The Impact of Organizational Politics on Employee Turnover Intentions in Hotels and Travel Agencies in Egypt

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ARTICLE INFO	ASTRACT
	The main objective of this study was to investigate the relationship between the dimensions of organizational politics and turnover intentions in hotels and travel agencies in Egypt. The benefit of examining organization politics and perception of politics derives from their bad impact on employees performance and organizational outcomes. For this purpose, a model of organizational politics and its three antecedents was developed. The study is based on a quantitative methodology where data were collected from 20 five-star hotels and 20 travel agencies located in the Greater Cairo region in Egypt. A total of 250 surveys were valid for the final data analysis. Statistical Packages for Social Science (SPSS) software program was used to test the theoretical model. It can be concluded that there was a significant positive relationship between organizational politics and turnover intentions. The findings also revealed that there was a significant positive relationship between general political behavior and turnover intentions. On the other hand, there was no significant relationship between pay and promotion, and turnover intentions. The results of this study may assist management to create good communication between managers and their workers which may reduce politics and intent to leave.

Introduction

Retention of valuable employees is one of the most critical issues that confront leaders in today's business world. According to Cascio (2006), the average turnover cost can range beyond 1.5 times an employee's annual salary when considering the price of reassigned workload, lost organizational memory, recruitment and training. According to Poon (2004), Organizational politics can be defined as an individual action that an institution does not officially approve to influence others to achieve individual objectives. Guo and Shao (2019) stated that organizational politics applies to non-authorized procedures and actions to protect and upgrade personal benefits usually in conflict with institution goals.

As stated in Ferris (2000) the benefit of examining organization politics and perception of politics derives from the bad impact on employees' performance and organizational outcomes. In the same context, there are many employees who change their work from one level to another at different organizations. When the employees found that the objective of the institution would be adverse direction with their concerns, they will leave the organization (Prussia, 2008).Current study aims to assess the impacts of organizational politics in employee turnover in the hotel business and travel agencies in Egypt. Not enough research has been made in this field in Egypt. Current research will help researchers to participate in their work in this field.

Review of Literature
Organizational Politics

Organizational politics is characterized as the activities and acts that appear privately within the institution and include actions by employees to advance their special interests that could disagree or agree with the objectives of other employees (Bukhari & Kamal, 2015). Rosen and Levy (2009) found that a little amount of politics is required to manage the team operating but the team or person is harmed by unnecessary politics. Perceived organizational politics consider a significant factor in understanding why workers contemplate quitting their organizations in which they are employed.

According to Ferris (2000), although organizational managers cannot fully prohibit qualified workers from leaving their positions or companies' managers must consider the impact of organizational politics on the turnover intent of individuals. Studies have investigated organizational politics as a subjective experience (Ferris & Kacmar,1992) and earlier researches have shown that employee outcomes are important for subjective perceptions of organizational politics. Organizational politics have been observed to have a detrimental effect on an individual's performance and workers attitude (Vigoda-Gadot & Talmud, 2010; Yen, 2015).

Mitnzberg (1985) proposed that organizational politics represents unconstitutional relationships of power between members of the organization. Other researches (Block, 1988; Vigoda, 2000) have concentrated on organizational politics perceptions which organizational politics is negatively conceptualized and its correlation with the undesirable person and organizational results is demonstrated. The philosophy of resources theory describes organizational politics as the phase of anyone seeking to preserve services and get the best out of them   in every possible manner (Hobfoll, 2001). Organizational Politics explores a known concept in institutions that can have a major effect on performance and efficiency (Delle, 2013),one of which is employee turnover intentions (Liang & Wang, 2016). Employees are judged by the interaction between the organization and workers referring to what they get and what they are given from their organization (Hoti, 2015).

Organizational politics could cause counter-productive sense-making in which the institution is filled with agents who are more likely to perceive colleagues as displaying self-serving behaviors with agent objectives such as impression

management instead of simply altruistic behaviors with communal objectives (De Clercq & Belausteguigoitia,2017). Moreover, perceived organizational politics is the process in which employees regard their working atmosphere as a political one marked by inequality (Zivnusk, Witt,2004) consequently, Individuals' perceptions of the organization's political attitude are also very necessary (Yilmaz, 2014).

In organizations where the practice of OP is a high normative guideline for actions and decision-making are vague, and this is likely to encourage workers to participate in sensitization to perceive the behavior of others (Bai, 2016). Earlier findings have shown that favoritism, illegal behavior, benefits packages, and scarce resources are prevalent in tourism and hospitality (Arasli & Karadal, 2009; Wan, 2010). Individuals are working in highly political workplaces where unfair systems, as well as nepotism, are common (Ross, 2005). These activities combined with scarce jobs and opportunities for promotion, bad education, and promotion programs that prevail in the hospitality and tourism business can increase employees' desire to participate in organizational politics (Kusluvan, 2010).

Several studies have been carried out to document the effects of organizational politics on employees' turnover intentions in developing countries, (Hansen, 2009; Adis, 2017). However, there are still shortage in limited empirical studies, especially to the hospitality and tourism industry (Nafei, 2016). Mayes and Allen (1977) introduced their four-quadrant design stated in table (1) as an opportunity to describe organizational politics according to sanctioned and unsanctioned workers' behaviors in the working environment.

Table 1
Mayes and Allen' (1977) organizational politics framework.

Means of Influence	Ends of Influence	
	Sanctioned by organization	Organizationally unsanctioned
Sanctioned by organization	1 Non-Political Work Behavior	2 Unstable Political Behavior
Organizationally unsanctioned	3 Potentially functional politica behavior for the institution	4 Dysfunctional Political Behavior Organizationally

Factors affecting Organizational politics
Ammeter (2002) reported that OP includes three types of political perceptions including organizational variables, work-related variables, and personal variables.

1. Organizational factors
Organizational variables involve centralization, structure, hierarchical status, the span of control, and organizational justice (Lapalme ,2009). Abd Hadi (2013) claimed that employees at the middle hierarchical level experienced greater politics than employees at the bottom and top of the organization hierarchy. However, Anthony (1999) proposed that higher managerial levels tend to be more political than the lower and non-managerial groups. Baron (1999) demonstrated that employees at top levels of management seem to be more political than employees at non-managerial levels.

2. Job-related factors

Job-related factors include skill diversity, the relationship between managers and employees, confidence, possibilities for development, and aspirations. negative associations between job-related variables and political perceptions were identified by (Munyon,2009) but no relationship between the two variables was reported by (Howell, 2005).

3. Personal factors

According to Zivnuska (2002), Personal factors are used to forecast actions and work performance and can affect the interpersonal variables that form the various perceptions of the environment. Machiavellianism, personality, locus of control, automated recruiting, positive impact, and negative impact are features of personality as shown by (Stepina, 2008). Chang (2008) observed a strong relationship between POP and Personal Variables but Howell (2005) did not support this relationship.

4. Uncertainty

Kinicki and Kreitner (2008) list a variety of basic factors of confusion within institutions including vague goals and vision, limited resources and funds, unclear performance criteria, and team competition.

5. Fairness/justice

Byrne (2005) found that negative responses of employees to political perceptions can be minimized as a consequence of the buffering impact of perceptions of equal policies and practices. As indicated by Othman (2005) Justice influences employee's self-esteem, justice makes employees more loyal, organizational fairness includes distributive fairness, process fairness, and interpersonal fairness.

Perceptions of political influence

Pondy (1989) developed a POP model and concluded that political perceptions were reduced when there are chances for promotions. Several studies confirmed it by finding its poor correlation with favorable results related to work such as happiness, satisfaction, loyalty, success, and good correlation with undesirable results related to work such as tension, exhaustion and turnover intentions, (Akhtar and Imran ,2017).

Gandz & Murray (1980) and Poon (2003) have demonstrated that promotional activities and transfers are the most strongly politicized environments of organizational structures. This is related to the reasons that the advancement depends on friendship instead of high efficiency. Workers experienced a larger degree of politics once they perceived fewer chances for promotion and rewards. When political attitudes are strong, it is proposed that workers who do not engage in politics can avoid political atmosphere by concentrating only on their work and ignoring their political environment (Hochwarter, 2002). Management must focus on employee's efficiency to motivate and promote their employees (Parker et al., 1995).

Types of organizational politics

It is important to divide politics into two categories. One is the motivation that improves job performance, loyalty, satisfaction, and decreases turnover rates. On the other hand, the justification for punishment that greatly reduce job performance,

loyalty, satisfaction and allows employees to leave their jobs (Sogra&Shahid; Najibullah, 2009).

Political attitudes involve behaving against the processes and rules and pressuring top management to obtain special care including unique job tasks and development, challenging one's opponent at the job to succeed individually, and not exchanging useful information with other individuals. Although the institution opposes such types of attitudes, these attitudes are usually not forbidden (Adams & Hochwarter, 2002). Madison and Mayes (1979) proposed that political activities (strategies) can be analyzed in various groups such as criticizing or challenging others, knowledge and data using, managing impressions, spreading ideas, associating with the powerful, establishing responsibilities, and ingratiation.

Organizational Politics dimensions
1. General Political Behavior
Scully (2018) noted that general political behavior focused on how people perform politically and how individual benefits are achieved they behave in a political way to get special attention. In conditions where resources are scarce political creating rivalry between personnel and groups that leads to politics (Kaya, 2016).

2. Going Along to Get Ahead
According to Ahmad (2017), this dimension may be fair and advantageous behaviors to adopt which direct the personality of employees while working in a political climate. Going Along to Get Ahead explains the behaviour exhibited by employees where they stay silent in the workplace by not participating in personal relationships. It applies to people who tend to prevent controversy and thus, they do not resist other efforts to manipulate them (Lau ,2018).

3. Pay and Promotion
Pay and promotion explain why managers choose to provide favorable care to employees who are more useful to them and to whom they provide greater rates in performance evaluation procedures (Ahmed, 2018). To encourage their managers to behave politically, employees should support such political behaviors (Lau ,2018).

Turn over intention
Turnover has been one of the largest commonly researched factors in organization politics studies (Kacmar & Anthony, 1999; Poon ,2004). When turnover is not properly handled, organizations suffer from high costs which affect the organization's profitability (Gaertner, 1992). Park (2009) reported that employee desires to quit the job involve mere ideas of leaving their job (thinking of leaving), and claims by the employees which they desire to quit their jobs (intent to leave). Ram (2010) mentioned that the intent to turnover relates to the thinking of workers to leave their current work. Employees will continue to claim that persons appear to see corporate politics as unacceptable. Thus, employees will not be able to stay in a workplace permanently, especially as it is full of political practices.

Curtis (2003) stated that qualified employees are going to leave their institution, when they found the employees who practice politics have effectively achieved access to limited resources such as wage increases, bonuses, and project obligations over more

qualified individuals. They need an atmosphere where their qualifications, good work and skills are appreciated, so they need to work in an environment characterized by integrity, openness, fairness and honesty. Previous studies have demonstrated that the interactions among organizational politics and withdrawal actions, especially intent to turnover, have got significant interest as increased turnover may result in increased costs and delays in the regular running of operations (Thompson & Terpening, 1985).

Methodology
Conceptual Model
The theoretical model was hypothesized to assess the effects of organizations politics dimensions on employee turnover intentions.
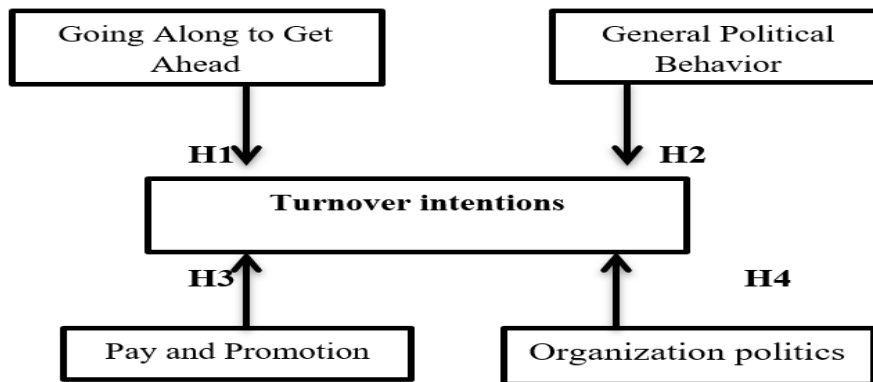

Fig.1. The thoretical framework for the study

Research Hypothesis
This study aims to examine the following hypothesis:

H1: There is a significant relationship between employees' perceptions of general political behavior and employee turnover intentions.

H2: There is a significant relationship between employees' perceptions of pay and promotion and employee turnover intentions.

H3: There is a significant relationship between employees' perceptions of going along to get ahead and employee turnover intentions.

H4: There is a significant relationship between employees' perceptions of organizational politics and employee turnover intentions.

Sample
A random sample of 20 five-star hotels and 20 travel agencies located in the Greater Cairo region in Egypt was chosen for investigation. To obtain the required data a well-structured questionnaire was designed and answered by hotels and travel agency employees. This questionnaire is made up of five sections personal data, general political behavior, going along to get ahead, pay and promotion, organizational politics, and turn over intentions. We confirmed that we would keep all employee's answers fully anonymous to minimize any desirability bias and stated that our analyses would be constrained to a statistical standard that would avoid any

institution (hotel or travel agency) from being identified. A total of 400 forms were received (10 questionnaire forms in each hotel and travel agency), 270 were collected. Only 250 surveys were valid for the final data analysis. The questionnaire is written, followed by a pre-test of hotels and travel agency employees and three professors working in hospitality and tourism management.

Survey instrument development

To maintain reliability and validity, current research used pre-tested scales from previous researches. The Current research used Kacmar and Carlson's (1997) 15-item scale as it considers the most recognized method of evaluating political behaviors (Hsiung &Lin 2011).Turnover intentions were tested by Schyns (2007) measure. This scale consists of four main components used to determine internal and external turnover. Respondents were asked to specify how much they wished to shift their jobs, either inside or out of their institutions, five-point Likert scale from 1 (never) to 5(always) was used.

Validity and Reliability of the Study Instruments

Cronbach's coefficient alpha was used to measure the internal consistency of the questionnaire. The Cronbach Alpha coefficients were computed. Reliability coefficients were above 0.7 indicating acceptable validity and reliability.

Demographic data of respondents.

Table 2

Analysis of respondents demographics

Items		N	%
Gender	1- Male	227	90.8
	2- Female	23	9.2
Age	1- Less than 30 years	184	73.6
	2- 30:40 years	50	20
	3- More than 40 years	16	6.4
	1- Single	84	33.6
Marital status	2. Married	166	66.4
Educational level	1-Technical	93	37.2
	2-Bachelor	152	60.8
	3-Master	3	1.2
	4-Other	2	.8

Table 2 indicated that the numbers of male employees 227(90.8%) and 23(9.2%) were female. In terms of age employees who are Less than 30 years were 184(73.6%), 50 (20%) belong to the 30-40 years old category and only 16 (6.4%) of the respondents were more than 40 years, It indicates that the age of the vast majority of employees in hotels and travel agencies is less than 30 years old. On the other hand, 84 (33.6%) were single, 166 (66.4%) were married. According to educational level, 93(37.2%) graduated from technical schools, the majority 152 (60.8 %) employees have a bachelor's degree and only 3(1.2%) of possessing a master's degree.

Table 3
Analysis of respondents' work-related information

Work-related information		N	%
Work area	Front of the house	75	30.0
	Back of the house	175	70.0
Years of experience	Less than 5 year	160	64.0
	Between 5 to 10 year	69	27.6
	More than 10 year	21	8.4
Years of current job	Less than 5 year	172	68.8
	Between 5 to 10 year	53	21.2
	More than 10 year	25	10.0
Monthly Income level	Less than 3000L.E	130	52
	Between 3000 to 6000 L.E	101	40.4
	More than 6000 L.E	19	7.6

Table 3 illustrated that 75(30%) are working in front of the house departments, 175 (70%) are working in the back of the house departments. Concerning the Years of experience, the majority 172(68.8%) were less than 5 years,53 (21.2%) between 5 to 10 years and 25 (10%) were more than 10 years' experience. in terms of Years of the current job, 172 (68.8%) of them stated they work less than 5 years,53(21.2%) worked from 5 to 10 years and, Only25 (10%) worked more than 10 years in the current job. According to Monthly Income level, 130 (52%) of respondents were less than 3000 L.E, the majority 101 (40.4%) between 3000 to 6000 L.E and only 19 (7.6%) were more than 6000 L.E.

Differences among respondents' demographics and other work-related information with concerning the study variables

Table 4
Differences among respondents according to gender

			N	Mean	F	Sig.
General political behavior	Gender	Male	227	7.7313	44.829	.000
		Female	23	4.2174		
Go along to get ahead	Gender	Male	227	2.1652		.838
		Female	23	1.0913	101.558	
Pay and promotion	Gender	Male	227	1.4665	25.008	.030
		Female	23	7.3043		
Organizational politics	Gender	Male	227	68.1630	102.578	.000
		Female	23	42.2174		
Turn over intentions	Gender	Male	227	2.4114	14.692	.000
		Female	23	1.9782		

The results of table 4 reported that there is a significant difference between the males and the females for general political behavior where the P-value was.000. Results also reported a significant difference between male and females for Pay and promotion,

where the P-value was.030. Results report also that there is a significant difference between male and female for Organizational politics and turn over intentions where the P-value was.000. Previous results are consistent with the results of Vigoda and Cohen (2002) which found that women regarded their work climate as more political and influenced by politics more than men who viewed them as normal behaviours. However, Table also indicates that there is no significant difference between male and female for go along to get ahead where the P-value was.838. These results are consistent with the result of Stewart (2007) and Parker (2010).

Table 5

Differences among respondents according to age

			N	Mean	F	Sig.
General political behavior	Age	Less than 30years	184	7.3315	44.829	.000
		From30 to 40 years	64	7.5469		
		More than 40 years	2	1.1131		
Go along to get ahead	Age	Less than 30years	184	7.4080	101.558	.838
		From30 to 40 years	64	2.0054		
		More than 40 years	2	2.2296		
Pay and promotion	Age	Less than 30years	184	2.9.00	25.008	.030
		From30 to 40 years	64	2.0664		
		More than 40 years	2	1.2760		
Organizational politics	Age	Less than 30years	184	63.3913	11.420	.167
		From30 to 40 years	64	72.2031		
		More than 40 years	2	79.5000		
Turn over intentions	Age	Less than 30years	184	1.7531	14.692	.000
		From30 to 40 years	64	1.3500		
		More than 40 years	2	1.3988		

The results of table (5) indicated that there is a significant difference between age groups for general political behavior, pay and promotion, and turnover intentions where the P-value was.000,.030,.000 respectively, this result is consistent with the result of Ghafoor(2009). The Table also indicates that there is no significant difference between age groups for go along to get ahead and organizational politics where the P-value was.838,.167 respectively, this result is consistent with the result of Atinc et al. (2010).

Table 6
Differences among respondents according to years of experience

			N	Mean	F	Sig.
General political behavior	Years of experience	Less than 5 year	160	7.8750	25.230	.000
		Between 5 to 10 year	69	7.3768		
		More than 10 year	21	3.9524		
Go along to get ahead	Years of experience	Less than 5 year	160	20.3250	1.084	.340
		Between 5 to 10 year	69	21.0000		
		More than 10 year	21	22.1429		
Pay and promotion	Years of experience	Less than 5 year	160	12.6875	16.368	.000
		Between 5 to 10 year	69	14.7681		
		More than 10 year	21	21.3333		
Organizational politics	Years of experience	Less than 5 year	160	64.8188	2.836	.061
		Between 5 to 10 year	69	65.9710		
		More than 10 year	21	72.4286		
Turn over intentions	Years of experience	Less than 5 year	160	23.9313	1.728	.180
		Between 5 to 10 year	69	22.8261		
		More than 10 year	21	25.0000		

The results of table 6 stated that there is a significant difference between general political behavior, pay and promotion, organizational politics and turnover intentions in terms of educational level where the P-value was.030,.000,.000,.032 respectively. Results also reported that there is no significant difference between go along to get ahead and educational level where the P-value was.131.

Table 7
Differences among respondents according to work department

			N	Mean	F	Sig.
General political behavior	Work department	Front-of-the House	75	6.5811	6.119	.003
		Back-of-the House	175	7.7714		
Go along to get ahead	Work department	Front-of-the House	75	2.1067		.772
		Back-of-the House	175	2.0491	.259	
Pay and promotion	Work department	Front-of-the House	75	1.4878	.897	.409
		Back-of-the House	175	1.3600		
Organizational politics	Work department	Front-of-the House	75	64.9459	.186	.830
		Back-of-the House	175	66.1257		
Turn over intentions	Work department	Front-of-the House	75	2.2418	3.199	.042
		Back-of-the House	175	2.4262		

The results of table (7) illustrated that there is a significant difference between the front of the house and back of the house for general political behavior and turnover intentions where the P-value was.003,.042 respectively. Results also reported that there is no significant difference between front of the house and back of the house for go along to get ahead, Pay and promotion and organizational politics where the P-value was.772,.409,.830 respectively.

Table 8

Differences among respondents according to job status

			N	Mean	F	Sig.
General political behavior	Job Status	Permanent	180	7.8769	1.520	.221
		Contractual	60	7.2350		
		Daily Wagers	10	8.0000		
Go along to get ahead	Job Status	Permanent	180	22.3846	4.078	.018
		Contractual	60	20.0765		
		Daily Wagers	10	18.5000		
Pay and promotion	Job Status	Permanent	180	14.5846	.995	.371
		Contractual	60	13.8415		
		Daily Wagers	10	8.0000		
Turn over intentions	Job Status	Permanent	180	24.0769	.442	.643
		Contractual	60	23.6175		
		Daily Wagers	10	21.0000		
Turn over intentions	Job Status	Permanent	180	24.0769	.442	.543
		Contractual	60	23.6175		
		Daily Wagers	10	21.0000		

The results of table (8) indicated that there is no significant difference between job status for general political behavior, pay and promotion, organizational politics, and turnover intentions, where the P-value was.221, .371,.643,.543 respectively. Table also indicates that there is a significant difference between job status for go along to get ahead where the P-value was.018 respectively.

Table 9

Differences among respondents according to years of current job

			N	Mean	F	Sig.
General political behavior	Years of current job	1. Less than 5 year	201	7.0507	.966	.382
		2. Between 5 to 10 year	38	7.1316		
		3.More than 10 year	11	6.5455		
Go along to get ahead	Years of current job	1. Less than 5 year	201	1.9480	34.61	.000
		2. Between 5 to 10 year	38	2.6894		
		3.More than 10 year	11	2.2090		
Pay and promotion	Years of current job	1. Less than 5 year	201	1.3631	1.619	.200
		2. Between 5 to 10 year	38	1.5868		
		3.More than 10 year	11	1.4000		
Organizational politics	Years of current job	1. Less than 5 year	201	64.4229	6.002	.003
		2. Between 5 to 10 year	38	72.7632		
		3.More than 10 year	11	66.3636		
Turn over intentions	Years of current job	1. Less than 5 year	201	2.3875	.574	.564
		2. Between 5 to 10 year	38	2.2868		
		3.More than 10 year	11	2.37 27		

The results of table (9) stated that there is a significant difference between Years of the current job for go along to get ahead and organizational politics where sig=.000, sig=.003 respectively. The results indicate also that there is no significant difference between Years of current job for general political behavior, pay and promotion and turn over intentions   where sig=.382, sig=.200, sig=.564 respectively.

Table 10

Correlation analysis among POP and employees turn over intentions

Correlations		General Political Behavior	Going along to get ahead	Pay and promotion	Organizational politics	Turnover
General Political Behavior	Pearson Correlation	1	.502**	-.058	.520**	.402**
	Sig. (2-tailed)		.000	.359	.000	.000
	N	250	250	250	250	250
Go along to get ahead	Pearson Correlation	.502**	1	.308**	.782**	.306**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	250	250	250	250	250
Pay and promotion	Pearson Correlation	-.058	.308**	1	.662**	.098
	Sig. (2-tailed)	.359	.000		.000	.120
	N	250	250	250	250	250
Organizational politics	Pearson Correlation	.520**	.782**	.662**	1	.634**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	250	250	250	250	250
Turnover	Pearson Correlation	.402**	.306**	.098	.634**	1
	Sig. (2-tailed)	.000	.000	.120	.000	
	N	250	250	250	250	250
**. Correlation is significant at the 0.01 level (2-tailed).						

The results in Table (10) report that there is a significant relationship between general political behavior and turn over intentions (R= .402, P<0.05). Where employees are attempting to build up by breaking down others. Results also showed that there is a significant correlation existed between going along to get ahead and turn over intentions (sig= .000, R= .306, P<0.05). The result also indicated that there is no significant correlation between pay and promotion and turnover intentions (sig= .120, R= .098, P>0.05). The employees are satisfied with pay and promotion that they have never viewed the pay and promotion programs applied in political way, policies are relevant and pay and promotion programs tend to do with how pay raises and promotions are established. Pay and promotion programs have shown that workers trust the policies put in place to improve the positions of those members. The results in Table (10) report that there is a significant correlation between organization

politics and turnover intentions (sig=.000, R= .634, P<0.05). Where the employees often think about quitting their job, they will probably look for a new job in the next year and employees imagine working at a different workplace.

Discussion and conclusion

Hotels

The study aimed to measure the effect of organizational politics and its three antecedent's general political behavior, go along to get ahead, pay, and promotion on employee turnover intention in hotels in Egypt. Based on previous findings, the inadequate empirical focus was given to the impacts of general political behavior, go along to get ahead, pay and promotion on employee turnover intention in hotels (Kwon, 2006, Tumer, 2008). When individuals in hotels are controlled by other groups in their business, it also prevents free thought and may not encourage individuals to feel comfortable about discussing opinions. When looking at general political behavior, it was noticed that most individuals accept that some of the staff members are moving up through the organization ladder by taking down others. Even so, it was noticed that the workers did not believe that any groups were dominant. It was most probably due to the good sense of teamwork in the organization.

The result of the first hypotheses suggested that general political behavior has a significant and positive effect on turnover intentions in hotels. Previous studies Poon (2003) and Arasli and Karadal (2009) supported the result proposed by the current study which confirms that general political behavior developed the politics environment in the organization. General political behavior culture in hotels mostly seen, through general political behavior, the executives try to achieve the goal and try to retain the employees but overall is harmful and dangerous for the organizational career.

The result of the second hypothesis suggested that go along to get ahead have a significant and positive effect on turnover intentions. Employees are not allowed to engage in the exchange of ideas. Perceptions that politics is becoming a dominant force in institutions where workers are not allowed to exchange ideas. Employees must focus on their self-image, matching personal awareness and the opportunity to interact effectively.

On one hand, there is no position for No-men businesses have not shared a respected sense of cooperation where employees are not allowed to speak out and express their thoughts for the bigger bad of the business, great ideas are not wanted, as it indicates not agreeing with supervisor, on the other hand, agreement with influential others is the best option in this company, a free-thinking labor force that chooses to operate as a collective community. Telling people what they like to hear is often preferable than saying the truth, when workers respect the style of leadership of the institution the sense of confusion and politics were declined. Politics exists when certain individuals in an institution keep vital information from other workers that they could use to serve their interests.

The third hypothesis is not supported which there is no significant relationship between pay and promotion and turnover intentions. Wage raise or promotion has

been consistent with established rules, increases they have obtained are associated with rules about how increases can be calculated, when it relates to payment and promotion decisions. Fair pay and promotion programs in the institution have not produced a political environment in the institution. This was consistent with the findings of Daskin and Arasli(2011) and Poon(2003), which claimed that when workers are confronted with unequal pay and promotion programs, they appear to show more political attitudes. When promotion opportunities become restricted, staff may engage in more political activities (Arasli, Ekiz, 2006). Pay and promotion have a direct influence on workers and every worker attempt to get the complete advantages. Managers rewarded professional employees In Hotels, pay and promotion policies for hotel employees are fixed. These pay and promotion policies discourage organizational politics and also affect turnover intention.

Travel agencies

The main purpose of this study was to investigate the relationship between the dimensions of organizational politics (general political behavior, go along to get ahead, pay, and promotion) and turnover intentions in travel agencies. For this purpose, a model of organizational politics and its three antecedents on employee turnover intention was developed. It can be concluded from the current research that there is a significant positive relationship between organizational politics and turnover intentions. Individuals hope to change their jobs and organizations but not participate in organizational politics. Organizational politics decline the quality and productivity of employees and they are not satisfied with the job. Employees think for intentions of turnover and they attempt to look for new opportunities.

The first hypothesis was supported where there is a significant relationship between general political behavior and turnover intentions in travel agencies where workers are trying to build up by breaking down others, tearing down fellow workers may be one of the major Features in a political background. The use of collaboration and team work by the organization may be one of the reasons leading to this development. There is often an influential group that nobody has ever crossed.

The second hypothesis supported the relationship between go along to get ahead and turnover intentions. Employees must concentrate on their image, personal knowledge and strong communication skills. The last hypothesis result showed a significant relationship between organizational politics and turnover intentions. Qualified employees are seeking to prevent themselves from political practices. Inability workers always try to get the interest of their managers, which their main focus is to secure their work, so they are positioned behind organizational objectives and favor the manager work more than organization work. Valle, Kacmar and Zivnuska (2003) stated that managers and co-workers who act opportunistically against others will lead to growing political attitudes, while strengthening relations with managers and co-workers may lead to a decline in political attitudes so, managers must interact with their staff members. Public sources of knowledge, especially from bosses and co-workers can have a great influence on employee perceptions of politics.

Recommendations for hotels

Based on the obtained results, the study recommends managers in hotels be familiar with the variables that affect employees' perceptions of confidence and loyalty, leaders should be aware of the possible effects of the political actions of employees. Managers must also have efficient and fair strategies and procedures, especially standards on advancement and rewards. Performance measures must set for each work and they should be clear to all workers. Managers should also ensure that resources and funds are allocated in an equal and fairway. Hotels managers must take a decisive step to adopt new pay and promotion programs to reduce politics and intent to leave.

Recommendations for travel agencies

Travel agency managers need to look at programs in which all workers can share their thoughts. Managers need to be aware of the features of certain political activities that workers adopt in an opportunity to put this attitude towards the advantage of the organization. Cooperation and sharing ideas through the company becomes one of the most undervalued ways of managing political attitude.

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أثر السياسات التنظيمية على نزوع العاملين لترك العمل فى الفنادق ووكالات السفر فى مصر

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معلومات المقالة	الملخص
الكلمات المفتاحية	

تهدف هذه الدراسة إلى إستكشاف العلاقه بين السياسات التنظيمية ونزوع العاملين إلى ترك العمل فى الفنادق ووكالات السفر فى مصر. وتتمثل الفائدة من دراسة السياسات التنظيميه ومدى الإدراك للسياسات التنظيميه من تأثيرها السئ على أداء العاملين والمخرجات التنظيمية. ولهذا الغرض تم استخدام نموذج السياسات التنظيميه ومحدداتها الثلاثه. إستند التحليل الإحصائى لهذه الدراسة إلى بيانات تم جمعها من عدد 20 فندق وعدد20 وكالة سفر فى القاهرة. بلغ عدد الاستمارات الصالحة للتحليل الإحصائى 250 استمارة. وقد اعتمدت الدراسة على المنهجية الكمية. واستخدم برنامج (SPSS) لإختبار النموذج النظري المقترح الذى يبين العلاقة بين متغيرات الدراسة. وتمثلت أهم نتائج الدراسة بأن هناك علاقة إيجابيه ذات دلالة بين السياسات التنظيمية ونزوع العاملين لترك العمل. وأوضحت أهم النتائج أيضا أن هناك علاقة إيجابيه ذات دلالة بين السلوك السياسى ونزوع العاملين لترك العمل، بينما لا توجد علاقة ذات دلالة بين الحوافز والترقيات ونزوع العاملين لترك العمل. وتوصي الدراسة الإدارة بضرورة وجود إتصال جيد بين المديرين والعاملين مما قد يقلل من السياسة ونية المغادرة.