

Mustafa Daskin / Murat Tezer

Organizational politics and turnover: An empirical research from hospitality industry

Abstract

The purpose of this study was to examine the effects of scarcity of resources, favoritism, and organizational support as antecedents on organizational politics perceptions of frontline staff and the effect of these perceptions on their turnover intention in Cypriot hotels as its setting. For this study, a total number of 140 usable questionnaires were collected from frontline staff who was defined as all frontline supervisors from the front office, food&beverage, guest relations, and housekeeping departments working in three, four and five star hotels in North Cyprus. The hypothesized relationships were tested using SPSS 18 version through path analysis. The model test results indicated that scarce resources and favoritism are significant determinants of organizational politics perceptions. On the other hand, organizational support was found to be negatively related with organizational politics. The empirical result also demonstrated that frontline supervisors' politics perceptions exerted a positive effect on their turnover intentions. This research makes useful contributions to the current knowledge base by exclusively investigating the direct effect of favoritism on perceptions of organizational politics and indirect influence on turnover intention. Because favoritism practices have potential to paralyze the organizational justice and create distrustful working environment which makes real performers to engage in political games or quit the job.

Keywords: organizational politics; hospitality; turnover intention; favoritism; frontline supervisors

Introduction

In the competitive business environment, service organizations increase their competitive advantage by providing better service experiences to their customers (Chacko, 1998; Zeithaml, Berry, & Parasuraman, 1996). One strategy associated with sustaining such competitive advantages is to develop the human resource. In the service industry, firms encounter human resource challenges such as recruiting qualified employees, controlling a high turnover rate and paying low wages (Dittman, 1999). Since the prosperity of hospitality organizations depends on frontline employees (FLEs) who make face-to-face interactions with clients, their prosocial behaviors (expected and extra-role customer service behaviors) have become a crucial issue for the hospitality industry (Chebat, Babin & Kollias, 2002). There are several companies in developing countries that have been taking advantage of international tourism activities against their viable counterparts. However, standing for growth or survival requires some

Mustafa Daskin, PhD, Faculty of Business, Girne American University, Girne, North Cyprus;
E-mail: daskinmus@hotmail.com

Murat Tezer, PhD, Faculty of Educational Sciences, Near East University, Nicosia, North Cyprus;
E-mail: murat.tezer@gmail.com

challenges due to the general features of services including intangibility, high customer involvement, simultaneous production and consumption, heterogeneity and perishability. Additionally, seasonality, labor intensity, severe competition, shifting travel markets, high operating expenses are among other industry challenges.

Beside these external environment challenges, the phenomenon of politics at the organizational level has recently attracted significant attention. Organizational politics characterized by manipulation and self-serving behavior (Gilmore, Ferris, Dulebohn & Harrell-Cook, 1996; Witt, Kacmar, Carlson & Zivnuska, 2002; Zinta, 2005) can, potentially, paralyze organizational harmony and effectiveness (Kacmar, Bozeman, Carlson & Anthony, 1999). They consume time, prevent information sharing and generate communication blocks (Eisenhardt & Bourgeois, 1988). In addition, they can have harmful influences on employees. Studies conducted to date suggest that perceptions of organizational politics are related to levels of organizational commitment (Maslyn & Fedor 1998; Nye & Wit, 1993), job performance (Anderson, 1994) and job satisfaction (Ferris, Frink, Bhawuk, Zhou & Gilmore, 1996; Kacmar et al., 1999). POPs were also found to be related to higher levels of job anxiety (Ferris et al., 1996; Kacmar & Ferris, 1989) and turnover intentions (Kacmar et al., 1999; Maslyn & Fedor, 1998). These kind of job outcomes are more prevailing in complex and unsettled working environments characterized by lack of organizational support and resources. Such environments attract more political activity than environments that are not so characterized and favoritism often develops (Arasli, Bavik & Ekiz, 2006; Arasli & Karadal, 2009; Poon, 2003; Ferris & Kacmar, 1992; Ferris, King, Judge & Kacmar, 1991; Kusluvan, Kusluvan, Ilhan & Buyruk, 2010; Ross, 2005; Vigoda, 2002). Therefore, complex organizations need to reexamine their human resources management policies and their implementation with a view to minimize political practices. However, due to the human-oriented characteristic of tourism phenomenon, this is even more important in hospitality firms compared to other industries, as behaviors and attitudes of employees are extremely important to the organizational success, especially those that are in contact with guests. In this regard, frontline employees play the most critical role in the delivery of quality services to hotel customers, especially in resolving service failure (Yavas, Karatepe, Babakus & Avci, 2004) and contribute significantly to customer retention and loyalty (Alexandrov, Babakus & Yavas, 2007). According to Kusluvan (2003), the importance of establishing customer connection in hospitality organization also increases the importance of frontline staff due to their significant role in building long-term customer relationship. As frontline personnel are normally the first to be contacted by an unsatisfied customer, the most efficient service recoveries are those resolved instantly by frontline personnel (Zeithaml & Bitner, 1996 p. 194). According to Rogers, Clow, and Kash (1994), it is not easy for frontline staff to offer exceptional service when they are unsatisfied with their job. Recognizing this, antecedents and dysfunctional influences of organizational politics on frontline employees' job outcomes have become a critical issue for tourism and hospitality organizations.

Given the pervasiveness and importance of organizational politics in the workplace, especially in hospitality firms, this phenomenon need to be investigated more extensively. Particularly, there is a need to gain deeper understanding of the drivers and effects of organizational politics. In this study, three predictor variables have been selected - scarcity of resource, favoritism, and organizational support - as essential antecedents for politics perceptions of managers, supervisors and employees (Poon, 2003; Kacmar et al., 1999) and which, in turn, may influence their turnover intentions (intention to leave). Turnover intention has been recognized as a principal administrative concern in contemporary

business organizations (Pfeffer & Sutton, 2006). According to Tett and Meyer (1993), turnover refers to "the termination of an individual's employment with a given company" (p. 262). They also define turnover intention as "the last in a sequence of withdrawal cognitions, a set to which thinking of quitting and intent to search for alternative employment also belongs" (p. 262). First, replacing staff may be costly, both in recruiting and training personnel to attain gladsome standards of performance over time (Collins & Smith, 2006). Additionally, elevated levels of staff turnover may paralyze the quality, consistency and stability of services that service companies offer to guests and customers (Trevor & Nyberg, 2008) and, in turn, increase customer displeasure with the services offered by the organization (Lin & Chang, 2005). Staff turnover, therefore, has detrimental effects on the personnel's job performance and thus on organizational effectiveness (Reese, 1992, p. 4).

In sum, the purpose of this study was to examine the effects of scarcity of resources, favoritism, and organizational support as antecedents on organizational politics perceptions of frontline supervisors and the effect of these perceptions on their turnover intentions. To date, much of the research on organizational politics has been conducted in the cultural setting of the USA, a country that has been classified to be high on individualism and low on power distance (Hofstede, 1983). Other cultural settings, such as those characterized by lower individualism and higher power distance, were not yet subject of the scholarly research. Therefore, this study by being conducted in North Cyprus, sought to expand this line of research by including different cultural context.

Theoretical background and hypotheses

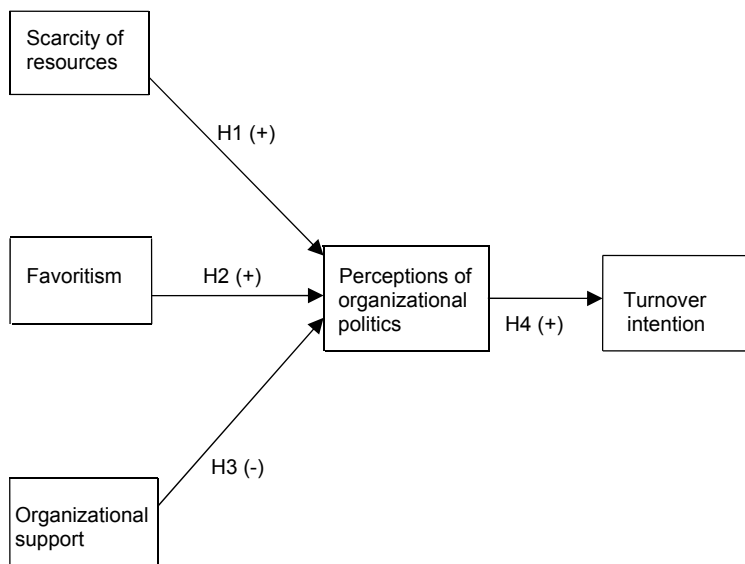
The term "Organizational Politics" or OP has become a salient topic in the organizational behavior literature. There is a general consensus among organizational scholars and researchers that organizational politics is an essential part of organizational studies. Since early 1980s, several scholars (e.g., Andrews, Witt & Kacmar, 2003; Arasli & Karadal, 2009; Farrell & Peterson, 1982; Mintzberg, 1983; Poon, 2003, 2004; Porter, Allen & Angle, 1981; Zinta, 2005) have made a remarkable contribution to the definition and investigation of organizational politics phenomenon, its role, antecedents and spillover influences on the organizations in western countries. Although, to some researchers (Drory, 1993; Zanzi, 2001), organizational politics may have a few useful impacts on organizations, it is a prevailing opinion that it carries a "negative connotation" in general. Specifically, it has a capacity to negatively affect organizational efficiency and effectiveness and create disruptive impacts on the staff who may exert disaffection, anxiety, intention to leave or similar (Kacmar et al., 1999; Vigoda, 2000). According to Mintzberg (1983, p. 172), "organizational politics is informal, parochial, typically divisive and illegitimate behavior that is aimed at displacing legitimate power in different ways". Ferris, Fedor, Chachere and Pandy (1989) argue that organizational politics is a social influence process in which behavior is strategically designed to maximize self-interest and Poon (2004) defines it as "those actions not officially approved by an organization taken to influence others to meet one's personal goals". Type of political behaviors include acting against the organization procedures, sucking up to the boss and lobbying executive managers with an aim to get privileged treatment, such as special work assignments and/or advancement, undermining one's rival at work in order to advance personally and not sharing valuable knowledge with other personnel. While these kinds of behaviors are condoned by the organization, they are generally not absolutely prohibited (Ferris, Adams, Kolodinsky, Hochwarter

& Ammeter, 2002). Therefore, while a political behavior exists that is not fully concordant with official organizational procedures and policies, yet is not prohibited by the organization; perceptions of organizational politics (POPs) can be increased then. Organizational politics are most commonly examined by asking staff about their perceptions of these behaviors in their organizations (e.g., Andrews et al., 2003; Ferris et al., 2002).

Recent studies have revealed that favoritism, unfair practices, rewards and promotions, and limited resources are prevalent in hospitality-related job settings (Arasli & Karadal, 2009; Kusluvan et al., 2010; Wan, 2010). Employees working in politically charged working environments where unfair practices and systems as well as favoritism are pervasive are prone to work-related strain (Perrewé, Brymer & Stepina, 1991; Ross, 2005). These practices coupled with scarce career and promotional opportunities, poor training and reward systems that prevail in the hospitality industry (Karatepe & Uludag, 2008a; Kusluvan et al., 2010) may escalate employee tendencies to engage in organizational politics.

Against this backdrop, the present study develops and tests a model that sheds light on the impact of scarce resources, organizational support, and favoritism as antecedents on frontline supervisors' POPs and, in turn, its influence on their turnover intention. The hypothesized model elaborates the structural relationships between the antecedents and outcome of frontline supervisors' POPs (Figure 1).

Figure 1
Hypothesized model of perceptions of organizational politics



Scarcity of resources and POPs relationship

Scarcity of resources is expected to trigger and elevate perceptions of organizational politics (Daft, 1992). When organizational resources that staff cares for (e.g., monetary awards and advancements etc.) are limited, they would stand to enter into rivalry for such resources. One way to affect the results of organizational resource allocations is to rely on political games and tactics in a self-serving form. Largely,

competition for limited resources is likely to result in, both, real and perceived politicking (Kacmar et al., 1999; Poon, 2003). Ferris and Buckley, (1990) and Gandz and Murray, (1980) contend that scarce advancement opportunities are anticipated to lead to higher politics within an organization. That is, some employees might well perceive that their lack of opportunity for promotion and career advancement within the organization is because of not playing political games. Thus, as positions become at risk and career development opportunities become limited, employees may engage in more politics. In addition, some of the authors (Daskin & Arasli, 2011; Poon, 2003) argue that staff faced with limited organizational resources will tend to engage in more political behaviors than those not facing resource shortage. One strategy to gain more resources from the limited pool is to engage in various kinds of political games at different levels within an organization (Arasli & Karadal, 2009; Bhatnagar, 1992; Ferris et al., 1996; Parker, Dipboye & Jackson, 1995; Poon, 2003; Witt et al., 2002). In light of the preceding discussion, the following hypothesis was proposed: Scarcity of resources is positively related to supervisors' POPs (Hypothesis 1).

Favoritism and POPs relationship

Favoritism helps individuals to achieve their interests. This means favoring an individual because of some ties within a favored group but not because she/he is doing the best work. Favoritism practices are mostly demonstrated in hiring and awarding contracts for relatives and friends (Judy & Miriam, 2006). Favoritism is, therefore, development of individual ties to receive privileged treatment of relatives, acquaintances, neighbors or other friends. The word "favoritism" itself usually brings to mind negative images of corruption as common thinking suggests that, in a favoritists' exchange, both sides might acquire something, but everyone else loses (Lee, 2008, p. 1408). Favoritism is, essentially, an ethical matter for the business organizations, both, in North Cyprus and globally. Cronyism and nepotism are two important types of favoritism. Favoritism shown to acquaintances and relatives is a bit clumsy (Arasli & Tumer, 2008), yet its outcomes are highly argumentative. According to derivative equity theory (Adams, 1965) unfavored employees perceiving unfairness and disparity may be involved in devastating behaviors (political behaviors). Kwon (2006) contends that favoritism practices are one of the most crucial drivers of workplace stress, incongruity and strain which may cause turnover intention or real turnover at the end. It is also a predictor and result of organizational politics and power fight in organizations. Eventually, favoritism leads to inefficient conclusions and the loss of organizational harmony and prosperity. Arasli and Tumer (2008) argue that favoritism cause job stress which also may causes turnover intention at the end or employees may engage in political behaviors to be favored by management in the organization. Thus, the following hypothesis was proposed: Favoritism is positively related to supervisors' POPs (Hypothesis 2).

Organizational support and POPs relationship

Contrary to a political work environment, some working environments are seen as being concerned with the welfare of their personnel. This kind of environment could be thought of as one characterized by organizational support (George, Reed, Ballard, Colin & Fielding, 1993; Loi, Ngo & Foley, 2006; Shore & Shore, 1995). Supportive organizations are perceived as attaching importance to their personnel, paying them fairly, and caring for their needs and expectations. In such settings one's investment in

time and effort is relatively safe. Randall, Cropanzano, Bormann, and Birjulin (1999) define perceived organizational support (POS) as staff's understandings that an organization is concerned with the cares for the employees' satisfaction; it refers to the guidance provided by the organization, such as policies and practices promoted to support personnel in their jobs.

Organizational support can be provided in the forms of career opportunities, performance feedback, training, skill variety, autonomy, job security, salary, service technology support, empowerment, team climate, rewards, servant leadership and supervisory support (Babakus, Yavas, Karatepe & Avci, 2003; Bakker, Demerouti, de Boer & Schaufeli, 2003; Ben-Zur & Yagil, 2005; Demerouti, Bakker, Nachreiner & Schaufeli, 2001; Lewig & Dollard, 2003; Lytle, Hom & Mokwa, 1998; Maslach, 2005). Research conducted in this area (Randall et al., 1999; Rhoades & Eisenberger, 2002; Shanock & Eisenberger, 2006; Wayne, Shore & Liden, 1997) supports positive correlation between perceptions of support and covetable job outcomes such as job satisfaction, trust, job performance and organizational citizenship behaviors. Hochwarter, Kacmar, Perrewé and Johnson (2003) contend that there is a negative correlation between organizational support and organizational politics. A working environment viewed as politically infected may be construed as unsupportive. In such organizations, appreciations and premiums or awards are gained by the best politicians and not necessarily given to those who have frankly achieved them or who are most deserving. Therefore, the POS is likely to be negatively related to POPs, as a supportive organization should take precautions to minimize or punish self-interested practices that do not get along with organizational objectives. Thus, the following hypothesis was proposed: Organizational support is negatively related to supervisors' POPs (Hypothesis 3).

POPs and turnover intention relationship

Turnover intention refers to employees' consideration of leaving their current job. Since organizational members tend to view organizational politics as unwelcome, they are unlikely to desire to remain working in an environment perceived to be politically charged. Employees may decide to withdraw physically or mentally. One physical form of withdrawal is to leave the organization. But, not all employees have such luxury and/or an opportunity to make quick decisions. The possible short-term choice for those with lower job satisfaction is psychological withdrawal such as intending to search for alternative employment. Ferris et al. (1989) suggests that, demands to political behaviors in an organization have been accepted as being predictive of employees' turnover intentions (Ferris et al., 1989). Previous empirical evidence supports that perceived organizational politics is significantly related to turnover intention (e.g., Cropanzano, Howes, Grandey & Toth, 1997; Kacmar et al., 1999; Randall et al., 1999; Valle & Perrewé, 2000). Thus, based on the discussion above, the following hypothesis was proposed: POPs is positively related to supervisors' turnover intention (Hypothesis 4).

Methodology

To test the proposed model, a survey of frontline employees was conducted.

Constructs and measures

As outlined in the model, relationship between five constructs – favoritism, organizational politics, organization support, scarcity of resources and turnover intention was tested. Measurements for these constructs were adopted from the existing measures that had been used in the relevant literature. For all items, a five-point response scale was used, ranging from 1 – strongly disagree to 5 – strongly agree.

Favoritism

Favoritism (FAVO) was measured via four items adopted from Arasli and Tumer (2008) and Abdala, Maghrabi and Raggad (1998). As an example, items include "Favoritism rather than merit determines who gets ahead in my organization" and "I am afraid of subordinates who are related to high level executives." The Cronbach coefficient α for this four-item scale in the current study was 0.90.

Perceptions of organizational politics

Employee perceptions of organizational politics (POPs) were measured through use of a six item-scale adopted from Kacmar and Carlson (1997). Prior research has demonstrated that this item scale has satisfactory psychometric properties (Arasli & Karadal, 2009). Sample items from this scale are "Some groups in this organization attempt to build themselves up by tearing others down" or "Since I have worked in this organization, I have never seen the pay and promotion policies applied politically." The Cronbach coefficient α for this six-item scale in the current study was 0.92.

Organizational support

To measure organizational support Eisenberger, Fasolog and Davis-LaMastro (1990) Survey of Perceived Organizational Support (SPOS) was the starting point. They have developed full and shortened scale, with both showing high internal reliability and unidimensionality. Three high-loading items from the short version of the SPOS were selected for use in this study. A sample item is "This organization really cares about my well-being." The Cronbach coefficient α for this three-item scale in the current study was 0.89.

Scarcity of resources

Scarcity of resources (SCAR) was measured using three items from Poon (2003). One of the items is "The various units in my organization are always competing for scarce resources." The Cronbach coefficient α for this three-item scale in the current study was 0.71.

Turnover intention

Turnover intention (TINT) was measured with three item-scale developed by Babin and Boles (1998). A sample item from this scale is "It is highly possible that I will be looking for a new job." The Cronbach coefficient α for this three-item scale in the current study was 0.79.

Survey instrument

To test the proposed model a questionnaire was used, consisting of two parts. The first part consisted of 19 items relating to favoritism, organizational politics, organizational support, scarcity of resources, and turnover intentions. The second part of the questionnaire consisted of demographic questions - gender, education and organizational tenure. Education and organizational tenure were measured using four-point categorical scales. Gender, on the other hand, was dichotomous variable (1=male and 2=female). The questions were initially prepared in English and then translated to Turkish using the back-translation method (McGorry, 2000). The questionnaire was designed for self-completion and pilot tested on a convenience sample of 15 supervisors. As a result of pilot-test, no reason was found to change the survey instrument. Pilot-testing did not indicate any problems with the clarity of question. It was revealed that there was ten minute required to complete the questionnaire and it was considered acceptable.

Sampling and data collection

The population for this study was defined as all frontline supervisors from the front office, food& beverage, guest relations, and housekeeping departments working in three, four and five star hotels in North Cyprus. One and two star hotels in North Cyprus were not included in the current research because of their family-owned identities and data collection difficulties. Logic for choosing frontline supervisors was that most studies were conducted on employee perceptions of organizational politics; with a unique approach this study investigated the POPs at the supervisory level. Also, frontline supervisors are role-models for the employees and they had frequent face-to-face or high-level interactions with customers and guests, which put them in the critical position to boost customer pleasure, build loyalty, image, profitability, and market share for the respective organization (Harris & Ogbonna, 2000; Kusluvan, 2003).

In total, there are 37 such hotels, of which fifteen are 3, six are 4 and sixteen are 5-star hotels (Tourism & Planning Office, 2011). All hotels were contacted to ascertain the population size and obtain permission for administering the survey. According to the information received from the hotels, the number of frontline supervisors range between 8 and 11 in five, 5 and 7 in four and 3 to 4 in three star hotels. In total, 33 hotels have given permission for data collection, with three 3-stars and one 5-star declining this opportunity to participate in the survey. The total number of frontline supervisors in these 33 hotels was 212.

The survey was carried out between the first day of January and fifth day of February 2012 in different touristic locations of North Cyprus. Low season months were selected for data collection period in order to get better response rate. High season months are between April and November in North Cyprus, so the response rate would be less between these months. Questionnaire were delivered personally by

the research team to each participant in a closed envelope containing, beside questionnaire, the cover letter explaining the purpose of the study and assuring participants of confidentiality and anonymity. Upon completion, the research team members have collected the questionnaire in a sealed envelope. In some instances, respondents have completed the questionnaire immediately. Most commonly, however, they have completed it at the end of their shift or the following day. The team members visited hotels frequently to collect questionnaires. Since there were only 212 population members, it was a survey of entire population. In total, 203 questionnaires were delivered to the population members. Of those, 142 were collected, of which 2 were omitted from the analysis due to missing information. Thus, the response rate was relatively high 69%.

The majority of respondents (61.4%) in this study were male. Education levels of the respondents are 12.9% secondary/high school graduate, 76.4% have undergraduate and vocational school degree, and 10.7% have graduate degree. The years of service of respondents are 26.4% between 1-4 years, 46.4% between 5-9 years, 19.3% between 10-14 years, and 7.9% above 14 years. All the supervisors indicated that they spent the majority of their working time directly interacting with customers. In other words, all respondents can be described as frontline staff.

Data analysis

The Statistical Package for Social Sciences Version 18 was used to explore the data. As for statistical techniques, firstly, reliability (Cronbach's alpha) and validity tests were conducted. Next, mean score was employed to observe average responses. The exploratory factor analyses were performed in order to test the assumptions for issues of dimensionality and convergent validity and correlation analysis was carried out in order to ascertain the strength and the direction of association between the items. Finally, in order to test the proposed model outlined in Figure 1, regression analysis were carried out.

Results

Psychometric properties of the measures

The exploratory factor analyses were performed in order to test the assumptions for issues of dimensionality and convergent validity. There was a reasonable fit of the five-factor measurement model to the data. To test construct reliability, Cronbach's alpha coefficient was used. As presented in Table 1, the overall reliability for all scales exceeded the acceptable cut-off value of 0.70, as suggested by Nunnally (1978), indicating that items are free from random error and internal consistency is adequate (Fornell & Larcker, 1981). In order to test whether the distribution of values was adequate for conducting analysis, the Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy was used and all constructs exceeded the threshold value of 0.50 (favoritism=0.810, organizational support=0.727, scarcity of resources=0.659, organizational politics=0.918, and turnover intention=0.645) as suggested by Field (2000). In addition, Bartlett's test of sphericity measure indicated that the multivariate normality of the set of distributions was normal for the all constructs, showing a significant value, $p = 0.000 (< 0.05)$. Therefore, the data was appropriate for conducting the factor analysis (Hair, Anderson, Tatham & Black, 1998). In observing the commonalities, all item loadings were found to be significant following threshold of 0.50 recommended by Barclay, Thompson, and Higgins (1995).

Table1
Scale items and exploratory factor analysis results

Scale items	Factor loads	α
Favoritism (FAVO)		0.90
FAVO1 Favoritism, rather than merit, determines who gets ahead in this organization	0.86	
FAVO2 Promotions in this organization generally go to top performers (R)	0.83	
FAVO3 Executives are more interested in keeping friends and acquaintances in good positions than they are in those employees' performance or the organization's profitability	0.80	
FAVO4 I am afraid of subordinates who are related to high-level executives	0.58	
Perceptions of Organizational Politics(POP)		0.92
POP5 The system has been planned and implemented autocratically on the basis of single mind decision making rather than participative style that includes teamwork and sharing	0.76	
POP6 There has always been an influential group of staff in this organization that no one ever crosses	0.72	
POP7 Management put their self interest into the allocation of resources and uses my company's resources for their own purposes	0.80	
POP8 Some groups in this organization attempt to build themselves up by tearing others down	0.67	
POP9 Since I have worked in this organization, I have never seen the pay and promotion policies applied politically. (R)	0.72	
POP10 Management monopolizes the ideas, practices, activities and success of the staff performance in some instances	0.68	
Organizational Support(OS)		0.89
OS11 This organization really cares about my well-being	0.86	
OS12 This organization cares about my career development and general satisfaction at work	0.83	
OS13 Help is available from my organization when I have a problem	0.76	
Scarcity of Resources(SCAR)		0.71
SCAR14 The various units in my organization are always competing for scarce resources	0.68	
SCAR15 In my organization budget constraints often limit the amount of pay rise/bonus of employees gets	0.54	
SCAR16 Staff use "I win I win" approach regarding resources and ties to provide maximum benefit for themselves	0.69	
Turnover Intention (TINT)		0.79
TINT17 I often think of leaving my job	0.81	
TINT18 I will not lose much if I were to leave this job	0.54	
TINT19 It is highly possible that I will be looking for a new job	0.77	

Notes: All items are measured on five-point Likert scales ranging from 1 = strongly disagree to 5 = strongly agree. All loadings are significant at the 0.01 level or better. All internal reliability estimates are above the .070 cut off value

Composite scores for each measure were computed by averaging scores across items representing that measure. The correlation coefficients among the composite scores ranged from – 0.829 (favoritism and organizational support) to 0.893 (favoritism and politics perceptions). All correlation scores indicated evidence for discriminant validity since there were no scores greater than 0.90 (Tabachnick & Fidell, 1996). Means and standard deviations of the composite scores are shown in Table 2.

Correlation analysis results

The mean value ranged from 1.90 to 3.78 and the standard deviation from 0.84 to 1.31. Specifically, favoritism was positively associated with politics perceptions ($r = 0.893$, $p < 0.01$) and turnover intention ($r = 0.542$, $p < 0.01$), meaning that frontline supervisors perceived more politics when favoritism dominated their organizational environments which, in turn, increased their turnover intentions. On the other hand, organizational support was negatively correlated with organizational politics ($r = -0.865$, $p < 0.01$). This result reveals that organizational support decreases political behaviors. Scarcity of resources has positive correlation with politics perceptions ($r = 0.701$, $p < 0.01$), such that political behaviors increase in the work environment where resources are scarce. Also, politics perceptions was positively correlated with turnover intention ($r = 0.573$, $p < 0.01$). This suggests that supervisors' perceptions of politics increase their turnover intentions.

Table 2
Descriptive statistics and pearson correlations

Variables	Mean	SD	1	2	3	4	5
Scarcity of resources	3.78	1.20	1.00				
Favoritism	3.47	1.31	0.681**	1.00			
Organizational support	2.65	1.29	-0.633**	-0.829**	1.00		
Politics perceptions	3.67	1.23	0.701**	0.893**	-0.865**	1.00	
Turnover intention	2.84	1.29	0.486**	0.542**	-0.566**	0.573**	1.00

Notes: $n = 140$. **Correlation is significant at the 0.01 level.

Model test

Pairwise and multiple variable collinearity were inspected by collinearity diagnostics in SPSS prior to analysis. The tolerance values were found well above the commonly accepted threshold value of 0.10 (Hair, Anderson, Tatham & Black, 2005) and none of the variance inflation factor (VIF) values exceeded 10. For examining the hypothetical relationships presented in Figure 1, hierarchical regression method was used. The results are presented in Table 3.

Table 3
Results of regression analysis

Variables		Path coefficient	t-values	Sig.	Results	
I. Impact on politics perceptions						
H1	Scarcity of resources	→ POP	0.126	2.782*	0.006	Supported
H2	Favoritism	→ POP	0.501	8.020*	0.000	Supported
H3	Organizational support	→ POP	-0.370	-6.255*	0.000	Supported
Explained Variance R square = 0.85%						
II. Impact on turnover intention						
H4	Politics perceptions	→ TINT	0.573	8.204*	0.000	Supported
Explained Variance R square = 0.32%						

Note: * The t-values demonstrate statistically significant relationship at the 0.05 level or better.

Hypothesis 1 suggested that scarcity of resources (SCAR) is positively associated with perception of organizational politics (POP). The results of path analysis lent empirical support to this relationship. Hypothesis 1 was therefore supported. Hypothesis 2 predicted that favoritism (FAVO) exerts a significant positive effect on supervisors' politics perceptions. The effect of favoritism on politics perceptions was both significant and positive. Hypothesis 2 was therefore supported. Hypothesis 3 stated that organizational support (OS) has a significant negative influence on supervisors' politics perceptions. According to the results of the path analysis, the negative effect of organizational support on politics perceptions was significant. Hypothesis 3 was therefore supported. Scarcity of resources, favoritism, and organizational support jointly explained 85% of the variance in perceptions of organizational politics. Finally, hypothesis 4 suggested that politics perceptions have positive impact on supervisor's turnover intentions (TINT). The results of the path analysis also provided empirical support for this hypothesized relationship. Hypothesis 4 was thus supported. Politics perceptions explained 32% of the variance in turnover intention.

Discussion and conclusions

Based on the recent extant literature findings, insufficient empirical attention has been devoted to the impacts of scarce resources, favoritism, and organizational support on employees' politics perceptions which, in turn, affects their turnover intentions (e.g., Poon, 2003; Kacmar et al., 1999; Kwon, 2006; Arasli & Tumer, 2008; Valle & Perrewé 2000; Cropanzano et al., 1997). Thus, the aim of this study was to measure the effects of scarce resources, favoritism, and organizational support as antecedents on frontline supervisors' perceptions of organizational politics and, in turn, their influence on intention to quit employment. To this end, an integrative model of aforementioned impacts and relationships was developed and tested. All hypothesized relationships were supported.

In line with the research (e.g., Ferris et al., 1996; Bhatnagar, 1992; Parker et al., 1995; Poon, 2003; Witt et al., 2002; Arasli & Karadal, 2009), the findings indicate that scarcity of resources has a positive significant effect on politics perceptions. The current research also underlines the fact that scarcity of resources affects turnover intentions. The finding of this study shows that the frontline supervisors believe that there are limitations in their career opportunities, wages, promotion, training, and so forth. These limited organizational resources create a very competitive working environment between the staff, such that some might well perceive their lack of opportunity for promotion and career advancement within the organization is because of not playing organizational politics games. Previous research has supported this (Ferris & Buckley, 1990; Gandz & Murray, 1980). Thus, as positions are at risk and career promotion chances become limited, personnel may participate in more political behaviors. Some of the authors in this research area (Daskin & Arasli, 2011; Poon, 2003) agree that when employees are faced with limited resources they will tend to display more political behaviors than those without organizational resource problems. One strategy to attain more resources from the limited pool is to be involved in different forms of political games at different levels within an organization (Bhatnagar, 1992; Parker et al., 1995; Poon, 2003). It can be argued that business organizations of many island economies, such as North Cyprus, are characterized by tight business environment and limited resources (Kilic & Okumus, 2005; Arasli, Bavik & Ekiz, 2006) and, thus, organizational politics, with its consequences, are of the uppermost importance for organizational success and sustainability (Daskin & Arasli, 2011).

The findings concerning the effect of favoritism on politics perceptions are concordant with the study hypothesis and previous research (e.g., Adams, 1965; Kwon, 2006). The current empirical evidence shows that discriminating work environment is dominant in hotel sector in North Cyprus, where hotel executives have been practicing unfair actions in personnel recruitment, selection, appraisal, promotion and disciplinary procedures. In other words, the hotel executives have been engaged in unfair activities under the pressure of favoritism. Consequently, working in an unfair competitive environment encourages employees to exhibit political behaviors characterized by manipulation and self-serving behaviors. They might withdraw from the job mentally, become uncommitted to their hotels and lose interest in their work involvement, cooperation with their coworkers and coordination in their hotel's activities.

The results of the path analysis also demonstrate that organizational support has a significant negative effect on politics perceptions. This relationship is consistent with that of Hochwarter et al. (2003). The current result claims that support by the hotel managements in the form of rewards, performance feedback, skill variety, autonomy, job security, training, salary, supervisory support, empowerment, team climate, rewards and career opportunities make supervisors to perceive less politics in their working environments. Moreover, there is a positive relationship between organizational politics and turnover intention. Results of this study bring empirical support to the proposed relationship. This result suggests that working environment prevalent with politics leads supervisors to harbor thoughts of quitting.

Managerial implications

The employees are vital sources of tourism and hospitality firms' success and competitive advantage (e.g., Pfeffer & Sutton, 2006; Wirtz, Heracleous & Nitin, 2008). Owing to the unfavorable impacts of employee turnover, it is crucial for hotel owners and managers in service setting to be aware of how to keep star performing employees to achieve organizational goals in the long run. The findings of this study conjure up some practical implications and offer normative guidelines that can be used in managing frontline supervisor turnover. Contingently, the prominent implication of this study is that management must revise the existing policies or take decisive steps to devise new policies and procedures to generate a work environment where politics is minimized.

As already alluded to, as most of the islands economies, North Cyprus is an island country with small business market, where the economy depends mainly on agriculture and tourism. Consequently, the job market is very competitive with limited job opportunities and incentives such as promotion, pay rises, social insurance, fringe benefits, pension funds, training, and career opportunities. This, in turn, triggers the spread of organizational politics. Hotel owners/managers should be aware of this and allocate their limited resources in a transparent manner that benefits everyone. In addition, they should establish a control mechanism in order to efficiently use organizational resources and new policies and procedures may be needed to punish arrogance and unfair practices.

The current study demonstrates that favoritism provides benefits solely to the relatives and close friends rather than the organization as a whole. Society of North Cyprus, as a small island country, is characterized by multiple social connections of each member through political party membership or association, kinship relations and close friendships. The hotel executives in Northern Cyprus generally tend to hire, promote or reward their relatives or acquaintances instead of looking for professional knowledge, training, and skills of applicants. Such practice is more frequent for supervisory and

managerial positions that require more job experience, skills and knowledge. This kind of favoritism may lead really skilled and high performer employees or supervisors to be demoralized and to neglect their responsibilities and minimize their real working performance (Arasli & Tumer, 2008). Since the job opportunities are limited because of scarce resources and current economic stagnations in the hospitality industry in North Cyprus, supervisors may not think of leaving their jobs even if they are not happy with their jobs. But, working in an environment dominant with favoritism practices may lead supervisors to exhibit manipulation and self-serving behaviors (politics) in the form of establishing close ties with hotel executives and their relatives or close friends in order to secure their positions rather than by showing real performance. Thus, in the long term, favoritism paralyzes the human resource practices, organizational efficiency, and organizational trust between the staff which, in turn, negatively influence customer service quality. Hotel management needs to be aware that higher level of perceived justice lead staff to be more responsible involved and committed to their organizations (Harris, Andrews & Kacmar, 2007).

The present study also reveals that organizational support decreases supervisors' politics perceptions. Exclusively, a supervisory position is crucial and role modeling in hospitality organizations. They have a close control over employees at the time of service offered to customers. Hereby, the hotel executives should spend time with supervisors through socialization and job training actions. Supportive organizations are seen as taking pride in their personnel, paying and rewarding them fairly, looking after their needs and caring their career development and general satisfaction at work. Organizational goals and policies should be devised to support the supervisors or employees in their jobs. Executives should hire mentors who are additional models for perceived organizational support and job autonomy and provide functions in the categories of vocational support and role modeling (Lankau, Carlson & Nielson, 2006). As a result, if hotel organizations desire to maintain a work environment where supervisors can cope with difficulties related with organizational politics. They should establish justice and teamwork climate in personnel, offer career opportunities, job security, performance feedback, training and delegate authority when necessary.

The last finding of this empirical research is that organizational politics enhance the supervisors' turnover intentions. Hotel executives should mitigate the impact of politics perceptions on turnover intentions which may turn to real turnover. Replacing employees may be costly and time consuming, both, in recruiting and training employees to reach optimal levels of performance over time (Collins & Smith, 2006). Additionally, high levels of employee turnover may impede the quality, consistency and stability of services that organizations provide to customers (Trevor & Nyberg, 2008) and, in turn, detrimentally affect customer satisfaction with the services provided by the organization (Lin & Chang, 2005).

Limitations and future research directions

Although this study has contributed to the current body of research into organizational politics and its consequences, expanding it to different cultural setting, it is not without limitation.

Firstly, the cross-sectional design of this study does not permit to make causal inferences. Future studies conducting longitudinal designs would be helpful in establishing causal relationships. Equally important, as organizational politics are complex, the future studies might benefit from a qualitative approach to provide richer insights into the antecedents and outcomes associated with organizational

politics. Second limitation presents the reliance on self-reported data from frontline supervisors. Such data are prone to common-method variance (Doty & Glick, 1998). To minimize common-method variance, future research should use multiple-informants and, for instance, measure organizational politics perceptions from both management and employee side. To cross-validate our findings and extend the scope for further generalizations, replication studies between other samples of hotel personnel in North Cyprus are also needed. Likewise, future research might examine these relationships in different service settings such as restaurants, travel agents and airlines. In addition, inclusion of control variables (gender, education and tenure) in the model would enhance the understanding concerning their moderating roles on the perceptions.

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