



Perception of Organizational Politics and Employees' Intention to Leave the Hospitality and Tourism Enterprises: The Mediating Role of Psychological Contract Breach

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ARTICLE INFO	Abstract
<p>Keywords: <i>Perception of organizational politics, Employees' intention to leave, Psychological contract breach, Hospitality and tourism enterprises</i> (IJTHS), O6U</p> <p>Vol. 9, No.2, October 2025, pp. 1- 22</p> <p>Received: 5/6/2025 Accepted: 30/7/2025 Published: 23/8/2025</p>	<p>This study explores the impact of the perception of organizational politics (POP) on employees' intention to leave (EIL) within hospitality and tourism enterprises, with a particular emphasis on psychological contract breaches (PCB) as a mediating factor. To test the proposed model, data were collected from employees working in five-star hotels and Category-A travel agencies in Egypt. Data analysis was conducted using WarpPLS 7.0 statistical software and PLS-SEM. The results showed that perception of organizational politics increases both psychological contract breach and employees' intention to leave. Additionally, PCB was found to increase EIL. The findings also provide evidence of mediation, showing that PCB mediates the relationship between POP and EIL. By applying the Conservation of Resources theory, this study offers a fresh perspective on how workplace political behaviors can deplete psychological resources and increase the likelihood of employees leaving, particularly within the unique context of Egypt's tourism industry.</p>

Introduction

The tourism and hospitality industry faces a significant challenge in managing high staff turnover, a phenomenon widely attributed to factors such as low wages, long working hours, and insufficient incentives (Ferreira et al., 2017; Nazarian et al., 2022). High turnover not only disrupts operations but also poses serious risks to profitability and long-term organizational

sustainability (Cho et al., 2009). In this context, employees' decisions to remain with or leave an organization have become crucial variables in work-related research across all sectors. The tourism industry, in particular, is characterized by notably higher turnover rates compared to other sectors (Kim, 2014; Ferreira et al., 2017).

Modern organizations continually adapt their structures and processes to reduce costs and maximize profitability. Despite these efforts, organizational politics remain an inescapable and persistent feature of workplace environments (Arefin et al., 2020). Organizational politics (OP) refers to behaviors where individuals prioritize their self-interests, often at the expense of others' interests or organizational goals (Miller et al., 2008). When employees perceive these political behaviors in the workplace, it is referred to as perceived organizational politics (POPS), which can significantly influence their attitudes and behaviors (Kacmar & Baron, 1999). Employees in politically charged environments often perceive the workplace as unjust, undermining both their personal interests and the organization's well-being, thus contributing to detrimental outcomes such as increased turnover intentions, reduced job satisfaction, and decreased organizational commitment (Al-Romeedy and Khairy, 2024).

The impact of organizational politics is particularly pronounced in service-oriented sectors like hospitality, where interpersonal relationships and organizational culture are essential to service delivery. In such dynamic and competitive environments, exposure to organizational politics can undermine employees' trust, perceptions of fairness, and overall job satisfaction. Despite extensive research on organizational politics in various industries, the specific effects on employee turnover within the tourism and hospitality sectors, especially in emerging economies like Egypt, remain underexplored. Most existing studies focus on direct impacts such as job satisfaction, commitment, and performance (Hanif et al., 2018; Atshan et al., 2022), while the indirect effects—such as the role of psychological contract breaches—have received less attention.

Furthermore, much of the literature on organizational politics and turnover has been conducted in Western contexts, which may not fully capture the unique cultural and organizational dynamics found in emerging markets like Egypt. One promising theoretical framework for understanding these dynamics is the Conservation of Resources (COR) Theory, which has been applied in stress and resource-based research. However, its use in exploring the impact of organizational politics on turnover intention, particularly through the lens of resource loss—such as trust and organizational support—has been limited.

This study aims to address this gap by examining how perceptions of organizational politics (POPS) affect employees' intentions to leave their workplace in Egypt's hotel and tourism sectors, with a specific focus on the mediating role of psychological contract breach. The psychological contract, defined as the unwritten mutual expectations between employees and employers (Rousseau, 1989), plays a crucial role in employee satisfaction and retention. Psychological contract breaches, which occur when employees perceive that their employer has failed to meet implicit promises or obligations, are increasingly recognized as a significant factor

influencing turnover intentions (Anggraeni et al., 2017, Roman-Calderon et al., 2019). In the context of Egypt, however, research on psychological contract breaches within the hospitality and tourism sector remains sparse, creating a pressing need for further investigation.

By integrating the COR theory with the concept of psychological contract breach, this study offers a comprehensive understanding of how organizational politics influence employees' decisions to leave, particularly in emerging markets. It will also provide insights into how political behaviors within Egyptian hotels and travel agencies can disrupt employee-employer relationships, leading to increased turnover intentions. The findings from this research will contribute to the broader literature on organizational behavior in the hospitality and tourism industry and offer practical implications for managers seeking to mitigate the negative effects of organizational politics and retain valuable employees.

Ultimately, this study investigates the impact of organizational politics on employees' intention to leave within the hospitality and travel agency sectors in Egypt. The unique dynamics of the Egyptian tourism industry, combined with the application of COR theory, offer a novel perspective on how political behaviors in the workplace can deplete psychological resources—such as trust and emotional well-being—and heighten employees' likelihood of leaving. By addressing this research gap, this study aims to enhance our understanding of the complex relationship between organizational politics, psychological contract breaches, and turnover intentions in the tourism and hospitality sectors.

Literature review and hypotheses development

Conservation of Resources (COR) Theory

The Conservation of Resources (COR) Theory, developed by Hobfoll (1989), centers on the idea that individuals are motivated to acquire, protect, and preserve resources they deem valuable for their well-being. These resources can be material (e.g., money), personal (such as self-esteem), or social (e.g., support from others). According to COR, stress arises when individuals perceive a threat to their resources, experience actual loss, or invest considerable effort to gain resources but fail (Hobfoll & Freedy, 2017). The theory posits that the loss of resources is more detrimental to an individual's well-being than the gain of an equivalent amount of resources. It highlights that when resources are lost, individuals often enter a "loss spiral," where each loss increases vulnerability to further losses. In contrast, when resources are gained, a "gain spiral" may form, fostering greater resilience and well-being (Al-Romeedy and Khairy, 2024).

A critical concept in COR Theory is the role of resource investment, such as time, energy, or emotional effort, which individuals make to protect or increase their resource pool (Westman et al., 2004; Hobfoll et al., 2018). However, this investment also exposes individuals to the risk of resource depletion if those efforts are unsuccessful. Overall, COR Theory underscores the importance of managing resources effectively to mitigate stress and promote resilience (Hobfoll et al., 2016, 2018; Chowdhury et al., 2024). The theory provides a comprehensive framework for

understanding how the balance between the resources individuals possess and the risks of losing them directly impacts their psychological and emotional well-being.

Perception of organizational politics and employee's intention to leave

Researchers have long highlighted the detrimental effects of organizational politics, describing it as the misuse of power for personal gain, often at the expense of organizational interests and rules (Child et al., 2010). Organizational politics encourages individuals to challenge formal authority, pursuing their benefits and forming coalitions, which undermines established structures and shifts focus from collective goals to personal interests (Mintzberg & Waters, 1985).

The negative impact of perceived organizational politics on employee attitudes has been well-documented in the literature. Studies by Bozeman et al. (1996) and Cropanzano et al. (1997) have established a clear link between perceptions of organizational politics and negative employee outcomes. Employees who perceive high levels of political behavior within an organization are often less engaged with their work, leading to decreased motivation and satisfaction. This effect is particularly pronounced among lower-level employees, who may feel frustrated by a lack of stable power and position (Drory, 1993; Garbutt, 2022). These employees are more likely to resort to political tactics to maintain their focus and secure their positions. However, this environment of organizational politics typically reduces overall workforce motivation and morale.

According to the Conservation of Resources (COR) theory, individuals are motivated to acquire, protect, and preserve their emotional, social, and cognitive resources (Hobfoll et al., 2016). In the presence of organizational politics, these resources become threatened (Sun & Chen, 2017; Al-Romeedy & Khairy, 2024). Political behaviors—such as favoritism, manipulation, and biased decision-making—can lead to the depletion of these resources, undermining employees' trust and creating emotional strain (DuBrin, 2009). This loss of social and cognitive resources makes employees feel unsupported and demotivated, further contributing to their decision to leave the organization (Khairy, 2019; Xu et al., 2024). Based on this, the following hypothesis is proposed:

***H1:** Employees' perception of organizational politics increases their intention to leave.*

Perception of organizational politics and psychological contract breach

Research has consistently shown that the perception of organizational politics plays a critical role in shaping how employees feel about their organization, colleagues, and supervisors. This perception often leads to negative consequences for both individuals and the organization as a whole (Kacmar & Baron, 1999). Employees who perceive political behavior within the organization may feel demotivated, particularly when decisions regarding rewards, promotions, and career advancement are seen as unfair or influenced by politics (Saleem, 2015; Al-Romeedy & Khairy, 2024; Nazir et al., 2024).

The psychological contract refers to the unspoken expectations between employees and the organization, such as the belief that their efforts will be met with fairness, respect, and recognition (Rousseau, 2004). When organizational politics disrupt these expectations, employees may perceive that the organization has failed to honor its promises, leading to a psychological contract breach. In the context of the Conservation of Resources (COR) theory, this breach represents a significant loss of vital psychological resources, including trust, loyalty, and emotional security (Kim et al., 2018; Santos et al., 2024). The violation of these expectations generates emotional distress and cognitive dissonance, causing employees to question their relationship with the organization (Parzefall & Coyle-Shapiro, 2011; Baeshen, 2018).

The impact of organizational politics on employee attitudes is significant, particularly in terms of organizational commitment (Yılmaz et al., 2014). Studies indicate that employees who perceive high levels of political activity in their workplace are more likely to experience a decline in their commitment to the organization (Miller et al., 2008; Khan et al., 2018). Moreover, organizational politics often leads to a situation where some promises made by employers are fulfilled, while others are not (Khan et al., 2018). This discrepancy is a key element of a psychological contract breach (Turnley et al., 1999), where employees feel that the organization has failed to uphold its implicit commitments. The effect is a weakening of emotional ties and a breakdown of trust, ultimately eroding the relationship between employees and the organization (Khan et al., 2018). As a result, employees who perceive high levels of organizational politics are likely to also perceive a breach in their psychological contract. Thus, the following hypothesis is proposed:

H2: Employees' perception of organizational politics increases their perception of psychological contract breach.

Psychological contract breach and employee's intention to leave

Psychological contract breach occurs when employees perceive that their employer has failed to meet certain obligations or promises, leading to negative outcomes for employees' mental well-being and organizational behavior (Cassar & Briner, 2011). Although this concept has attracted significant research attention, the persistence of breaches and their detrimental impact on employees underscores the need for continued exploration (Arshad, 2016; Rai & Agarwal, 2018). When employees sense that their expectations have been violated, it can result in job dissatisfaction, decreased performance, and an increased intention to leave (Arshad, 2016). However, job dissatisfaction alone does not fully explain the heightened turnover intentions; the violation of expectations leads to disengagement, causing employees to lose interest in their work, which ultimately fuels their desire to leave the organization (Azeem et al., 2020). Organizational mistreatment and broken promises provoke negative attitudes and behaviors, as employees grow frustrated and dissatisfied (Priesemuth & Taylor, 2016; Rai & Agarwal, 2018). This frustration often triggers detachment from their work, driven by the psychological norm of

reciprocity, where employees emotionally withdraw in response to perceived betrayal. Consequently, they begin to question their future within the organization and may consider leaving in search of a more fulfilling work environment (Arshad, 2016; Rai & Agarwal, 2018; Azeem et al., 2020). The Conservation of Resources (COR) theory further explains that employees experiencing a breach of the psychological contract perceive a loss of valuable resources, such as trust and job security, leading to emotional distress and strain (Halbesleben et al., 2014; Hobfoll et al., 2018). As their psychological resources are depleted, their commitment and motivation wane, and they may seek alternative employment opportunities to recover these lost resources (Deng et al., 2018). Thus, the following hypothesis is proposed:

H3: Psychological contract breach increases employees' intention to leave.

The mediating role of psychological contract breach

According to COR theory, individuals experiencing resource loss seek to protect their remaining resources, and one common way to do this is by disengaging from the organization (Fatima et al., 2018). When employees perceive a violation of their psychological contract, particularly due to resource depletion caused by organizational politics, they may consider leaving the organization to safeguard their well-being (Asante et al., 2023). This desire to recover lost resources can lead to a heightened intention to leave as employees seek environments offering fairness, recognition, and emotional support. Perceived organizational politics can make employees feel that the organization is not acting in their best interests, leading them to believe that implicit promises of fair treatment and equal opportunities have been violated. This perceived breach of the psychological contract significantly influences employee attitudes, causing decreased job satisfaction, increased stress, and diminished organizational commitment. As a result, employees may experience negative emotions that further intensify their intention to leave in search of a more supportive and trustworthy work environment. Consequently, the following hypothesis is proposed:

H4: Psychological contract breach mediates the relationship between employees' perception of organizational politics and their intention to leave.

The theoretical model of the study and research hypotheses are presented in Figure (1) below.

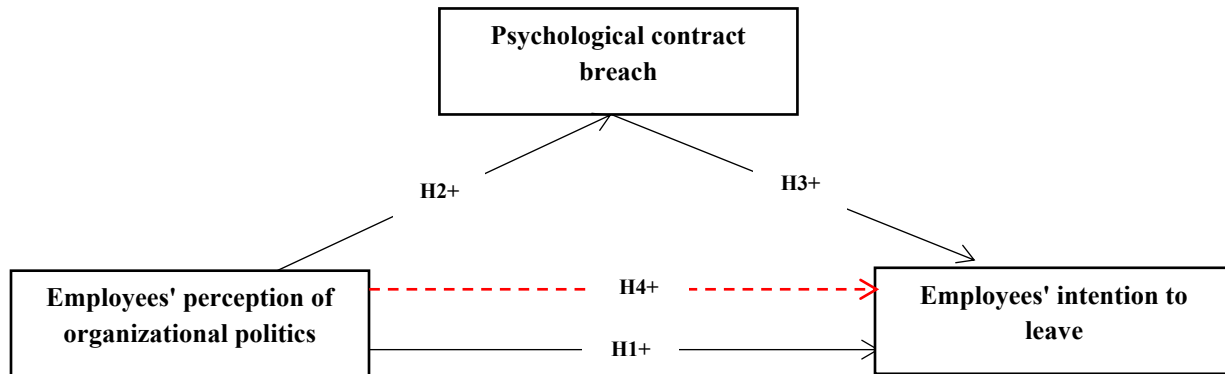


Figure (1): The theoretical model of the study

Research Methodology

Research design and measures

This study utilized a quantitative, survey-based approach to examine and test the proposed three-variable model, which includes "perception of organizational politics," "perceived psychological contract breach," and "employees' intention to leave." The survey consisted of 20 items designed to assess employees' perceptions of these three variables, along with three additional questions regarding demographic information such as gender, age, and education.

A self-administered questionnaire was used to collect data, with all responses rated on a 5-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree). The initial survey was developed in English, and a reverse translation method was applied to ensure the accuracy and appropriateness of the translation.

To assess the perception of organizational politics, a 12-item scale from Kacmar and Ferris (1991) was employed. Perceived psychological contract breach was measured using a 5-item scale adapted from Robinson and Wolfe Morrison (2000), while employees' intention to leave was evaluated through a 3-item scale developed by Babakus et al. (2008). The complete list of scale items is provided in Appendix A.

Sampling and Data Collection

To investigate the proposed model, data was collected from employees working in five-star hotels and Category-A travel agencies in Egypt between August and October 2024. These establishments were chosen because of the high demands placed on employees in such settings, which often lead to increased engagement in political behaviors. The intense workload and the pressure to consistently deliver exceptional service to guests make working at five-star hotels particularly challenging, and similarly, employees at Category-A travel agencies face substantial job expectations.

To ensure the respondents could accurately assess the study's variables, participants were required to have a minimum of one year of work experience. According to Morrison (1993), employees typically gain a solid understanding of an organization's culture and norms within six months, making one year of experience sufficient for providing relevant insights.

The study focused on employees in the Greater Cairo region, where, according to the Egyptian Ministry of Tourism and Antiquities, there were 1,666 Category-A travel agencies and 30 five-star hotels listed in 2022. However, the exact number of employees working at five-star hotels is not officially recorded. As a result, Cochran's (1963) sampling equation was applied to estimate a representative sample. This method calculated that a sample size of 385 responses would be sufficient. A total of 600 questionnaires were distributed across 20 five-star hotels and 40 travel agencies that voluntarily agreed to participate in the study. Out of these, 392 valid responses were returned, resulting in a response rate of 65.3%. These 392 valid responses were deemed sufficient for the analysis.

Data analysis

Data analysis for this study was conducted using WarpPLS 7.0 statistical software, employing PLS-SEM, a widely recognized technique for theory validation, particularly in management research within hospitality and tourism (Hair et al., 2020). The PLS-SEM approach was utilized to analyze the study's measurement and structural models, as well as to test the research hypotheses. To assess non-response bias, t-tests were performed, showing no significant differences between early and late responses ($p > 0.05$). Additionally, a multi-group analysis was conducted to examine potential differences in path coefficients between hotel employees and travel agency staff, revealing no significant differences ($p > 0.05$). Common method variance was evaluated using Harman's single-factor test and principal component analysis, with results indicating that no single factor accounted for more than 50% of the total variance, suggesting no substantial common method bias.

Results

Participant's profile

Table (1) presents the demographic profile of the 448 participants. It shows that the majority of participants are male (72.32%), while 27.68% are female. Age-wise, the largest group is between 30 and 39 years (30.80%), followed by those aged 40 to 49 years (29.46%), under 30 years (21.88%), and over 50 years (17.86%). Regarding education, most participants have a bachelor's degree (66.96%), followed by high school/institute education (21.88%) and master's or PhD degrees (11.16%). In terms of workplace, the majority work in hotels (64.29%), with a smaller portion employed by travel agencies (35.71%).

Table 1. Participant's profile (N=448).

		Frequency	Percent
Gender	Male	324	72.32
	Female	124	27.68
Age	< 30 years	98	21.88
	30: < 40 years	138	30.80
	40: 50 years	132	29.46
	>50	80	17.86
Education	High schools/institute	98	21.88
	Bachelor	300	66.96
	Master/PhD	50	11.16
Workplace	Hotels	288	64.29
	Travel agencies	160	35.71

Reliability and validity

Table (2) displays the factor loadings, Composite Reliability (CR), Cronbach's Alpha (CA), Average Variance Extracted (AVE), and Variance Inflation Factor (VIF) for three constructs: Perception of Organizational Politics (POP), Employees' Intention to Leave (EIL), and Psychological Contract Breach (PCP). The CR, CA, and AVE values suggest good internal consistency and validity for all three constructs. In addition, The VIF values for all constructs indicate no multicollinearity issues, as they are well below the threshold of ≤ 3.3 (Hair et al., 2020; Kock, 2015).

Table 2. Factor loadings, CA, CR, AVE, and VIF

	Item loading	CR	CA	AVE	VIF
1. Perception of organizational politics (POP)	-	0.949	0.940	0.609	1.122
1.1	0.813				
1.2	0.791				
1.3	0.814				
1.4	0.830				
1.5	0.856				
1.6	0.845				
1.7	0.800				
1.8	0.804				
1.9	0.823				
1.10	0.711				
1.11	0.699				
1.12	0.520				
2. Employees' intention to leave (EIL)	-	0.858	0.751	0.669	1.155
2.1	0.872				
2.2	0.815				
2.3	0.764				
3. Psychological contract breach (PCP)	-	0.802	0.691	0.516	1.123
3.1	0.775				
3.2	0.687				
3.3	0.719				
3.4	0.675				
3.5	0.733				

Table (3) presents the discriminant validity results for three investigated constructs. The values on the diagonal (0.718 for PCP, 0.818 for EIL, and 0.781 for POP) represent the square roots of the AVE for each construct, indicating the shared variance within each construct. The off-diagonal values (e.g., 0.289 between PCP and EIL) represent the correlations between constructs. Since the square roots of the AVE are greater than the correlations between constructs, it suggests that discriminant validity is achieved, meaning that each construct is distinct from the others.

Table 3. Discriminant validity results

	PPCP	ETI	POP
Psychological contract breach (PCP)	0.718	0.289	0.239
Employees' intention to leave (EIL)	0.289	0.818	0.287
Perception of organizational politics (POP)	0.239	0.287	0.781

Table (4) presents the results for the Heterotrait-Monotrait (HTMT) ratios and their associated p-values, used to assess discriminant validity. The HTMT ratios for the constructs are all well below the recommended threshold of 0.90 (and ideally below 0.85), indicating good discriminant validity between the constructs. The p-values (one-tailed) for the HTMT ratios are also highly significant, all being less than 0.001, confirming that the correlations between the constructs are statistically distinct, and supporting the evidence of discriminant validity.

Table 4. HTMT for validity

"HTMT ratios (good if < 0.90, best if < 0.85)"	PPCP	ETI	POP
Psychological contract breach (PCP)			
Employees' intention to leave (EIL)	0.440		
Perception of organizational politics (POP)	0.317	0.339	
"P values (one-tailed) for HTMT ratios (good if < 0.05)"	PPCP	ETI	POP
Psychological contract breach (PCP)			
Employees' intention to leave (EIL)	<0.001		
Perception of organizational politics (POP)	<0.001	<0.001	

Model fit quality metrics

The study successfully met all ten of Kock's (2021) model fit and quality index criteria, as outlined in Appendix A. This appendix presents various model fit indices used to evaluate the quality of the structural model, along with the corresponding acceptability thresholds for each index.

Multi-Group Analysis

Before testing the hypotheses, a Multi-Group Analysis (MGA) was performed to assess whether workplace differences influenced employees' responses. The MGA revealed no significant differences in the path coefficients between employees working in five-star hotels and those in travel agencies, with all p-values being greater than 0.05.

The structural model and hypotheses testing

Figure 2 shows that perception of organizational politics (POP) has a positive effect on both psychological contract breach (PCP) ($\beta = 0.27$, $p < 0.01$) and employees' intention to leave (EIL) ($\beta = 0.19$, $p = 0.02$). As POP increases, both PCP and EIL also rise, confirming the support for hypotheses H1 and H2. Furthermore, PCP positively influences EIL ($\beta = 0.39$, $p < 0.01$), indicating that higher levels of PCP lead to an increased likelihood of EIL, thereby supporting hypothesis H3.

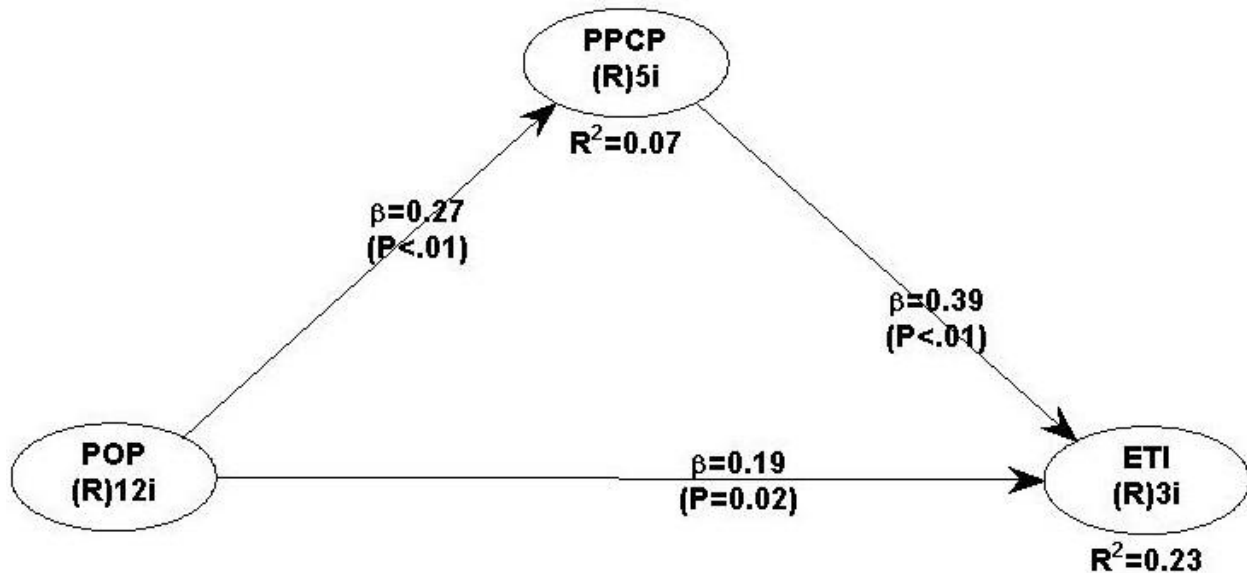


Figure 2: final model of the study

Mediation analysis

Table (5) presents the results testing of hypothesis 4 which examines the indirect effect of POP on EIL through PCP. The path coefficient for POP → PCP (Path a) is 0.270, and for PCP → EIL (Path b) it is 0.390. The indirect effect is 0.105, with a standard error (SE) of 0.032 and a t-value of 3.291. The bootstrapped 95% confidence interval (LL: 0.043, UL: 0.168) does not contain zero, further supporting the significance of the indirect effect. Therefore, the result provides evidence of mediation, indicating that PCP mediates the relationship between POP and EIL.

Table 5. Mediation analysis

Hypothesis 4	Path a POP → PCP	Path b PCP → EIL	Indirect Effect	SE	t- valu e	“Bootstrapped Confidence Interval”		Decision
						95% LL	95% UL	
POP → PCP → EIL	0.270	0.390	0.105	0.032	3.291	0.043	0.168	Mediation

Discussion

This study examines the impact of organizational politics on employees' intention to leave within the hospitality and tourism enterprises, with a particular focus on psychological contract breaches as a mediating factor. The findings indicate that employees' perception of organizational politics increases their intention to leave the organization. This observation aligns with the results of recent studies by Al-Romeedy and Khairy (2024) and Xu et al. (2024), which also suggest that organizational politics plays a significant role in influencing employees' attitudes. Perceptions of organizational politics are linked to several negative outcomes, including heightened job anxiety, dissatisfaction, decreased job involvement, and increased stress levels (Iqbal Khan et al., 2020; Saei & Liu, 2024). These perceptions shape how employees view their organization, colleagues, and leaders, influencing their overall work experience. Recent studies have confirmed that such perceptions are strong predictors of job dissatisfaction and reduced organizational commitment (Khuwaja et al., 2020; Paarima et al., 2024; Lee, 2024). As a result, employees who perceive a politically charged environment are more likely to develop intentions to leave their jobs.

Findings also revealed that employees' perception of organizational politics increases their perception of psychological contract breach. This is consistent with Khan et al. (2018) results which argued that employees' perception of organizational politics can significantly influence their perception of a psychological contract breach. The psychological contract is an implicit understanding between employees and employers regarding mutual expectations, such as fair treatment, job security, and career growth. When employees perceive high levels of organizational politics, it often leads to feelings of distrust and dissatisfaction (Karim et al., 2021; AL-Abrow, 2022), which can contribute to a perceived breach of this unwritten contract (Lilly, 2020; Henderson & O'Leary-Kelly, 2021). One of the key ways that organizational politics affects the psychological contract is through the erosion of trust. When employees perceive that decisions, such as those related to rewards or promotions, are influenced by political behavior rather than merit, they may feel betrayed, questioning the integrity of the organization. This leads to a breakdown in the relationship between employees and employers. Additionally, the perception of organizational politics often violates employees' expectations (Hochwarter et al., 2020). If employees believe the organization is not living up to its values or promises, they may feel that the company has not honored its part of the psychological contract. Finally, perceptions of unfairness and injustice can arise, particularly when employees feel that political maneuvering is creating inequitable treatment, further deepening the sense of a psychological contract breach.

Additionally, the findings revealed that psychological contract breach not only increases employees' intention to leave but also mediates the relationship between employees' perception of organizational politics and their intention to leave. The concept of psychological contracts suggests that the relationship between employees and employers is based on mutual exchange and reciprocity (Bordia et al., 2017). When employees perceive that their organization has

breached these expectations—such as failing to recognize or reward their efforts—they may feel their contributions are undervalued. This sense of unfair treatment can fuel dissatisfaction and intensify their desire to leave the organization (Arshad, 2016; Biswas, 2016; Azeem et al., 2020). A psychological contract breach occurs when employees perceive that their employer has failed to meet its obligations, leading to negative effects on their well-being and work behavior. Such breaches can trigger job dissatisfaction, reduced performance, and an increased intention to leave. As expectations are violated, employees often experience disengagement, frustration, and detachment from their work, ultimately leading them to question their future within the organization and consider seeking a more fulfilling environment elsewhere. Moreover, employees who perceive high levels of organizational politics may feel that the organization is failing to uphold its promises of fair treatment and equal opportunities (De Clercq et al., 2022). This perceived breach of the psychological contract often leads to negative emotions and a reduced commitment to the organization (Henderson & O'Leary-Kelly, 2021). As a result, these negative experiences can intensify employees' intention to leave the organization, prompting them to seek a more fulfilling and trustworthy work environment.

Theoretical implications

This research provides significant theoretical contributions by integrating the Conservation of Resources (COR) Theory into the understanding of how organizational politics influences employees' intention to leave. This research enriches COR theory by applying it to the context of the hospitality and tourism industry, demonstrating how resource loss caused by organizational politics can lead to emotional distress and psychological contract breaches, ultimately increasing turnover intentions.

The study's key theoretical contribution lies in the identification of psychological contract breach as a mediator in the relationship between organizational politics and turnover intention. By demonstrating that organizational politics leads to perceived breaches in the psychological contract, the manuscript deepens our understanding of the mechanisms through which resource depletion affects employee behavior. Specifically, it highlights that when employees experience a breach in their psychological contract—such as unmet expectations of fairness and respect—they suffer a loss of vital resources (e.g., trust, and emotional energy), which escalates stress and increases their likelihood of leaving. Furthermore, the research expands the applicability of COR theory by emphasizing the cumulative and interactive effects of resource loss in the workplace, proposing that sustained exposure to organizational politics leads to a resource depletion spiral, ultimately influencing employees' decisions to exit the organization. This theoretical integration provides a more nuanced understanding of employee turnover in politically charged work environments, offering valuable insights for future research and practical interventions.

Practical implications

This study highlights the importance of organizational politics in influencing employee retention and turnover intentions. It suggests that hotel and travel agency management should develop strategies to mitigate political behavior, such as promoting transparency, fairness, and

communication. This can be achieved through clear communication channels, training for managers on handling political behavior, and fostering a culture of openness and trust. In addition, managing psychological contracts is also crucial, as it mediates the relationship between organizational politics and turnover intentions. Organizations should ensure realistic expectations during recruitment and onboarding, monitor employee needs, and address issues of psychological contract breach promptly. Moreover, focusing on fairness and equity in organizational practices can help reduce feelings of favoritism and inequity. Employee engagement and well-being programs are essential, as they reduce the likelihood of employees leaving due to perceived breaches in the psychological contract. Furthermore, improving leadership and management training can help mitigate political behaviors and foster a positive, non-political environment. Proactive talent management in high-pressure environments can help organizations understand factors driving employee turnover and develop interventions to address these issues. Additionally, tailored interventions for different employee demographics can help address the specific needs of different employee groups. Strategic human resource management practices can help prevent or reduce the negative effects of political behavior on turnover. Lastly, market competitiveness and benchmarking are also important in the hospitality and travel industry. Regular benchmarking of compensation, benefits, and work conditions against industry standards can ensure competitiveness and minimize the temptation to leave due to perceived unfair treatment or breaches of contract.

Limitations and further research avenues

This study has several limitations that could affect the generalizability and depth of its findings. First, it focuses exclusively on five-star hotels and category-A travel agencies in Egypt, which may limit its applicability to other industries or geographic regions. The unique cultural, economic, and organizational characteristics of these sectors in Egypt could influence how organizational politics and psychological contract breaches impact turnover intention, meaning the results may not apply universally. Additionally, the study uses a cross-sectional design, capturing data at a single point in time, which hinders the ability to establish causal relationships. The reliance on self-reported surveys may also introduce biases, such as social desirability or response bias, affecting the accuracy of the findings. Finally, other potential confounding variables, such as job satisfaction or compensation, were not examined, which could influence the relationship between the key variables.

Future research could address these limitations by adopting a longitudinal approach to better understand the temporal dynamics of the relationships between organizational politics, psychological contract breach, and turnover intention. Comparing these relationships across different industries or regions would provide broader insights and enhance the generalizability of the findings. Additionally, examining how organizational support, leadership, and employees' coping mechanisms buffer the effects of political behavior and contract breaches would offer valuable insights for reducing turnover. Further exploration of other potential mediators, such as job satisfaction or organizational commitment, could deepen our understanding of the processes

leading to turnover. Lastly, investigating how organizational politics affects different employee groups (e.g., managerial vs. frontline staff) would help reveal whether the impact of politics varies by role or position, offering a more nuanced view of employee behavior in organizational contexts.

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Appendix (A): Measurement Items

Appendix (A): Measurement items	
1. Perceptions of Organizational Politics (POP)	Kacmar and Ferris (1991)
1.1. In the hotel, one group always gets their ways.	
1.2. In the hotel, there is an influential group no one crosses.	
1.3. In the hotel, policy changes help only a few.	
1.4. In the hotel, some people build themselves up by tearing others down.	
1.5. In the hotel, favoritism not merit gets people ahead.	
1.6. In the hotel, I don't speak up for fear of retaliation.	
1.7. In the hotel, promotions go to top performers.	
1.8. In the hotel, rewards come to hard workers.	
1.9. In the hotel, I am encouraged to speak out.	
1.10. In the hotel, there is no place for ayes man.	
1.11. In the hotel, pay and promotion are based solely on merit.	
1.12. In the hotel, pay and promotion decisions are consistent with policies.	
2. Intention to leave	Babakus et al. (2008)
2.1. I will probably be looking for another job soon.	
2.2. It would not take much to make me leave this hotel.	
2.3. I often think about leaving this hotel.	
3. Perceived psychological contract breach (PPCB)	Robinson and Wolfe Morrison (2000)
3.1. Almost all the promises made by my employer during recruitment have been kept so far (reversed)	
3.2. I feel that my employer has come through in fulfilling the promises made to me when I was hired (reversed)	
3.3. So far my employer has done an excellent job of fulfilling its promises to me (reversed)	
3.4. I have not received everything promised to me in exchange for my contributions	
3.5. My employer has broken many of its promises to me even though I've upheld my side of the deal	

Appendix (B): Model Fit and Quality Indices

Appendix B. Model fit and quality indices		
Indices	Assessment	Criterion
Average path coefficient (APC)	0.283, $P < 0.001$	$P < 0.05$
Average R-squared (ARS)	0.152, $P = 0.021$	$P < 0.05$
Average adjusted R-squared (AARS)	0.142, $P = 0.026$	$P < 0.05$
Average block VIF (AVIF)	1.096	acceptable if ≤ 5 , ideally ≤ 3.3
Average full collinearity VIF (AFVIF)	1.133	acceptable if ≤ 5 , ideally ≤ 3.3
Tenenhaus GoF (GoF)	0.296	small ≥ 0.1 , medium ≥ 0.25 , large ≥ 0.36
Sympson's paradox ratio (SPR)	1.000	acceptable if ≥ 0.7 , ideally = 1
R-squared contribution ratio (RSCR)	1.000	acceptable if ≥ 0.9 , ideally = 1
Statistical suppression ratio (SSR)	1.000	acceptable if ≥ 0.7
Nonlinear bivariate causality direction ratio (NLBCDR)	1.000	acceptable if ≥ 0.7

Source: by authors

إدراك السياسة التنظيمية ونية الموظفين في ترك مؤسسات السياحة والضيافة: الدور الوسيط لانتهاك العقد النفسي

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المخلص باللغة العربية

تستكشف هذه الدراسة تأثير إدراك السياسة التنظيمية على نية الموظفين في المغادرة داخل مؤسسات الضيافة والسياحة، مع التركيز بشكل خاص على انتهاكات العقد النفسي كعامل وسيط. لاختبار النموذج المقترح، تم جمع البيانات من الموظفين العاملين في الفنادق ذات الخمس نجوم ووكالات السفر من الفئة أ في مصر. تم إجراء تحليل البيانات باستخدام برنامج WarpPLS 7.0 الإحصائي و PLS-SEM. أظهرت النتائج أن إدراك السياسة التنظيمية يزيد من كل من انتهاك العقد النفسي ونية الموظفين في المغادرة. بالإضافة إلى ذلك، وجد أن انتهاك العقد النفسي يزيد من نية الموظفين في المغادرة. تقدم النتائج أيضًا دليلًا على الوساطة، مما يدل على أن انتهاك العقد النفسي يتوسط العلاقة بين إدراك السياسة التنظيمية ونية الموظفين في المغادرة. من خلال تطبيق نظرية الحفاظ على الموارد، تقدم هذه الدراسة منظورًا جديدًا حول كيف يمكن للسلوكيات السياسية في مكان العمل أن تستنزف الموارد النفسية وتزيد من احتمالية ترك الموظفين، وخاصة في السياق الفريد لصناعة السياحة والفنادق في مصر.

الكلمات المفتاحية: إدراك السياسة التنظيمية، نية الموظفين في المغادرة، خرق العقد النفسي، مؤسسات الضيافة والسياحة.