

BUSINESS CHALLENGES SUCH AS ORGANIZATIONAL POLITICS, JOB STRESS AND TURNOVER INTENTIONS OF EMPLOYEES: IMPLICATION FOR POLICY DEVELOPMENT IN GHANA



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ABSTRACT

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The purpose of the study was to look at the link between Organizational Politics, Job Stress, and Turnover Intentions as some of the difficulties that face Ghanaian businesses, leading to policy formation. The participants in this study were Anglo Gold Ashanti employees. Data was gathered by the distribution of personally given questionnaires to respondents who were chosen using a non-probability sample approach called convenience sampling. In the end, a total of 100 completed questionnaires were employed in the study. The results of this study were established by analyzing the data with SPSS and Smart PLS SEM Software. The study's findings revealed that Organizational Politics and Turnover Intention had a substantial positive association. The outcomes of this study suggest that in order to lower turnover intentions, high levels of work stress and low levels of organizational politics must be addressed.

Contribution/ Originality: This study is one of very few studies which have investigated the business challenges such as organizational politics, job stress and turnover intentions of employees: implication for policy development in Ghana.

1. INTRODUCTION

Organizational politics (OP) is defined as acts that employ power to influence activities, behaviors, and, most crucially, decision-making (Brouer, Harris, & Kacmar, 2015; Dhar, 2016). Due to its contentious character, the notion of OP has become a focus of research for many scholars and practitioners in the field of management, particularly with the emergence of fields such as massive marketing. Organizational politics refers to workers' deceitful behavior against their workplace that is only motivated by their own self-interest. These self-interests might be at the expense of other employees, as well as corporate goals (Poon, 2016).

Most managers try to use their position or authority to influence decision-making and policy-making in their favor. One of the primary difficulties addressed in this study is consequences of organizational politics on employees' stress and turnover intentions

. In their research, Daskin and Tezer (2018) identified certain negative organizational outcomes, such as decreased effectiveness, increased intent to turnover, increased anxiety, decreased work satisfaction, and decreased

commitment to the entire organization. Managers and subordinates in a department, employees on the same hierarchical level, or employees in the same social circle are just a few examples of the numerous sorts of groups that exist. Some academics have identified organizational characteristics that cause workers to participate in workplace political activities, according to Vredeborg and Fossen (2018). They contend that the evolution of an individual's hereditary genetic structure is responsible for the origins of individual traits and the nature of their interactions with organizational settings that generate political tactics in work organizations (Vredeborg & Fossen, 2018).

However, Vredeborg and Fossen (2018) believe that not all characteristics or behaviors are totally genetically determined, since some are influenced by both biological and cultural factors. However, the consequences of these qualities and actions can manifest in a variety of settings, including workplaces, where they may support organizational politics (Vredeborg & Fossen, 2018). OP is viewed as being more prevalent in nations associated with individualism, femininity, uncertainty avoidance, and minimal power distance (Shoa, 2018). Employees will engage in self-serving conduct if they believe they are being manipulated or their interests are being neglected, as indicated by Vigoda-Gadot and Drory (2017).

According to Buchanana (2018), politics may also be linked to structural connections inside a company; which indicates that one set of employees may have different performance metrics and duties to complete as against the other within the same organization. However, these task-related problems are more likely to turn into relational conflicts, resulting in one group or individual hating another, and linking these task-related conflicts to personality disorders. The growth in internal organizational politics, according to Vigoda-Gadot and Drory (2017), may be attributable to the external competitive demands that firms face as a result of globalized economies and technological developments.

Tilly (in Vigoda-Gadot and Drory (2017)) discovered that severe and explicit negative politics are usually evident in low-resource nations, which Buchanana indicated. According to many scholars, organizational politics may be either positive or negative (Othman, Lamin, & Othman, 2018). In his work on the role of justice, trust, and job ambiguity, Othman et al. (2018) emphasizes these two types: the bad side, which includes convenient and unlawful activity, and the good side, which is a social function that is critical for organizations to thrive. Negative organizational politics is disliked and unaccepted due to the ethical difficulties it creates and the resulting workplace disputes, whereas good organizational politics is the outcome of combining shared goals and encouraging collaboration (Gotsis & Kortezi, 2010).

As a result, organizational politics may be viewed in two ways: as a symptom of social influence processes that help the organization, or as a self-serving consequence that work against the organization's interests (Gotsis & Kortezi, 2010). Organizational politics, according to Buchanana (2018) in an article on organizational behavior, are "informal, unofficial, and sometimes behind-the-scenes efforts to sell ideas, influence an organization, increase authority, or succeed."

Organizational politics has the power to control actions and change organizational harmony and effectiveness into a more harmful consequence on the employee level, which is one of the basic issues to be addressed in this study (Daskin & Tezer, 2018). Politics may be found in many aspects of human effort, including the family, religious and social gatherings, educational institutions, community forums, and the workplace. Employees that are continuously striving with one another to reach the top or highest level in the company may seek to take a faster route, and so may use specific techniques to affect the business's usual sequence of operations. While organizational politics has aided individuals in achieving their own goals, it has influence weather direct or indirect impact on the organization's ultimate aim. Internal disputes have erupted, personnel have been diverted from the organization's anticipated goals, and resources have been squandered as a result of personal gain. Organizational politics, if left unnoticed, can lead to a high degree of unproductivity.

This research looked into the numerous business difficulties that companies are now facing, such as organizational politics, work stress, and employee turnover intentions. The goal of the research was to; determine the challenges business firms face in line with organizational politics, job stress and turnover intentions of employees? The specific problem addressed in this study is to explore the relationship that exist between organizational politics, job stress, and turnover intentions amongst employees of Anglo Gold Ashanti in Ghana.

1.1. Hypothesis of the Study

The study is conducted to test the following Hypothesis;

H1. There is a statistically significant positive relationship between Organisational Politics, Job Stress and Turnover intentions.

H2. There is a Positive relationship between Organisational Politics and Job Stress.

H3. There is a Positive relationship between Job Stress and turnover intentions of employees.

H4. Job stress mediates the relationship between Organizational Politics and turnover intention.

2. LITERATURE REVIEW

2.1. Theoretical Review

Intentional actions are expected to influence or safeguard the self-interest of people or groups which is known as organizational politics (Kreitner & Kinicki, 2018). In other words, organizational politics, as defined by Dhar (2016), are activities that managers engage in to increase their power and use it to influence decision-making within the organization which in turn benefit individuals, functional, and divisional interests rather than the organization's set goals. Organizational politics, according to McShane, Glino, and Ann (2020), is an "effort to influence others through discretionary actions to advance personal aims." Political behaviors are seen as "actions not needed as part of one's formal function in the organization, but which impact, or seek to influence, the distribution of advantages and disadvantages inside the organization" (Robbins, 2018).

Organizational politics, according to Kreitner and Kinicki (2018), is the exploitation of human self-interest to attain personal goals at the expense of organizational goals. The capacity to modify a person's or a group's behavior is seen as influence under organization politics.

The writers go on to say that different influential strategies such as rational persuasion, inspirational appeals, consultation, ingratiation, personal appeals, trade, pressure, and legitimizing tactics can affect a person's or a group's behavior. According to (Buchanana, 2018; Dhar, 2016) rational persuasion happens when one employee uses reason, logic, or facts to persuade another individual. Gaining support through inspirational appeals entails appealing to others' emotions, beliefs, or values. Consultation is the process of including others in the planning, decision-making, and implementation of changes (Buchanana, 2018; Dhar, 2016). Ingratiation is the art of putting someone in a good mood before making a request; or the art of being nice, helpful, and making requests with praise, flattery, or comedy.

Personal appeals also arise when a request is made in the context of friendship and loyalty. To put it another way, trade is exchanging favor for favor or anything else (Kreitner & Kinicki, 2018). For the sake of this study, exchange strategies should be prioritized over all other generic influence methods. The reason for this is because most workers who pursue their own agenda or interests use exchange techniques by lobbying for (monetary or kind) favors from their supervisor or superior in the workplace without going through the proper channels. No matter how terrible they act at work, such people are always protected by their superiors; any attempt to victimize them would fail.

In addition to the above-mentioned influence methods, Morrell (2015) identified five different political tactics for enhancing individual power as shown in Figure 1.

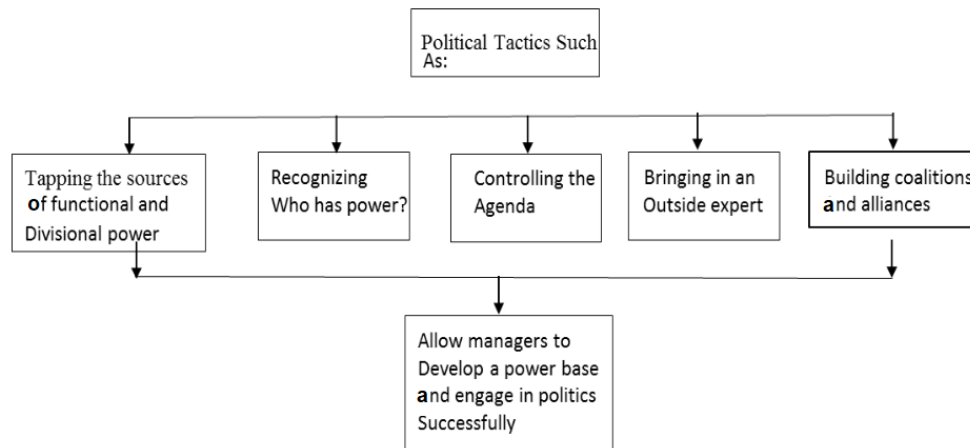


Figure 1. Political tactics for increasing individual power.

Finally, a manager or subordinate might form a coalition with other managers or subordinates in order to gain more authority or influence over the decision-making process. Most of the time, this entails a transaction of favors in exchange for favors. Management A, for example, pledges to back manager B on an issue that is essential to manager B in exchange for manager B's support on an issue that is vital to manager A. Organizational politics, on the other hand, is caused by job shortages, according to Morrell (2015). "The higher a manager gets in a hierarchy, the more difficult it becomes for him to move up to another rank since fewer and fewer positions are available at the highest levels,". Employees try to increase their power and influence through bad political behavior to achieve their individual, functional, and divisional interests instead of organizational interests in order to compete for these scarce jobs and increase their chances of promotion and share of organizational resources.

Kreitner and Kinicki (2018) argued that when selfish interests erode or defeat organizational interest, organizational politics is triggered, political coalitions are formed, false impressions are created, and people end up working against their own interests, a tug-of-war between individual and collective interests. In addition, political conduct is influenced by uncertainty. Uncertain objectives, hazy performance measurements, ill-defined decision procedures, significant individual or group competition, and any sort of change. According to Poon (2016), the findings of a recent poll suggest that around 10,000 workers who perform better were paid more in relation to those that did not. About 48 percent of responding managers agreed, whereas just 31% of non-managers disagreed. As a result, employees turn to political games in the face of uncertainty (that is, when they are confused about what it takes to advance in the workplace) and in the shadow of their peers.

Although political conduct differs from individual to person within an organization, family, or society, an excellent example of political behavior in an organization may be found in the organization in achieving its goals, but rather instills fear, hatred, and rancor among employees and breeds an unfriendly working environment, lowering both employee performance and organization productivity. Organizational politics cannot be abolished, according to Miller (2018), and managers should expect this outcome. Buchanana (2018) proposed six strategies to limit organizational politics. These are filter out excessively any political personnel at the time of employment; Create an open-book management system; ensure that every employee understands how the business operates and has a personal line of sight to key results with corresponding measurable objectives for individual accountability; have non-financial people interpret periodic financial and accounting statements for all employees; establish formal conflict resolution and grievance processes; and publicly recognize and reward people who achieve real results without playing political games. In the case of Kodak, a worldwide picture company based in the United States. Due to former management' self-interest in failing to restructure the company despite severe threat of worldwide competition from a rival corporation, the firm's performance deteriorated. As previously stated by George and Jones (2015) and Robbins (2018) good political behavior or tactic can assist an organization or individual in achieving

their goals, whereas bad political tactics or behavior cannot assist an organization in achieving its goals, but rather instills fear, hatred, and rancor among employees and breeds an unfriendly working environment, lowering both employee performance and organization productivity.

2.2. Job Stress

2.2.1. Cognitive Appraisal Theory

Lazarus and Folkman (1984) established the Cognitive Appraisal Theory as a stress theory to explain how people perceive, understand, and deal with stressful situations in their life. According to the notion, stress is caused by a person's impression of self-inefficacy or uncontrollability in coping with a situation. Employees' subjective interpretations of workplace events, as well as their assessments of their abilities to handle these situations, have been noticed by organizational scholars for many years. Again, stress coping studies have discovered that avoidance coping, which is seen as the individual avoiding interaction with the perceived stressor, is a prevalent strategy of coping with stress (Turner & Martinez, 2018). In this regard, there is a strong likelihood that employee views of elevated political behavior at work will drive them to engage in avoidant coping methods, such as creating plans to leave the workplace. Employees may respond in one of three ways when they detect self-seeking behavior in the workplace: they may join the train, keep away from it, or just leave. Employee's cognitive assessment of workplace behaviors is seen as political in character which may cause turnover intention. Stress is defined as a psychological and physical state that occurs when an individual's resources are insufficient to cope with the demands and constraints of a circumstance, according to Buchanan (2016).

Job stress, according to Morrell (2018) is caused by an imbalance between the demands of the workplace and the individual's ability to cope. As a result of the interplay between a worker and his or her work environment, job stress as a negative psychological state arises. Long working hours, harsh working conditions, dealing with difficult patients, and various occupational health and safety dangers make health care an inherently stressful job. Several studies have attempted to pinpoint the origins of stress among employees. Many studies have identified quantitative and qualitative overload, as well as insufficient time, staff shortages, excessive work hours, irregular shift work, burdensome tasks, work danger, disease transmission from patients, being responsible for patient outcomes, uncertainty regarding patient treatment, and dealing with death and dying, as sources of stress. High job demands in relation to a worker's abilities, a lack of resources, poor professional relationships with coworkers, an inadequate salary, a lack of participation in decision-making, a lack of control over work, too much responsibility and too little authority, unfair human resource practices, a lack of social support, a lack of job security, inadequate job descriptions, poor management styles, and personality type are all major sources of stress. Job pressures may have a negative impact on a person's physical, mental, and emotional health and well-being.

Disorders, occupational cancers, respiratory illnesses, and psychological discomfort such as sleep disturbances, insomnia, loss of focus, sadness, anxiety, intolerance, and even suicide are all examples of psychological anguish. High levels of occupational stress have been related to low levels of productivity with in business or organizational, since stress impairs attention, focus, and decision-making abilities. Job stress also has a detrimental impact on quality, as it leads to a lack of commitment on the part of employees during production which might increase the number of errors.

2.3. Turnover Intentions

2.3.1. Organizational Equilibrium Theory

Many studies on voluntary turnover are based on March and Simon (1958) organizational equilibrium theory to some extent. According to the organizational equilibrium theory, all workers are faced with decisions as a result of their interactions with the firm (Mano, 2013). Employees' decisions to resign are impacted by two elements, according to the theory: their perceived ease of mobility, which relates to the evaluation of perceived alternatives or

opportunities, and their perceived desirability of movement, which is influenced by characteristics such as work satisfaction (Morrell, 2015). This covers how the company and its workers strike a balance in terms of inducements, such as compensation, and contributions, such as work, in order to maintain organizational efficiency. When the employer increases the incentive package, the likelihood of a person leaving decreases, and vice versa (Morrell, 2015). However, March and Simon's approach has a number of flaws. For example, Morrell (2015) points out that the model gives a static rather than a procedural perspective of turnover intents to a large extent. They also leave out significant factors that impact turnover, such as the role of stress or other types of organizational commitment. Some theorists claim that March and Simon (1958) model have affected too many subsequent research on employee turnover, and that their success may have hampered other elements. Despite these objections, the theory clearly shows that organizational elements such as employee subjective judgments of corporate climate, human connections, and fairness are important determinants of whether or not employees would quit or remain.

Employee views of political behavior at work, according to this line of reasoning, might also contribute to the development of turnover intention, as anticipated in this study. Turnover, on the other hand, is defined as a person's voluntary departure from an organization. It is caused by a complex interaction of organizational events, working environment, and psychological variables that alter employee attitudes towards and within the company (Abera, Tesfaye, Belachew, & Hanlon, 2014). Intention to quit is described as an employee's plan to leave their current work and hunt for another employment in the near future if they are dissatisfied. Turnover intention, according to Othman et al. (2018), is a purposeful desire to look for a new job with a new company. Turnover, on the other hand, is defined as a person's voluntary departure from an organization. It is caused by a complex interaction of organizational events, working environment, and psychological variables that alter employee attitudes toward and within the company (Abera et al., 2014). Low salary, a bad career structure, lack of graduate training possibilities, and terrible living and working circumstances are only a few of them leading to employees intention to leave. The cost of recruiting and orienting new employees; the loss of experienced employees and professionals; periods of short staffing accompanied by overtime or the use of temporary agency staff who are less familiar with the setting than employees; and the potential for increased adverse patient outcomes and reduced organizational performance are all negative consequences of high turnover.

2.4. Empirical Review

2.4.1. Perceived Organizational Politics and Turnover Intention

The first hypothesis was that there could be a link between employee views of organizational politics and their plans to leave. It was projected that these two factors would have a considerable positive association. This prediction was based on information from the literature that shows that employee views of political behavior on the part of supervisors and coworkers result in the development of negative affect, which leads to sentiments of unfairness and, as a result, a desire to leave the workplace. Ferris, Russ, and Fandt (2019) discovered in a study that a high degree of organizational politics is likely to cause a level of disillusionment which is strong enough to fuel increased intentions to leave a company. Other researchers, such as Cropanzano, Howes, Grandey, and Toth (2017), Danish (2020); Poon (2013); Rozhan (2018) and Valle and Perrewe (2020), have all demonstrated that there is a positive association between these two factors. Other studies (e.g., Cropanzano et al. (2017); Mano (2013); Hochwarter and Treadway (2019) have given evidence that the two factors have no link at all, while others (e.g., Larwood, Wright, Desrochers, and Dahir (2018)) have identified strong negative relationships between the two variables. The inference is that high levels of political activity encouraged employees to remain on and battle for a position within the organization. However, the favorable link shown between perceived organizational politics and turnover intentions contradicts several previous research findings. Cropanzano et al. (2017); Harrell-Cook, Ferris, and Dulebohn (2019) and Hochwarter and Treadway (2019) found no link between perceived organizational politics

and turnover intentions in their study. However, Larwood et al. (2018) discovered a strong negative correlation among these variables.

2.5. Perceived Organizational Politics and Job Stress

The perceptions of organizational politics model, initially proposed by Ferris et al. (2019), demonstrates that an impact on organizational outcomes such as job participation, job anxiety, job satisfaction, and withdrawal from the company are caused by organizational politics. Several researchers (Buchanan, 2018; Vigoda-Gadot & Drory, 2017) have extensively investigated and pursued this line of reasoning which emerged as a good predictor of employment results after this model (Dhar, 2015).

According to research, a high perception of organizational politics may harm not only the company by lowering trust, contentment, commitment, and performance, but also employee behavior by hiding information, neglecting one's job, tardiness, absenteeism, and turnover (Vigoda-Gadot & Drory, 2017).

Lower-level employees perceive organizational politics as negative self-serving and manipulative behaviors that demand the cost of global organizational or others' interests for personal gain (Ferris et al., 2019). For example, using illegal means to gain power, bypassing the chain of command, and lobbying high-level managers before promotion are all examples of organizational politics (Ferris et al., 2019). Employees are demotivated by the perception of such behaviors in the workplace, which has an inverse effect on job satisfaction, leading to job stress, and burnout (Azeem, Taib, & Lazim, 2019), poor task performance, fading their trust in leadership (Poon, 2016) and ultimately has a negative impact on employee performance which also affects attitudes. When organization workers are exposed to OP at their job, it often presents a bad image, according to Morrell (2015).

The discovery backs up evidence supplied by Ferris, Adams, Kolodinsky, Hochwarter, and Ammeter (1989) as well as evidence presented by Cropanzano et al. (2017); Danish (2020); Rozhan (2018) and Valle and Perrewé (2020). As a result of this research, it has been shown that there is a substantial and positive link between employees' views of organizational politics and their intents to leave their positions. The first finding backs up Lazarus and Folkman (1984) cognitive appraisal theory, which describes how people perceive, understand, and deal with stressful situations in their life.

Organizational politics might be regarded a key source of stress in the workplace. Individual employees' subjective interpretations of organizational politics, like any kinds of stress, can cause major changes in their psychological condition. According to the notion, stress is caused by a person's impression of self-inefficacy or uncontrollability in coping with a situation. Employee views of elevated political conduct at work, in turn, drive them to engage in avoidance coping methods such as threatening to resign.

3. METHOD

3.1. The Aim, Design and Setting of the Study

The purpose of this article is to investigate the relationship between organizational politics and job stress and turnover intentions among Anglo Gold Ashanti workers. Primary sources of data were used to gather data for this investigation.

The administration of questionnaires was utilized to gather primary data from the field. The study started with permission given by the Management of Anglo Gold Ashanti to interact with the workers. After receiving formal clearance, all employees were handed a questionnaire. The surveys were tested ahead of time to verify that participants understood the requirements of the questions. The targeted population for the study consisted of staff of Anglo Gold Ashanti mine in the Ashanti region of Ghana. The sample size for the study was 200 employees. The selection was based on chance selection and the readiness and availability of the respondents. A total of 200 questionnaires were administered in order to ascertain the perception of both staff and management with respect to organizational politics and how it relates to Job Stress and Turnover intentions.

3.2. Sampling Technique and Data Analysis

The sample method used was convenience sampling. Convenience sampling is a non-probability sampling strategy in which respondents are chosen based on their ease of recruitment into the research. Convenience sampling is used because it is quick and cheap, and it allows researchers to get fundamental data and patterns about the study without the hassles of a randomized sample. The data was analyzed using the descriptive statistical tool, thus the Statistical Package for the Social Sciences (SPSS) and Smart PLS SEM. This is due to the SPSS's ability to execute very complicated data processing and analysis using simple commands. Tables were utilized to categorize the data obtained, and the following statistical approaches were determined to be acceptable for the study. The data was evaluated using percentages in order to establish a relationship between the factors employed in the data. The tables aided in the analysis of several factors, providing the study effort legitimacy and credibility.

4. RESULTS

A total of eighty (180) valid responses were obtained, and the data was analyzed using structural equation modeling and the partial least square (PLS) technique in this study. The variance-based PLS approach is a latent variable modeling technique that uses numerous dependent constructs to investigate descriptive and predictive relationships. A fundamental advantage of the PLS technique over covariance-based structural equation modeling is that it can cope with situations when the sample size is small, knowledge of the latent variable distribution is limited, and confidence criteria between estimates and data must be satisfied (Chin, 2010). There are two aspects to the analysis and interpretation. In the first step, the model's measurement was put to the test by undertaking a reliability and validity inspection on each of the model's components. The structural model was also put to the test by calculating the routes between the model's components. This section also included the determination of the constructs' level of significance and the study model's prediction power. All of this was done to guarantee that all of the measurements were accurate and dependable before making any judgements about the nature of the links between the various constructs.

4.1. Reliability and Validity

The "Reliability of the Items" was the first test done (as shown in Table 1). A reliability and validity evaluation were undertaken for the measurement of models, which comprised all reflective models and their accompanying manifest indicators, following the technique described by Chin (2010) on how to evaluate reflective models. The Cronbach's alpha test, which is commonly used to assess internal consistency dependability among items, was also applied to the variables. Nonetheless, Hair, Black, Babin, Anderson, and Tatham (2011) claim that using Cronbach's alpha to quantify internal consistency reliability in PLS-SEM results in a conservative value. A previous studies have indicated using "Composite Reliability" as an alternative. Better numbers imply higher degrees of reliability when analyzing reliability. In exploratory research, composite reliability scores between 0.60 and 0.70 are regarded sufficient, whereas values between 0.70 and 0.95 are considered satisfactory (Hair et al., 2011). Table 1 shows that both Cronbach's alpha and composite reliability values are more than 0.6, indicating that the four reflective latent variables have high levels of internal consistency dependability. The Average Variance Extracted (AVE) of each latent variable was tested to see if it had convergent validity. As in the case of Wong (2013) the Average Variance Extracted (AVE) values were over the 0.5 criterion.

Finally, Fornell and Bookstein (1982) recommended that the square root of the Average Variance Extracted in each latent variable be used to verify for discriminant validity. There is discriminant validity if the value is greater than the other correlational values of the latent variables. The square root of the average variance extracted at the diagonal is bigger than the correlational coefficient of the latent variables at the rows and columns, as seen in the table above. The results in Table 2 imply that discriminant validity exists. In conclusion, the measuring model exhibited excellent psychometric features, and more study may be conducted in the future.

Table 1. Factor Loadings, Cronbach's Alpha, Composite reliabilities and average variance extracted.

Latent Variable	Items	Outer loadings	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Organizational Politics	OP1	0.681	0.774	0.802	0.845	0.524
	OP2	0.612				
	OP3	0.798				
	OP4	0.809				
	OP5	0.701				
Job Stress	JS1	0.702	0.838	0.882	0.879	0.549
	JS2	0.724				
	JS3	0.833				
	JS4	0.757				
	JS5	0.729				
	JS6	0.689				
Intention to Quit	IQ1	0.879	0.773	0.799	0.897	0.813
	IQ2	0.924				

Note: OP, (Organizational politics); JS, (Job stress); IQ, (Intention to quit).

Table 2. Square root of average extracted (AVE) and correlations among all constructs in the model.

Construct	IQ	JS	OP
IQ	0.902		
JS	0.463	0.741	
OP	0.315	0.488	0.724

Note: Intention to Quit-IQ, Job Stress-JS, Organizational Politics-OP.

4.2. Structural Path Significance in Bootstrapping

The study then moved on with the empirical testing of hypotheses. According to the bootstrapping, the estimated values for path linkages in the structural model were assessed and presented in terms of sign, magnitude, and significance, as shown in Figure 2 and Table 3.

The correlations between organizational politics and work stress and desire to resign were all positive (coefficient, = 0.488, t-statistic = 6.712, p 0.001) and (coefficient, = 0.117, t-statistic = 1.157, p is N.S), respectively. However, the relationship between job stress and intention to resign was found to be positive and significant, i.e. (= 0.406, t-statistic = 4.440, p 0.001), demonstrating that job stress has a mediating influence on intention to quit. As a result, organizational politics has been used to induce job stress in a positive and substantial way, which in turn raises employees' intentions to quit or leave the company.

To quantify the variance explained in each of the endogenous components and the model's in-sample prediction accuracy, A review of the R² value of all endogenous constructs was implemented to measure the variance explained in each of the endogenous constructs and the model's in-sample prediction accuracy. The R² values range from 0 to 1, with higher levels demonstrating a greater degree of predictive accuracy (Henseler, Ringle, & Sinkovics, 2015).

According to Hair et al. (2011) the R² values of 0.75, 0.50 and 0.25 may be considered substantial, moderate and weak, respectively. In this study, R² values of the endogenous constructs are 0.238 for job stress 0.245 for organizational politics and 0.225 intention to quit respectively. This in essence means that organisational politics and job stress are able to explain only 22.5% of the variance in intention to quit as a variable. All in all, it can be clinched that the hypothesized model is confirmed by the data.

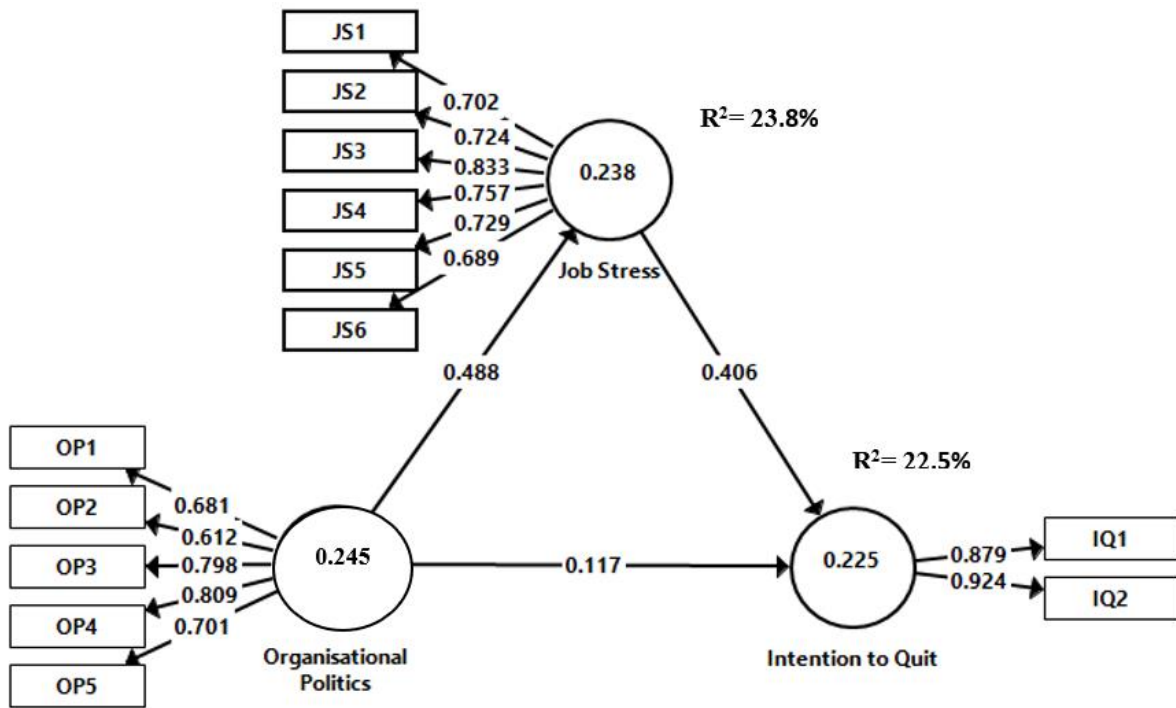


Figure 2. Relationships between variables.

Table 3. Relationships between variables.

Hypothesis	Structural Path	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Decision
<i>Direct Effects</i>							
H1	JS→IQ	0.406	0.415	0.091	4.440	0.000	Supported
H2	OP → IQ	0.117	0.119	0.102	1.157	0.248	N. S
H3	OP →JS	0.488	0.503	0.073	6.712	0.000	Supported
<i>Indirect Effect</i>							
H4	OP → IQ	0.198	0.209	0.057	3.466	0.001	Supported
<i>Total Effect</i>							
H5	JS→IQ	0.406	0.415	0.091	4.440	0.000	Supported
H6	OP→IQ	0.315	0.328	0.094	3.360	0.001	Supported
H7	OP→JS	0.488	0.503	0.073	6.712	0.000	Supported

Note: OP, (Organizational politics); JS, (Job stress); IQ, (Intention to quit).

5. DISCUSSION OF FINDINGS

The main goal of this study was to understand if there was a link between organizational politics, job stress, and turnover intentions of employees. In accordance with the research objectives and hypotheses, a summary of the findings is presented.

The first hypothesis is that the three variables Organizational Politics, Job Stress, and Turnover Intentions have a statistically significant positive association. The relevance of these factors are demonstrated in the above study by assessing the correlation between each of the latent variables. The data was analyzed using the Statistical Package for the Social Science (SPSS) and Smart PIS Software. This hypothesis is particularly relevant since Rozhan (2018) found that reducing organizational effectiveness, increasing turnover intentions, increasing anxiety, reducing job satisfaction, and reducing commitment to the broader organization all have negative repercussions. The present study's second hypothesis anticipated a positive association between organizational politics and work stress as well. According to the findings of George and Jones (2015) study, they debated with other researchers about the positive and negative aspects of organizational politics, critically analyzing a strong correlation between organizational politics and employee anxiety (Job Stress), which leads to less commitment, turnover intentions, and workplace conflicts. According to the present study, the higher the stress level of employees with in business

organizations, the higher organizational politics. A favorable association between job stress and employee turnover intentions was likewise validated and anticipated by the third hypothesis.

Job stress, according to the fourth hypothesis, indicated a moderate association between organizational politics and employee turnover intentions. Organizational politics, according to Miller (2018) can have a direct influence on employee turnover and an indirect impact on turnover intention through a mediating variable (such as job stress). Job stress has a substantial effect (mediating role) in measuring the link between organizational politics and turnover intention. Job stress (JS), as a mediating variable, therefore has a partial impact or mediation on the independent variable organizational politics (OP) and the dependent variable turnover intention (TI). It can be concluded that organizational politics influences turnover intention directly and indirectly through work stress.

6. CONCLUSIONS

The following conclusions can be drawn from the findings of this study: When politics is perceived in the workplace, it causes job stress and burnout, which increases the likelihood of employees leaving; job stress is also a significant predictor of turnover intention; and organizational politics accounts for a percentage of employees' intention to leave or stay. Understanding turnover intent is critical because when workers choose to leave, there are a slew of direct and indirect expenses as well as other ramifications for the organization's efficiency. Targeted intervention may be possible with a better knowledge of turnover intention. Turnover intention is impacted by a number of criteria, not just one, such as contentment with compensation.

7. RECOMMENDATION TO MANAGEMENT FOR POLICY FORMATION

First and foremost, there is a critical requirement to regulate or limit organizational politics in the mining business, notably Anglo Gold Ashanti, in order to reduce worker turnover intentions. The distribution of power and authority, as well as the tasks and obligations of employees and managers, must be governed by clear policies. Promotional issues must be efficiently addressed through a well-defined system or structure, as well as documented policies. Furthermore, given the finding that a high perception of job stress predicts a higher likelihood of quitting, it is advised that management demonstrate a strong commitment to the psychological contract they make with their employees, which should be backed up with a policy document. Employees should be given assurance cues by management. This necessitates that the welfare and interests of employees be prioritized, which must be stated in the organization's policy document. Employees will have a greater sense of security as a result of this, and they will be less likely to leave.

According to the study, it is critical for management to understand that organizational politics exist among workers, but that a written document detailing all necessary consequences to instruct employees should be provided. Because the majority of respondents saw job stress as the primary effect of organizational politics, which has a significant impact on employees' desire to quit, it is critical for management to maintain a pleasant but professional and fair relationship in the workplace. Organizational politics and its consequences for management should be better understood by Human Resource Management practitioners. Because some managers are unaware of the notion and its implications for employees, therefore, education is necessary.

8. RECOMMENDATIONS FOR FUTURE STUDY

As has been shown in the research, various indicators can indicate turnover intentions. Although this study was more interested in investigating the association between organizational politics, work stress, and perceived turnover intention, it was nevertheless aware of the various characteristics described in the literature as predictors of turnover intentions. In order to construct a model with more explanatory power, future researchers should add several aspects such as job characteristics, compensation, working environment, leadership styles, and perceived organizational fairness. Future, other researches should look at possible mediating variables that might impact the

link between the predictor variables studied and turnover intentions. Such an attempt will serve to widen the breadth of information and develop a better understanding of the factors that influence employees' turnover intentions in Ghana.

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