-PLS V4 output.

We can clearly observe from Table (7) that Organizational Politics has the strongest positive total effect on Job Satisfaction (*total effect*= 0.637, *t*= 13.37, *p* < 0.001). and Organizational Politics has strongest positive total effect on Turnover Intention (*total effect*= 0.644, *t*= 13.57, *p* < 0.001). also Job Satisfaction has the strongest positive total effect on Turnover Intention (*total effect*= 0.542, *t*= 9.56, *p* < 0.001).

**Mediation analysis: The fourth research hypothesis testing results (H<sub>4</sub>)**

This section focuses on testing whether the relationships between Organizational Politics and Turnover Intention on the other hand are mediated by Job Satisfaction. That is by using Preacher and Hayes' approach (Preacher & Hayes, 2004) instead of the Sobel (1982) test, which faced some criticism (Hair et al., 2014).

In the first step, the PLS path model has been estimated without the potential mediator variable (Job Satisfaction). Table (9; Panel A) shows this path coefficients' significance, which results from conducting the bootstrapping procedure with 5000 subsamples.

The relationships between Organizational Politics and Turnover Intention are significant at  $p < 0.01$ . As a result, the mediator (Job Satisfaction) may absorb some or all of these effects.

The mediator variable has been included in the next step. A necessary (but not sufficient) condition is the significance of the relationships between Organizational Politics and Job Satisfaction on the one hand and Turnover Intention on the other, The results shown in Table (8) confirmed these relationships.

**Table (8): PLS results for mediation analysis**

Panel A: Significance analysis of direct path coefficient without the potential mediator variable				
Path	Path coefficient	Standard Error	t  value	p-value
Organizational Politics -> Turnover Intention (X -> Y)	0.299	0.058	5.136	0.000
Panel B: Significance analysis of indirect path coefficients				
Path	Path coefficient	Standard Error	t  value	p-value
Organizational Politics -> Job Satisfaction (X -> M)	0.637	0.048	13.377	0.000
Job Satisfaction -> Turnover Intention (M -> Y)	0.542	0.057	9.568	0.000
Panel C: Mediation effect size for Job Satisfaction				

Path	Path coefficient	Standard Error	t  value	p-value
Organizational Politics -> Job Satisfaction -> Turnover Intention	0.346	0.047	7.427	0.000

\*\* Significant at  $p < 0.01$

Source: By the researcher based on Smart-PLS V4 output.

So, the assessment focuses on whether the indirect effects of Organizational Politics on Turnover Intention via the Job Satisfaction mediator variable are significant. Table (4.10; Panel B) presents the significance analysis of indirect effects that are obtained by carrying out the bootstrapping procedure with 5000 subsamples. It can be seen that the indirect effects of Organizational Politics on Turnover Intention via the Job Satisfaction mediator variable are significant at  $p < 0.001$  and  $p < 0.05$  respectively. Therefore, the researcher concluded that Job Satisfaction mediates the relationships between Organizational Politics and Turnover Intention.

In the final step, the researcher assessed the strength of these mediations using the Variance Accounted For, (VAF), which represents the size of the indirect effect about the total effect as shown in Table (4.10; Panel C). According to the rule of thumb suggested by Hair et al. (2014), the researcher concluded that job satisfaction mediates the relationships between Organizational Politics and Turnover Intention by 0.346 with t-value 7.42 and p-value  $< 0.001$

#### ***The fifth research hypothesis testing results (H<sub>5</sub>)***

The fifth research hypothesis states that "Turnover Intention differ based on demographic characteristics – (a) Gender, (b) Age, and (c) Education level (d) Job specialization ". To test these arguments, the researcher relied on the Two-independent samples *t*-test as well as the One-Way ANOVA that is after ensuring that assumptions of these tests were met.

These two parametric tests need the test variable (Turnover Intention) to be measured on at least an interval scale and to be normally distributed. Turnover Intention were measured using a balanced 5-point Likert scale, with two negative categories (strongly disagree and disagree), a neutral option, and two positive categories (agree and strongly agree), which is symmetric and equidistant, and then it behaves more like an interval scale (i.e., quasi-metric scale). Furthermore, because the subsample sizes for gender, age, education level and Job specialization are all greater than 30 units per group, these two tests, regardless

of the test variable's normality, can be applied with a low risk of error (Mooi & Sarstedt, 2014).

### A. Significance testing results of Turnover Intention difference based on gender ( $H_{5a}$ )

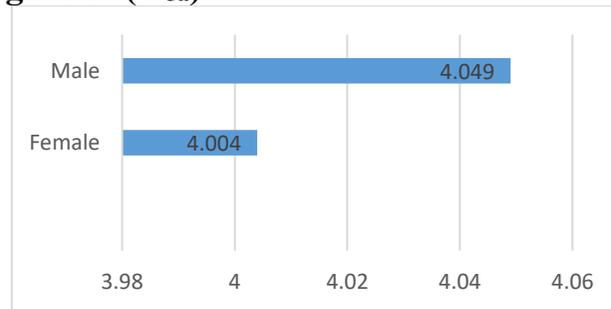


Figure (7): Research sample's Turnover Intention by gender

Source: By the researcher based on Spss v25 output.

Figure (7) shows that the Turnover Intention are differing based on gender, where these intentions were higher among males compared to females. To test for the significance of such a difference, the researcher relied on the Two-independent samples  $t$ -test and the results are presented in Table (9).

Before interpreting the results of the  $t$ -test, the researcher relied on Levene's test for equality of variances to examine whether the variances are different in the two different gender groups. The results shown in Table (9) reveal that  $F$ -value is non-significant (i.e.,  $p > 0.05$ ), then the researcher assumed that the variances are roughly equal and the assumption of homogeneity of variances is tenable.

**Table (9): Significance testing results of Turnover Intention difference based on gender**

Group Statistics			Levene's Test		t-test for Equality of Means Turnover Intention					
Gender	Sample size	Mean	f-value	p-value	Dependent variable: Turnover Intention	Mean Difference	Std. Error Difference	t-value	df	p-value
Female	147	4.004	0.094	0.759	Equal variances assumed	-0.045	0.052	-0.67	308	0.49
Male	237	4.049			Equal variances not assumed	-0.045	0.041		236	0.49
						Eta	0.035			
						Eta squared	0.001			

Source: By the researcher based on Spss v25 output.

Descriptive statistics in Figure (7) and Table (9), show that male participants had, on average, higher Turnover Intention (Mean = 4.049), than female participants (Mean = 4.004). This difference (-0.045) is non-significant at 5% level ( $t = -0.67, df = 309, p = 0.49$ ), which means that males do not have higher Turnover Intention relative to female Turnover Intention. Therefore, the researcher did not find any evidence to support the first research sub-hypothesis (H5a).

Moreover, the Eta squared coefficient shown in Table (9) reveals a very weak relationship between gender and Turnover Intention ( $\eta^2 = 0.001$ ), as it is below 0.3, implying a very small effect size of gender on their Turnover Intention.

**B. Significance testing results Turnover Intention difference based on age (H5b)**

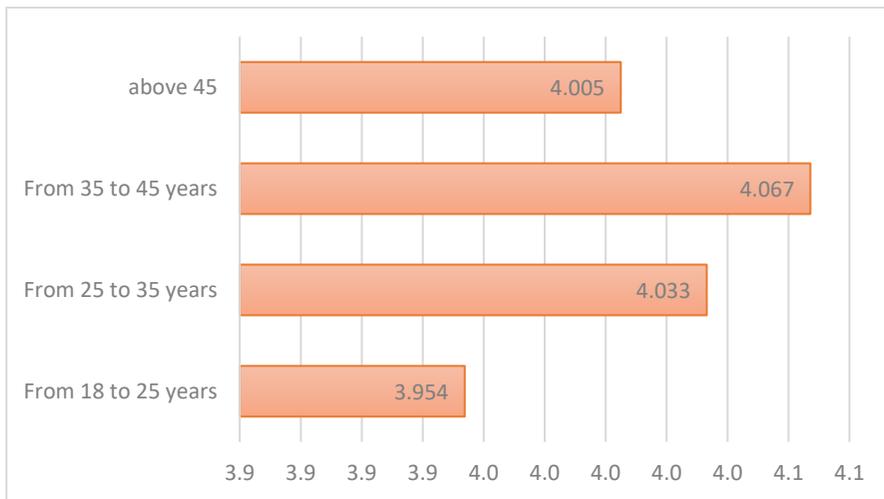


Figure (8): Research sample's Turnover Intention by age

Source: By the researcher based on Spss v25 output.

Figure (8) shows that Turnover Intention differs according to age. Participants between the ages of 35 and 45 had the highest Turnover Intention, whereas those between the ages of 18 and 25 years had the least intentions. To test the significance of these differences, the researcher relied on the One-Way ANOVA, and the results are presented in Table (10).

**Table (10): Significance testing results of Turnover Intention difference based on age**

Group Statistics		Levene's Test for		t-test for Equality of Means Turnover Intention					
age	Sample size	Mean	f-value	p-value	Dependent variable: Turnover Intention	Mean Difference	Std. Error Difference	t-value	p-value
From 18 to 25 years	52	3.94	5.242	0.023	Equal variances assumed	-0.079	0.098	2.480	0.042
From 25 to 35 years	190	4.033			Equal variances not assumed	-0.079	0.114	0.693	0.491
From 35 to 45 years	122	4.067			Eta	0.057			
above 45	20	4.000			Eta squared	0.003			

Source: By the researcher based on Spss v25 output.

Descriptive statistics in Figure (8) and Table (10), show that aged From 35 to 45 years participants had higher Turnover Intention (Mean = 4.067) than those aged 25 to 35 years participants (Mean = 4.033). This difference (-0.079) is non-significant at a 5% level ( $t = -0.693$ ,  $df = 68$ ,  $p = 0.491$ ), Therefore, the researcher did not find any evidence to support the second research sub-hypothesis (H5b).

Moreover, the Eta squared coefficient shown in Table (10) reveals a very weak relationship between age group and Turnover Intention ( $\eta^2 = 0.003$ ), as it is below 0.3, implying a very small effect size of age group Turnover Intention.

### C. significance testing results of Turnover Intention difference based on education level (H5c)

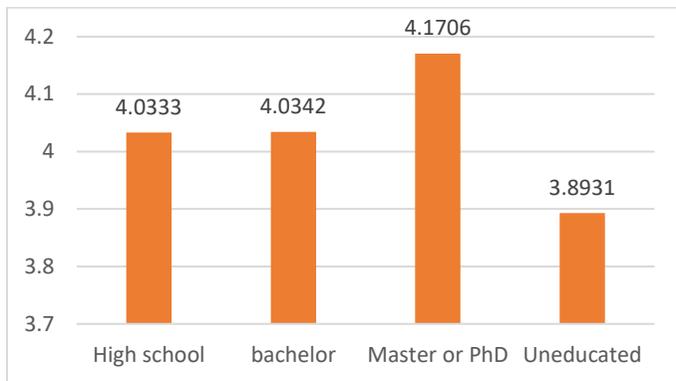


Figure (9): Research sample's Turnover Intention by Education level

Source: By the researcher based on Spss v25 output.

Figure (9) shows that the Turnover Intention differs based on employed education level, where these intentions were higher among participants with a higher education level compared to those with a lower level. To test for the significance of such a difference, the researcher relied on the Two-independent samples t-test, and the results are presented in Table (11).

First, the results of Levene's test for equality of variances shown in Table (11) reveal that F-value is significant at a 5% level ( $F\text{-value} = 0.103, p > 0.05$ ), and then unequal variances were assumed.

**Table (11): Significance testing results of Turnover Intention difference based on education level**

Group Statistics			Levene's Test		t-test for Equality of Means Turnover Intention					
Education level	Sample size	Mean	F-value	p-value	Dependent variable: Turnover Intention	Mean Difference	Std. Error Difference	t-value	p-value	
High school	57	4.33	0.103	0.749	Equal variances assumed	-0.00089	0.09735	2.409	0.0193	
Bachelor	187	4.30			Equal variances not assumed	-0.00089	0.09460	7.009	0.0003	
Master or PhD	68	4.17			Eta squared	0.134				
Uneducated	72	3.89			Eta squared	0.018				

Source: By the researcher based on Spss v25 output.

Descriptive statistics in Figure (9) and Table (11), show that participants with a Master's or PhD had higher Turnover Intention (Mean = 4.171), than those Uneducated (Mean = 3.893).

This difference (-0.00089) is non-significant at a 5% level ( $t = -0.009$ ,  $df = 97$ ,  $p > 0.05$ ), Therefore, the researcher did not find any evidence to support the third research sub-hypothesis (H5c).

Moreover, the Eta squared coefficient shown in Table (12) reveals a weak relationship between employed education level and Turnover Intention ( $\eta^2=0.018$ ), implying a small effect size of employed education level on their Turnover Intention.

#### D. significance testing results of Turnover Intention difference based on Job specialization (H5d)

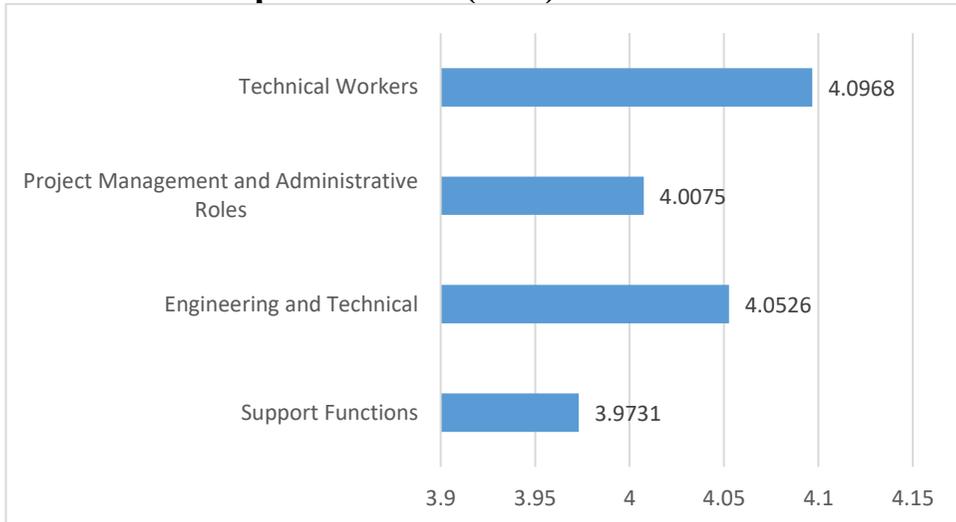


Figure (10): Research sample's Turnover Intention by Job specialization

Source: By the researcher based on Spss v25 output.

Figure (10) shows that the Turnover Intention differs based on Job specialization, where the Technical Workers have a higher mean among participants from Job specializations compared to other Jobs, To test for the significance of such a difference, the researcher relied on the Two-independent samples t-test, and the results are presented in Table (12).

First, the results of Levene's test for equality of variances shown in Table (12) reveal that F-value is significant at a 5% level (F-value = 0.637,  $p > 0.05$ ), and then unequal variances were assumed.

**Table (12): Significance testing results of Turnover Intention difference based on Job specialization**

Group Statistics		Levene's Test		t-test for Equality of Means Turnover Intention						
Job_specialization	Sample size	Mean	Std. Dev.	p-value	Dependent variable: Turnover Intention	Mean Difference	Std. Error Difference	df	t-value	p-value
Support Functions	67	3.973	0.642	0.426	Equal variances assumed	-0.079	0.09073	200	-0.87	0.388
Engineering and Technical	135	4.053	0.533	0.426	Equal variances not assumed	-0.079	0.0937	121	-0.87	0.388
Project Management and Administrative Roles	120	4.008	0.533	0.426	Eta squared	0.064				
Technical Workers	62	4.097	0.533	0.426	Eta squared	0.004				

Source: By the researcher based on Spss v25 output

Descriptive statistics in Figure (4.10) and Table (12), show that participants with Technical Workers had higher Turnover Intention (Mean = 4.097), than those Support Functions (Mean = 3.973). This difference (-0.079) is non-significant at a 5% level ( $t = -0.87$ ,  $df = 121$ ,  $p > 0.05$ ), Therefore, the researcher did not find any evidence to support the fourth research sub-hypothesis (H5d).

Moreover, the Eta squared coefficient shown in Table (12) reveals a weak relationship between Job specialization and Turnover Intention ( $\eta^2 = 0.004$ ), implying a small effect size of Job specialization on their Turnover Intention.

## 8. Conclusion, Recommendations, & Future Researches

### Conclusion

The research conducted in Egyptian construction organizations revealed complex relationships between organizational politics, job satisfaction, and turnover intention. The study found a particularly strong positive relationship between organizational politics and job satisfaction, demonstrated by a path coefficient of 0.637 ( $p < 0.001$ ). This robust correlation indicates that the political dynamics within organizations significantly influence how satisfied employees feel in their work environment, suggesting that the management of political situations has a direct and substantial impact on employee satisfaction levels.

The relationship between job satisfaction and turnover intention emerged as one of the study's most significant findings, with a path coefficient of 0.542 ( $p < 0.001$ ). This strong correlation emphasizes that job satisfaction serves as a crucial determinant in employees' decisions to remain with or leave their organizations. Additionally, organizational politics showed a direct effect on turnover intention with a path coefficient of 0.299 ( $p < 0.001$ ). While this direct effect was smaller than the relationship between job satisfaction and turnover intention, it demonstrates that organizational political dynamics independently influence employees' decisions to leave, regardless of their satisfaction levels.

The mediation analysis provided particularly interesting insights, revealing that job satisfaction partially mediates the relationship between organizational politics and turnover intention, with a variance accounted for (VAF) of 0.346 ( $p < 0.001$ ). This finding suggests a complex interplay where organizational politics affects turnover intention both directly and indirectly through its influence on job satisfaction. Notably, the study found no significant differences in turnover intention based on demographic characteristics such as gender, age, education level, or job specialization. While slight variations were observed - such as males showing marginally higher turnover intentions (Mean = 4.049) compared to females (Mean = 4.004), and the 35-45 age group displaying the highest turnover intentions (Mean = 4.067) - none of these differences reached statistical significance.

## Recommendations

In response to these findings, a comprehensive four-phase action plan was developed to address turnover challenges in construction organizations. The first phase focuses on organizational politics management, to be implemented over 1-3 months. This phase emphasizes establishing clear decision-making processes, including standardized procedures for project assignments, transparent promotion criteria, and structured performance evaluation systems. It also involves enhancing communication channels through regular team meetings, digital platforms, and formal feedback systems, while ensuring fair resource allocation through transparent budgeting and workload distribution processes.

The second phase, scheduled for 3-6 months, targets job satisfaction enhancement through multiple initiatives. This includes a comprehensive review of compensation and benefits, incorporating market salary analysis and performance-based incentives. Professional development programs feature prominently in this phase, with the implementation of individual development plans, mentoring programs, and technical skills training. Work environment improvements are also addressed through physical workspace upgrades and work-life balance initiatives.

The third phase, spanning 2-12 months, focuses on employee engagement and recognition. This includes developing comprehensive recognition programs with monthly and quarterly awards, implementing regular team-building initiatives, and establishing clear career growth opportunities. The plan emphasizes creating cross-functional project teams, organizing social events, and developing structured succession planning processes to ensure long-term career development opportunities for employees.

The final phase involves ongoing monitoring and evaluation to ensure the effectiveness of implemented measures. This includes establishing clear metrics to track turnover rates, employee satisfaction scores, and engagement levels. Regular assessments through quarterly surveys and feedback sessions are planned, along with adjustment mechanisms including quarterly implementation reviews and annual comprehensive program evaluations. The entire implementation process is designed to span 18-24 months, with built-in flexibility to adjust strategies based on ongoing feedback and observed results. This systematic approach ensures that organizations can effectively address turnover challenges while maintaining the ability to adapt to changing circumstances and needs.

## Future Researches

The research was confined to Egyptian construction organizations, potentially limiting its applicability to other contexts. The cross-sectional nature of the data collection provided only a snapshot view, and the reliance on self-reported measures may have introduced some bias. Additionally, the study focused on only three main variables, potentially overlooking other important factors that could influence turnover intention.

Looking forward, the researchers suggested several directions for future research. These include conducting longitudinal studies to track changes over time, expanding the geographical scope to other countries and cultures, and including smaller construction organizations in the analysis. They also recommended investigating additional variables such as leadership styles and external market factors, as well as examining industry-specific aspects and demographic differences in more detail. Future studies could also evaluate the effectiveness of various intervention strategies and explore the impact of emerging workplace trends like remote work arrangements on employee retention in the construction sector.

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