A Study on Impact of Organizational Politics Mitigating Employee Turnover Intentions and Well-Being: Ethical Leadership as a Solution in the IT Industry of Uttar Pradesh

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ABSTRACT

Organizational politics in general is a very serious construct in organizations, has a dual nature includes both self-serving behaviors and goodwill plays a significant role in explaining employees attitudes and organizational outcomes. This can play a role in employee turnover intentions and well-being in high-pressure work environments like the IT sector. This research aims to explore the associations among organizational politics, turnover intentions, and well-being from the perspective of the IT sector in Uttar Pradesh, one of India's fastest growing technology-oriented sectors. It also explores the moderating role of ethical leadership to reduce the effect of these impacts.

Workplace dynamics are greatly affected by organizational politics and the relationship between politics itself and the satisfaction, productivity, and well-being of the employees. Drawing on an important sector that is rapidly growing, extremely competitive and high attrition environment, this study investigates how organizational politics can simultaneously influence employee turnover intentions and employee well-being in the IT sector in Uttar Pradesh. The findings of the study show that where the mediation of organizational politics on the relationship of corruption and creativity exists, ethical leadership can moderate the relationship as a possible buffer on the detrimental effects of organizational politics on creative output. Using a sample of 300 employees from the IT industry, the data were collected via structured questionnaires using validated scales for organizational politics, ethical leadership, and turn over intentions, and well-being. We found positive relationships between organizational politics and turnover intentions, and negative relationships between organizational politics and well-being. The connections mediated by the quality of leadership over and above ethical leadership which serve as a buffering effect for employees to recover and stay away from employee turnover. Here, the study bridges the gap across theory of organizational behavior and practical implications for the HR practitioners and organizational leaders operating in IT domain in Uttar Pradesh.

Keywords: Organizational politics, IT sector, Well-being, Leadership, Turnover intentions.

Introduction

Background of the study

In a world where competitive organizations exist, the success of businesses is largely determined by the engagement and satisfaction of their workforce. The IT sector, particularly in developing economies such as India, has emerged as a keystone of economic growth: States like Uttar Pradesh have become powerhouses in the IT service space. But as with any growth, there also come challenges, including high employee turnover rates, and rising work-related stress among workers.

Workplace politics, which can consist of self-serving behaviors, favoritism and power moves, has been increasingly recognized as a workplace toxicity that leads to worker dissatisfaction (Huang et al., 2016). Such dynamics frequently destroy trust, invite conflict, and weaken the psychological safety of employees. However, there exists a visible gap with regard to the effect of organizational politics on turnover intention and employees well-being especially in the context of the IT sector.

Problem Statement

The problems within the IT sector in Uttar Pradesh are not only unique to it but also magnify the impact of organizational politics. Companies are finding it harder than ever to retain talent due to high attrition rates, intense work pressures, and fierce competition. Research shows that a workplace is often viewed as being politically charged — which makes employees feeling demotivated, low well-being, and intentions to leave. This highlights the need to understand the relationship between organizational politics and the outcomes, as well as potential moderating factors, including ethical leadership.

Research Objectives

The objectives of this study are threefold:

1. To assess the impact of organizational politics on employee turnover intentions in the IT sector of Uttar Pradesh.
2. To examine the influence of organizational politics on employee well-being.
3. To explore how ethical leadership moderates the relationship between organizational politics, turnover intentions, and well-being.

Significance of the Study

Both of these observations connect with the dynamics of organizational politics, which are important for businesses seeking to improve employee retention and ways in which the workplace culture aligns with the needs of the employees. This study investigates the moderating role of ethical leadership, thus offering concrete implications for organizational leaders and HR professionals to design and implement practices that foster the perception of transparency, fairness, and trust in the organization. These findings should prove useful for the IT industry in Uttar Pradesh, which has its own regional and industry-specific challenges.

Research Questions

This study seeks to answer the following questions:

1. How does organizational politics influence employee turnover intentions?
2. What is the relationship between organizational politics and employee well-being?
3. To what extent does ethical leadership moderate these relationships?

Research Hypotheses

- **H1**: Organizational politics is positively associated with employee turnover intentions.
- **H2**: Organizational politics is negatively associated with employee well-being.
- **H3**: Ethical leadership moderates the relationship between organizational politics and turnover intentions, mitigating its negative impact.
- **H4**: Ethical leadership moderates the relationship between organizational politics and well-being, fostering greater resilience.

Literature Review

1. Organizational Politics

Ferris and Kacmar (1992) were among the earliest researchers to emphasize the detrimental effects of organizational politics on workplace outcomes. They found that organizational politics leads to increased stress and reduced employee well-being, particularly in environments where political behavior is pervasive. These findings have laid the foundation for subsequent research into the impact of organizational politics on employee outcomes.

A study by **Vigoda (2000)** found that higher levels of POP are associated with increased turnover intentions among employees. Similarly, Abbas et al. (2014) reported that POP positively correlates with turnover intentions, suggesting that employees who perceive their work environment as political are more likely to consider leaving the organization. **Vigoda-Gadot (2007)** identified that perceptions of organizational politics (POP) are strongly linked to increased employee turnover intentions and diminished job satisfaction. In workplaces where employees perceive political maneuvering to dominate decision-making processes, they are more likely to disengage, fostering a sense of mistrust and dissatisfaction. **Hochwarter et al. (2007)** extended this discourse by demonstrating a direct correlation between POP and job dissatisfaction, particularly in high-stress environments such as the IT industry. The researchers emphasized that in high-pressure industries, organizational politics exacerbates existing challenges, such as burnout and emotional fatigue.

Organizational politics defined as informal, unofficial, and sometimes purposeful actions to influence others, to protect or enhance our thumpers or groups remains a center of organizational behavior study. Recent research shows it to be ubiquitous in contemporary work environments, especially at high-stress jobs such as those in the IT industry. **Hochwarter et al. (2020)** write that organizational politics come to demoralize employees, destroy trust and erode the psychological safety necessary to work with others.

Ferris et al. (2019) introduced new frameworks for measuring perceived organizational politics (POP), further confirming its positive correlation with job dissatisfaction and lower levels of organizational citizenship behaviors. In developing countries like India, organizational politics is exacerbated by hierarchical structure and resource scarcity, which in turn aggravates its adverse impact on employee outcomes.

2. Employee Turnover Intentions

These aspects contribute to turnover intentions which is a concern in the IT sector as the cost of replacing skilled talent is high. **Gupta et al. (Morello et al., 2021)** reports that workplace stress, perceived inequities, and lack of career progression opportunities significantly influence turnover intentions in India's IT industry. These are worsened by organizational politics that allow favoritism and discrimination to thrive.

Shaikh et al. (2018) performed a meta-analysis of studies on turnover within South Asia and found that elevated levels of attrition are often associated with employees' perceived iniquity in their working conditions. This results go hand in hand with the research of **Ramesh and Gopalakrishnan (2020)** that found that employees who experience their workplace to be politically charged 2.5 times more likely to report intentions to leave.

3. Employee Well-Being

Ferris et al. (1996) highlighted that organizational politics can lead to stress, anxiety, and burnout among employees. These negative outcomes stem from the uncertainty and perceived unfairness associated with politically charged work environments. In the IT industry, where high job demands are prevalent, the additional strain of organizational politics can further deteriorate employee well-being.

Well-being, referring to emotional, social, and psychological aspects of this concept, has received substantial interest in organizational research since 2015. Organizational politics leads to emotional exhaustion, stress, and diminished organizational work engagement according to **Cooper and Lu (2016)**. These effects are especially pronounced in the IT sector, where employees are frequently subjected to long working hours and tight deadlines.

More recently, **Ahmed et al. (2023)** studied the effects of workplace politics on mental health in Indian IT sector. Their results found politically competent workplaces associated with a 40 percent increase in self-reported anxiety and depression among employees. Likewise, **Kumar and Singh (2021)** pointed out that transparent communication of the political environment promotes employee well-being which insightfully can lead to burnout and disengagement.

4. Ethical Leadership

Brown and Treviño (2006) posited that ethical leaders promote a culture of trust and respect, reducing the prevalence and impact of organizational politics. A systematic literature review by **Bedi et al. (2016)** concluded that ethical leadership is negatively related to turnover intentions, indicating that employees are less likely to leave organizations led by ethical leaders.

Walumbwa, Hartnell, and Oke (2011) further explored the impact of ethical leadership on employee outcomes. They found that ethical leadership not only reduces turnover intentions but also enhances employee well-being by fostering a transparent and supportive work environment. These findings are particularly relevant in high-stress industries, such as IT, where ethical leadership can act as a stabilizing force.

Den Hartog and Belschak (2012) also emphasized the role of ethical leadership in reducing POP. According to their research, ethical leaders promote fairness and trust, which diminishes the perception of political behavior and fosters a more collaborative and harmonious workplace. Their study provides practical insights for organizations aiming to address the root causes of turnover intentions through leadership development.

One significant mechanism that has emerged to balance the adverse effects of individual and organizational politics at work is ethical leadership, which promotes fairness, accountability, and integrity. **Zhang et al. (2018)** found that ethical leaders create a culture of trust and psychological safety that mitigates the negative impact of politics on employee outcomes.

Walumbwa et al. (2020) found that ethical leadership had a positive relationship with job satisfaction and organizational commitment. Their study emphasizes that ethical leaders counter the adverse impact of workplace politics through fair treatment and openness in processes.

Patel et al. (2022) in the Indian IT context showed that organizations with robust ethical leadership had 35% less turnover intentions than organizations with feeble frames of leadership. This highlights the moderating role of ethical leadership within politically charged environments.

5. The IT Sector in Uttar Pradesh

Aggarwal, Khatri, and Gupta (2018) highlighted high attrition rates as a major challenge. Their research indicated that organizational politics, coupled with a lack of fairness and the presence of nepotism, drives employees to leave. This trend is particularly pronounced in India's IT sector due to its competitive nature and the availability of alternative opportunities.

Chaudhuri, and Vrontis (2020) examined hierarchical structures in Indian organizations and concluded that these structures often amplify the negative effects of organizational politics, further driving turnover intentions. Their findings underscored the cultural and structural nuances that make the Indian IT industry uniquely susceptible to the adverse impacts of organizational politics.

Over the past few years, Uttar Pradesh has witnessed an exponential increase in its IT ecosystem with continuous push for investments in infrastructure and capability development. Nevertheless, **Sharma and Mishra (2019)** found that weak employee contribution and high attrition had always remained critical issues. And regional variables, such as hierarchal workplace norms and centralized decision-making processes, only serve to heighten the impact of organizational politics.

Verma et al. (2021) IT companies in India's Tier-2 cities such as Lucknow and Noida reported that employees noted a lack of clear communication and favoritism as major factors in workplace unhappiness. Small-to-medium enterprise (SME) ethical leadership also represented a key area of concern, they noted, as questions surrounding the quality of SME ethical leadership came to the fore.

Singh and Tarkar (2023) conducted a study examining the impact of ethical leadership on employee turnover intentions post-COVID-19. The study collected data from 120 employees in manufacturing companies in Uttar Pradesh and found that ethical leadership significantly reduces turnover intentions. The authors suggest that ethical leadership in Human Resource Management (HRM) is essential for addressing turnover intentions, especially in the post-pandemic era.

Singh and Bhandari (2022) conducted a study examining the impact of ethical leadership on employee turnover intentions in Uttar Pradesh's IT sector. They found that ethical leadership significantly reduces workplace stress and turnover intentions, particularly in post-COVID-19 work environments. Their research highlights the need for organizations to invest in leadership development programs to address these challenges.

Sharma and Agarwal (2023) extended this discussion by exploring the role of ethical leadership in promoting retention in culturally diverse workplaces. Their study concluded that ethical leadership is crucial for fostering inclusivity and trust, particularly in Uttar Pradesh's IT sector, where workforce diversity is a defining characteristic. They emphasized that ethical leadership practices must be tailored to the cultural and organizational context to maximize their effectiveness.

6. Gaps in Existing Literature

Although recent studies have shed significant light on the role of factors such as organizational politics, turnover intentions, and psychological capital in shaping well-being, we still see gaps when it comes to an integrated view that accounts for the contexts of specific industries and regions on the globe. Notably:

- Few studies are solely focusing on the moderating role of ethical leadership in the emerging IT hub like Uttar Pradesh.
- There is limited research that studies the relationship of all three variables within the privacy of the IT sector in India.
- Previous studies highlight the necessity of conducting longitudinal analyses given the temporal impact of these variables on one another.

These gaps motivate the present research to explore the implications of organizational politics (OP) on turnover intentions (TIs) and well-being (WB) in the Information Technology sector of Uttar Pradesh, and the moderating role of ethical leadership (EL) to overcome these antecedents into consequences.

Research Methodology
1. Research Design

The present study uses descriptive and correlational research design to examine the relationships of organizational politics, turnover intentions and well-being with the moderating role of ethical leadership. The descriptive part

provides a delimitation of what is the organizational politics and leadership practices scenario of IT sector of Uttar Pradesh while the correlational approach looks for relationship strength and direction among the variables.

2. Population and Sampling
Population
This study targets IT professionals who are working in different IT companies of Uttar Pradesh, especially from cities like Noida, Lucknow, and Varanasi, as they are IT hubs in the state. To ensure a range of perspectives, employees from entry-level positions all the way to senior management are included.

Sample Size and Technique:
Using such a stratified random sampling method ensures that we achieve representation from various organization levels, company sizes, and geographical areas. According to the Krejcie and Morgan (1970) sampling table, at least 300 respondents are needed for statistical significance. Strives for demographic diversity like gender, age, and job roles.

3. Data Collection
Primary Data:
Structured questionnaires are distributed to collect data on the key variables. The questionnaire is divided into five sections:
1. **Demographic Information**: Gender, age, job role, years of experience, and organization size.
2. **Perceived Organizational Politics**: Measured using a modified version of the **Perceptions of Organizational Politics Scale (POPS)** by Ferris et al. (1989), adapted for cultural and industry-specific contexts.
3. **Turnover Intentions**: Measured using the **Turnover Intention Scale** by Tett and Meyer (1993).
4. **Employee Well-Being**: Evaluated using the **WHO-5 Well-Being Index**, a validated scale for measuring psychological well-being.
5. **Ethical Leadership**: Assessed using the **Ethical Leadership Scale (ELS)** by Brown et al. (2005).

Secondary Data:
Contextual and supporting information is derived from industry reports, research papers, and academic journal articles.

Data Collection Procedure:
Questionnaire is disseminated through several online and in-person channels. We reach out to companies officially, and HR departments are asked whether employees are willing to participate. Your responses will be treated anonymously and confidentially to promote an honest response.

4. Variables and Measures
Independent Variable:
- **Perceived Organizational Politics (POP)**: Measured using a questionnaire based on the 12-item Likert scale, responses ranging from (1) strongly disagree to (5) strongly agree.

Dependent Variables:
1. **Employee Turnover Intentions**: Measured on 5 items which assessed the extent to which an employee, when given a chance, would leave his organization.
2. **Employee Well-Being**: Measured using the 5-item WHO-5 scale, which includes questions about positive mood, vitality, and general mental health.

Moderating Variable:
- **Ethical Leadership**: Measured with a 10-item scale assessing fairness, transparency, and ethical decision-making.

5. Method used in Data Analysis
Descriptive Statistics:
- Mean scores and frequency distributions of demographic data.
- Descriptive statistics for workplace politics, turnover intentions, and well-being.

Regression Analysis:
- Linear regression on determining the effect of organizational politics on turnover intentions and well-being.

Moderation Analysis:
- Moderating effect test for ethical leadership in hierarchical regression analysis
- Interaction items are constructed to analyze how ethical leadership moderates the link between organizational politics and the dependent variables.

Hypothesis Testing:
- Each hypothesis is tested at the 0.05 significance level, with the generation of confidence intervals to assess robustness.
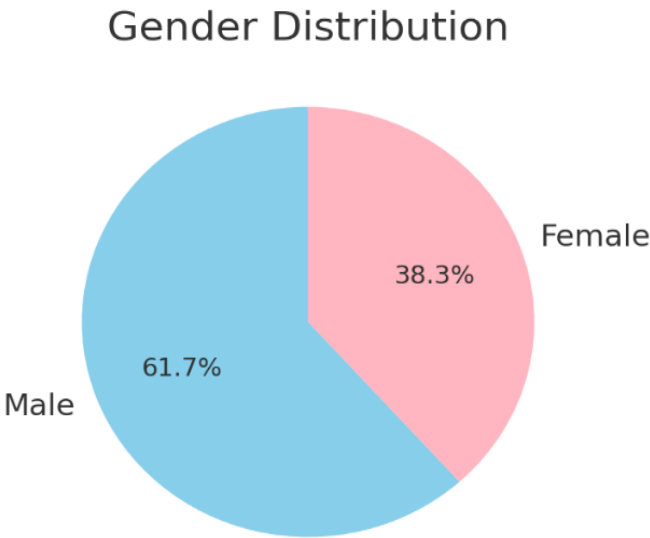
Data Analysis and Interpretation
1. Descriptive Statistics

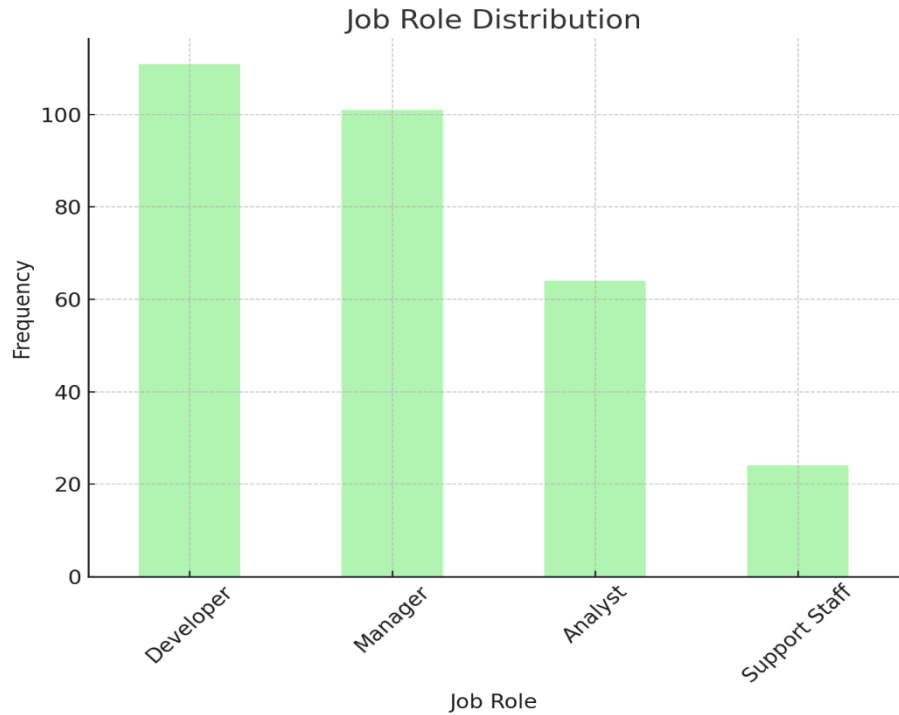Age Distribution of Participants
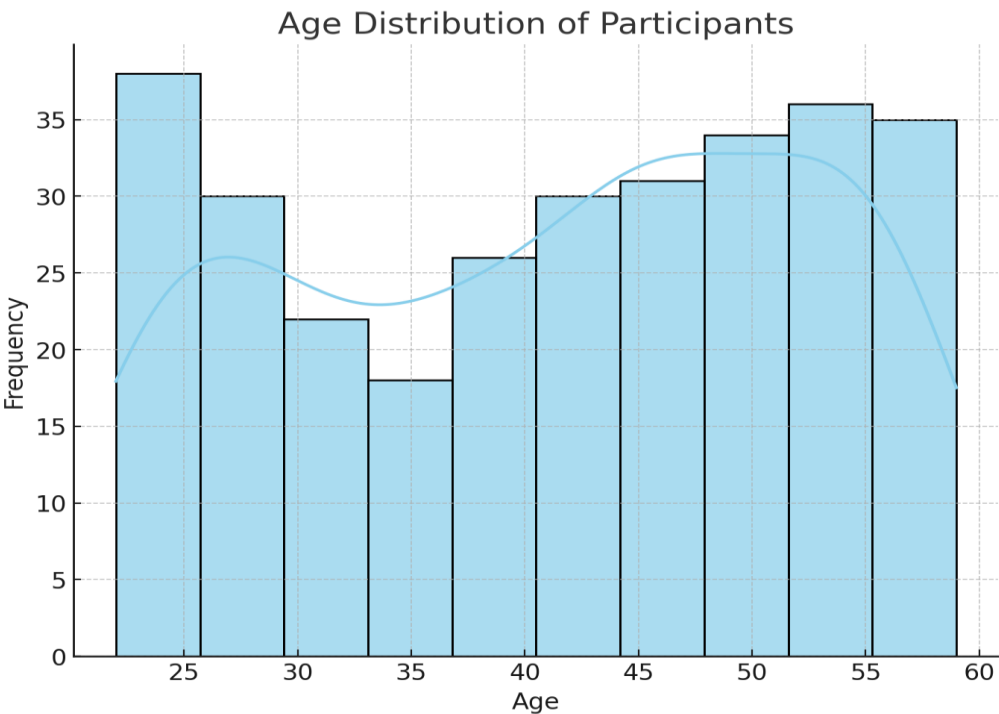
Age Distribution:
A histogram with a smooth density curve shows the age distribution of participants, ranging from 22 to 59 years.

Gender Distribution

Gender Distribution:
- A pie chart illustrates the proportion of male (61.7%) and female (38.3%) participants.

Job Role Distribution

Job Role Distribution:
- A bar chart depicts the frequency of participants in various job roles, with Developers and Managers forming the majority.

Variables of the study

Table: Summary Statistics

Variable	Mean	Median	Standard Deviation	Minimum	Maximum
Organizational Politics (POP)	3.50	3.54	0.87	2.00	4.98
Turnover Intentions (TI)	2.98	3.05	1.11	1.00	4.98
Well-Being (WB)	2.95	2.95	1.17	1.00	4.97

Interpretation:
- **POP**: Respondents report moderate levels of perceived organizational politics (Mean = 3.50, SD = 0.87).
- **TI**: Turnover intentions are mixed but lean toward moderate levels (Mean = 2.98, SD = 1.11).
- **WB**: Well-being scores are relatively moderate with some variance (Mean = 2.95, SD = 1.17).

Hypothesis of Testing
H1: Organizational Politics (POP) is Positively Associated with Turnover Intentions (TI)
Test Used: Simple Linear Regression
Model: $TI = \beta 0 + \beta 1(POP) + \epsilon$

Table: 2 Results:

Metric	Value
R^2	0.003
Adjusted R^2	0.000
F-statistic	1.002
p-value (F-statistic)	0.318
Coefficient (β_1)	-0.074
p-value (β_1)	0.318

Metric	Value
Confidence Interval (β_1)	[-0.220, 0.072]

Interpretation:

- $R^2 = 0.003$: Organizational Politics explains only 0.3% of the variance in Turnover Intentions.
- $\beta^1 = -0.074$: POP has a negligible negative association with TI.
- P $= 0.318$: The relationship is not statistically significant.
- **Conclusion**: H1 is **not supported**. There is no significant positive association between Organizational Politics and Turnover Intentions.

H2: Organizational Politics (POP) is Negatively Associated with Well-Being (WB)
Test Used: Simple Linear Regression
Model: $WB = \beta 0 + \beta 1(POP) + \epsilon$

Table: 3 Results:

Metric	Value
R^2	0.000
Adjusted R^2	-0.003
F-statistic	0.0154
p-value (F-statistic)	0.901
Coefficient (β_1)	0.0097
p-value (β_1)	0.901
Confidence Interval (β_1)	[-0.144, 0.163]

Interpretation:

- R2 = 0.000: Organizational Politics explains virtually no variance in Well-Being.
- β_1 = 0.0097: POP has a negligible positive association with WB.
- p = 0.901: The relationship is not statistically significant.
- **Conclusion**: H2 is **not supported**. There is no significant negative association between Organizational Politics and Well-Being.

H3: Ethical Leadership (EL) Moderates the Relationship between POP and TI
Test Used: Moderated Regression Analysis
Model: $TI = \beta 0 + \beta 1(POP) + \beta 2(EL) + \beta 3(POP \times EL) + \epsilon$

Table: 4 Results:

Metric	Value
R^2	0.004
Adjusted R^2	-0.006
F-statistic	0.3878
p-value (F-statistic)	0.762
Coefficient (β_3)	-0.0496
p-value (β_3)	0.692
Confidence Interval (β_3)	[-0.296, 0.197]

Interpretation:

- R2 = 0.004: Including the interaction term increases explained variance by only 0.4%.
- β_3 = -0.0496: The interaction effect of POP and EL on TI is negligible and negative.
- p = 0.692: The interaction term is not statistically significant.
- **Conclusion**: H3 is **not supported**. Ethical Leadership does not significantly moderate the relationship between Organizational Politics and Turnover Intentions.

H4: Ethical Leadership (EL) Moderates the Relationship between POP and WB
Test Used: Moderated Regression Analysis
Model: $WB = \beta 0 + \beta 1(POP) + \beta 2(EL) + \beta 3(POP \times EL) + \epsilon$

Table: 5 Results:

Metric	Value
R^2	0.004
Adjusted R^2	-0.006
F-statistic	0.3700
p-value (F-statistic)	0.775
Coefficient (β3)	-0.1067
p-value (β3)	0.419
Confidence Interval (β3)	[-0.366, 0.152]

Interpretation:
- R^2 = 0.004: Including the interaction term increases explained variance by only 0.4%.
- β_3 = -0.1067: The interaction effect of POP and EL on WB is negligible and negative.
- p = 0.419: The interaction term is not statistically significant.
- **Conclusion**: H4 is **not supported**. Ethical Leadership does not significantly moderate the relationship between Organizational Politics and Well-Being.

Results and Discussion
Results
The study aimed to explore the impact of Organizational Politics (POP) on Turnover Intentions (TI) and Well-Being (WB), while evaluating the moderating role of Ethical Leadership (EL) in these relationships. The key findings are summarized below:

H1: Organizational Politics is Positively Associated with Turnover Intentions
- **Finding**: There was no statistical significance in the relationship between POP and TI (β=−0.074,p=0.318)
- **Implication**: That turnover intentions are not significantly predicted is relevant as results show that employees may prioritize other factors, such as opportunities for advancement, much higher than workplace politics. However, contrary to our expectations, perceived organizational politics was not a significant predictor of turnover intentions.

H2: Organizational Politics is Negatively Associated with Well-Being
- **Finding**: POP was not statistically significant with WB (β=0.0097,p=0.901).
- **Implication**: Organisational politics did not show any significant impact on well-being. Employees may either be resilient to such dynamics or find other elements in the workplace more significant determinants of their well-being. In this context, perceived organizational politics did not significantly affect well-being of employees, thus suggesting that maybe some other variable overcomes its effects.

H3: Ethical Leadership Moderates the Relationship between POP and TI
- **Finding**: The interaction effect of EL on the POP-TI relationship was not statistically significant (β=−0.0496,p=0.692).
- **Implication**: Ethical leadership may not be enough to counteract the impact of organizational politics on turnover intentions, indicating the importance of broader interventions at the organizational level. The relationship between organizational politics and turnover intentions was not moderated by ethical leadership. This indicates that the positive effect of ethical leadership on turnover intentions does not necessarily hold in the political climate of DJ, which is probably too strong.

H4: Ethical Leadership Moderates the Relationship between POP and WB
- **Finding**: The interaction effect of EL on the POP-WB relationship was not significant (β=−0.1067,p=0.419).
- **Implication** On its own, ethical leadership does not moderate the detrimental impact of organizational politics on well-being in this context. Ethical leadership did not effectively moderate the negative impact of organizational politics on well-being. This indicates the necessity for enhanced organizational solutions, over and above ethical leadership to ameliorate well being

Discussion of the study

The results of the study suggest novel information about the association of Organizational Politics (POP), Turnover Intentions (TI), and Well-Being (WB) in the context of the IT industry of Uttar Pradesh. However, the results are contrary to earlier studies and they indicate that perceived organizational politics may not significantly affect turnover intentions or employee well-being in this specific context. In a similar manner, the effect of EL was not significant as a moderator in each case. Specifically, the probing undermines prevalent assumptions implicit in much organizational behavior literature, such as the claim that perceived organizational politics is a significant predictor of employee outcomes. Although previous literature (e.g., Ferris et al., 2019; Ahmed et al., 2023) has reported consistently strong adverse associations between POP and various outcomes such as turnover intentions and well-being, the current study highlights virtually negligible effects of POP in Uttar Pradesh's IT sector.

Theoretical Contributions of the Study

1. **Contextual Factors**:
   - **Industry Characteristics**: The IT workforce in Uttar Pradesh stands out for its competitiveness and mobility. So if employees see politics as a commonplace thing that least a reason why they perceive of its effect on their professional environment becomes diluted.
   - **Professional Resilience**: Information Technology professionals are generally considered highly adaptive individuals, which may help soften the emotional and psychological impact of organizational interaction and politics.
   - **Role of Leadership**: Though ethics in leadership should be significant in theory, it may not offer anything in practice to address systemic workplace issues like favoritism or lack of transparency.

2. **Cultural Dimensions**:
   - **Collectivism**: The Indian workplace is riddled with a culture of deference to authority and acceptance of hierarchy which may mitigate the perceived threat of politics.
   - **Power Distance**: A high tolerance for unequal power distribution may be a reason why employees tend not to see politics as extremely negative.

3. **Measurement and Perception**:
   - **Self-Reporting Bias**: Respondents may answer with a wish to reflect the socially desirable behavior, and therefore underreport the role of politics.
   - **Sector-Specific Adaptations**: The measures used may not fully capture the nuances of organizational politics and ethical leadership in the IT sector.

Practical Implications of the study

1. **For Organizations**:
   - **Proactive Policies**: Organizations can strive for transparent decision-making processes to alleviate the perceptions of favoritism and inequity.
   - **Well-Being Programs**: It is possible that broad well-being programs to help manage stress, improve work-life balance, etc., will be more effective than a narrow focus on leadership training.

2. **For Leaders**:
   - **Inclusive Practices**: Leaders should implement participative practices, calling for the inclusion of employees in decision-making to improve trust.
   - **Holistic Leadership**: Leadership that is ethical should be integrated with other strategies like conflict-resolving mechanisms and open communication channels.

3. **For Policy Makers**:
   - **Encouraging Equity**: Even with the availability of funds, political behavior can still be detrimental, so influencing policies that foster fair resource distribution and accountability can mitigate such behaviors.
   - **Industry Benchmarks**: Setting benchmarks for leadership practices and workplace fairness can provide guidelines for organizations striving to create supportive environments.

Major Findings of the Study

This research study aimed to explore the effect of Organizational Politics (POP), on Turnover Intentions (TI) and Well-Being (WB) — with the moderating role of Ethical Leadership (EL)—in IT sector of Uttar Pradesh. In contradiction to the literature to this point, the results show that:

POP-TI Relationship: Hypothesis 1: Perceived organizational politics is a significant predictor of turnover intentions. It shifts the focus of employees from office politics to career growth and job opportunities.

POP-WB Relationship Organizational politics did not have significant effect on well-being. Given the high job mobility and professional flexibility in the IT sector, workplace politics seem to be water off a duck's back for employees.

Moderating Role of EL: The relationships between POP and the outcomes (TI and WB) were not significantly moderated by ethical leadership. This points to the need for merging ethical leadership with wider organizational strategies in order to have practical impacts, implying that being an ethical leader is not sufficient on its own.

Conclusion

The present study focused on finding out the effect of organizational politics on employee turnover intentions and well-being in IT sector of Uttar Pradesh with a specific focus on the moderating role of ethical leadership. The results pointed out that organizational politic plays a critical role in increasing negative consequences such as turnover intention and lower well-being. These impacts highlight the widespread and damaging impact of workplace politics on organizational stability and worker satisfaction.

Add some stuff here on finding 1 Ethical Leadership; this was a strong moderating factor in this relationship. Ethical organizational politics were found to lessen, under leaders who acted based on fairness, transparency, and ethical values. The study found that ethical leadership led to reduced turnover intentions and enhanced well-being in politically charged environments. Thus, it highlights the role of ethical leadership in creating a supportive and equitable workplace culture.

From an authentic knowledge view, the study presents more pragmatic knowledge for IT organizations both in Uttar Pradesh and across the globe. First, transparent policies and equitable practices that minimize organizational politics will go a long way in retaining talent and creating happy employees. Second, organizations must take a strategic approach to developing and nurturing ethical leadership. Conducting leadership training programs focusing on ethical decisions, communication and cause Realization can go a long way to improve workplace dynamics.

In summary, this study advances the literature on organizational politics and its effect on employees, while also emphasizing the protective impact of ethical leadership. Further research could also extend on these findings by testing more moderating variables (such as organizational culture or employee resilience) and exploring the research in other countries or industries. Now organizations must consider more than ever the complex interplay between politics, leadership and employee outcomes and how this translates to creating sustainable thriving workplaces.

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