

The Role of Perceived Organizational Politics (POP) in Examining Organizational Citizenship Behaviors (OCBs); Taking Self-monitoring as Moderator

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Abstract: *Organizational politics is one of the important issues arising at workplace. Individuals who are involved in office politics not only consume time and resource in order to gain their own benefits at the cost of company or organization's interests, but also cause an ample amount of hindrance for other employees in form of disturbing their routine work behaviors such as organizational citizenship behaviors. We have tried to explore the relationship of perceived organizational politics and its effect on the extra role performance of the employees, and also checked how does this relationship effects if personality traits are incorporated as moderator, such as self-monitoring. The research is conducted through questionnaire with the sample size of 70. Previous literature has provided support to the theoretical frame work. The results have shown that perceived organizational politics has significant impact on organizational citizenship behaviors; the study also declares that the low self monitored employees tend to weaken this relationship. The paper contributes toward the organizations where exercise of power is politically manipulated and in which individuals are involved in office politics at various levels, and for those competitive organizations where extra role performance is ultimately required by the company in order to maintain their competitive edge.*

Keywords: POP, OCB, Self Monitoring

1. Introduction

The political manipulations in organizational structures have brought diverse impacts on employees' outfitted activities in the organizations. The unremitting political ascendancy in firms has pretentious performance of employees at assorted levels. The willingness to work for the betterment of organization is declining due to political intimation. These measures have direct influential control over employees rising involvement in the extra role behavior [11] Perceived organizational politics magnitude include; negative behavior generally prevailing due to politics, achieving individual goals reflexively, and politics due to promotion and pay rise. It directly correlates with the citizenship behavior of employees working in the organization. Anxiety, stress and fretfulness in job roles are commonly observed among employees [21]. The identification of influence of politics is examined in the foreign diplomatic missions based in Islamabad. Researchers are still indifferent to conclude the exact relationship between POP and OCB. Some empirical studies link the negative relationship of POP with OCB while other research works summarizes its positive relationship; some illustrate no precise linkages with each other [6], [19].

The objective of this research is to provide insight about prevailing perceived organizational politics influence on organizational citizenship behaviors by moderating the role of self monitoring. The application of relevant models to determine their correlation is ensured in this study. Both qualitative and quantitative measures are taken into account. The dominating effects on extra-role behaviors of employees are especially focused to cater operational activities at different hierarchal levels.

2. Literature Review

2.1 Concepts and Theoretical Reflections

According to Chester Barnard (1938) [1], the need for behaviors that go beyond defined roles; he termed this idea as "willingness to cooperate". Katz and Kahn (1978) [9] explained the phenomenon that employee, along with his/her in role behaviors, must be engaged in extra role behaviors (the behaviors which do not pertain to employee's job description) in order to enhance the productivity of organization. Organ (1988) [13] explained organizational citizenship behavior as extent to which an employees is engaged in such activities which go beyond his specified role with the organization and the activities which are not generally linked to reward mechanism of organization.

The inception of OCB concept can be tracked down to late 1970, when this notion was widely acknowledged by theorists and researchers. The basic theme of organization citizenship behavior remains to illustrate the interpretation of extra role behaviors by employees in the organizations, without the intention of receiving any sort of benefit [16]. The mainstream seven dimensions of OCB are the backbone of this concept and their prior understanding and comprehension is imperative to understand behavior applying it practically. Helping Behavior, Self Development, Individual Initiative, Sportsmanship, Civic Virtue, Organizational Compliance and Organizational Loyalty are the chief components of OCB [1].

Kacmar and Carlson (1997) [8] elucidates that distinct organizational politics is the extent to which individuals strive to look into their own interest and use tactics which

leads towards their own benefits and well being without having concern of other employees in the organization and their actions are the cost of organizational outcomes. Ferris et al. (2007) [5] viewed the organizational politics as such kind of behaviors which are not formally approved by the organization as a result lead towards conflicts at workplace.

Ferris et al. (2007) [5] came up with the positive side of the organizational politics, that is frequently considered in negative sense can form another dimension of being constructive. The individuals who involve themselves in such sort of activities do not always act in the manner that only benefits them, and may not coincide with organizational objectives.

Politics is generally is deemed as negative and pessimistic behavior therefore is not considered in the positive manner. Researchers indicate that there are two sides of the political behaviors that can be either helpful for the organizations or can destruct the system [20]. The negative side of politics has been spread out more common than the positive side. The negative aspects of politics basically spread anarchy and disorder in the system. The game of politics is played to achieve personal or group goals. The political lobbying lays an overwhelming impact on the masses and performance of the employees is affected too. The pay and promotion politics is seen in most of the organization. These measures are taken to escalate current salary and reach upper hierarchical position in the organization [18]. The phenomenon of observation about which employee is sensitive to oblige particular situation and extent to which he modifies his or her own actions according to the social circumstances [14].

Self monitoring is categorized into two elements; high self monitored and low self monitored employees. The behaviors and attitudes of both these employees varies from each other because different mentality level. The high self monitored employees are involved dynamically in the organization. Their focus remains more on communication with colleagues and workforce so that all the working stake holders of the firm would be involved actively. High self monitored employees also have the tendency to work beyond limits for the betterment of the organization. These kinds of employees perform OCB energetically and motivate others in the firm too [18].

2.2 Critical Analysis of the Literature

The performance of employees stimulates due to political invasion into the organizational structure. The culture prevalent in the firms directly impacts on job performances of workforce. Organizational politics creates aggressive behavior in employees and job distress prevails consequently. The job roles are traumatized because influential lobbies manipulate duties narration discreetly. The 'fiefdom' syndrome is experienced in many employees due to active political conditions in the firms. It refers to the psychological behavior of employees that tends them to feel valuable asset of the firm [12].

Individuals tend to work dynamically in those organizations where politics-free states of affairs persist. Organizational

politics has negative and positive dimensions but predictably its negative altitudes are practiced. The dominating forces thrive to dictate decision making authority in the organization. Potential decisions of the firms are directly affected through the directions escorted by dominating group. Employees having personal grudges suffer in these situations as affiliated members of dominating groups craft problems for colleagues [17].

The practice of organizational citizenship behavior is profitable for organizations as unsurpassed services are provided by the employees without any anxiety and apprehension. The major beneficiaries of OCB are organizations; improvement in individual's job performance may incur alongside. Incessant non-recognition of OCB activities by the organizations can lead individuals to stress, nervousness and angst [15]. Recognizing employees' efforts by the implication of effective performance management system motivates employees intrinsically. Quest to contribute more for organization's sustainability and enduring success emerges in behaviors of individuals if they are appreciated by supervisors [14].

2.3 The Literature Gap

Politics has been an unavoidable factor on the workplace directly or indirectly affecting the outcomes whether they are related to employees or over all organizational objectives and goals. All organizations are faced with conflicts of interest with in departments or cross departments between individuals as well as teams, eventually these conflicts tend to develop such kind of behaviors which are political in nature and eventually those behaviors affect the performance of employees whether the performance is within the organizational context or not [12].

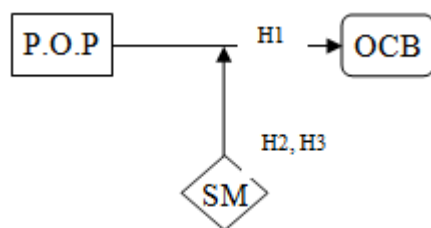
In the era of high competition, organizations, in order to survive in the markets require their employee to put extra efforts along with their routine task performance. Realizing the impacts of organizational politics and the fact of its existence within the organization in any form and considering the importance of organizational citizenship behavior, many researchers have shown interested and attempted to identify the impact of organizational politics on organizational citizenship behavior. While reviewing the past literature, we analyzed that many of them called the organizational politics as destructive behavior and related it negatively to OCB, while other termed it as constructive and claimed that it can be positively related to OCB, some researchers are uncertain of this relationship and call for the need of more studies to be conducted to determine the casual relationship between the two [17].

It is hypothesized that low self monitored employees exhibiting OCB would be affected by POP. Since politics is yet another cultural paradox in the organization, low self monitored employees would get affected by it but not enormously. Another hypothesis can be that high self monitored employees exhibiting OCB would be affected by POP. The employees exhibiting OCB with high self monitoring would be influenced greatly by the political manipulations. As high self monitored employees are keen in their respective jobs and want to see organization flourishing,

political manipulation may affect their citizenship behavior pattern.

Danaeefard, Balutbازه and Kashi (2010) [4] extensively studied the impact of POP on OCB by unfolding the dimensions of each and concluded the negative relationship between the two aspects and also called for the need to replicate the study by introducing the moderators such as personality traits, which in return, according to them, can be a fruitful in indentifying the impact of POP on OCB in terms of individual differences. Thus, following the same lines we intend to prologue the effect of moderator, Self-monitoring in POP-OCB relationship. The orientation of moderator can bring productive outcomes and this is the main distinction of our research study.

3. Theoretical Framework



H1: Perceived organizational politics POP has negative impact on organizational citizenship behavior OCB.

H2: The negative impact POP on OCB will be weaker when employees are high self monitored.

H3: The negative impact POP on OCB will be weaker when employees are low self monitored.

4. Research Methodology

In order to pursue research findings, foreign services sector was dissected; especially Foreign Diplomatic Missions operating in Pakistan. The target audiences were local employees working in different Diplomatic Missions on various managerial levels. For quantitative data collection; questionnaires were evolved in various embassies functioning in Islamabad. The area focused for the sample selection was the foreign diplomatic missions operational in Islamabad. The reason for selecting this specific sector is the better deduction of the casual relationship of politics and citizenship behavior due to diverse cultural, ethnic, race, religion multiplicity; eventually presenting deep insight about POP impact on OCB. Around 70 questionnaires among employees working at different managerial levels were taken into account for the research findings.

4.1 Survey Instrument

In order to examine the theoretical frame work and ultimately to achieve the study objectives, the questionnaire was based on two parts, part one was based on the demographic details which incorporated name which was kept optional, organization, gender, age and experience. In the second part, a questionnaire was adapted by combining the items for the three constructs, perceived organizational politics, organizational citizenship behavior and personality trait self-monitoring from three different studies. Each construct was

explained by 8 items. The 8 items of POP were taken from the study of Kacmar & Carlson (1997) [8] who have redefined the scale of political behaviors in their study of further validation of the perceptions of political scales. First two items measured the “General Political Behavior” dimension of POP, third, fourth, fifth and sixth question was adapted to measure the second dimension of POP which is GATGE, third dimension, and PAPP was measured through the last two items of the POP.

The construct of organizational citizenship behavior was examined by adopting 8 items from the research study of Mohamed & Anisa (2012) [12], who examined the association among executive commitment & citizenship behavior at telecommunication firms. First two items were taken to measure the dimension “Helping behavior” 3rd item measured organizational compliance side of OCB, 4th and 5th items were included to examine the consciousness dimension 6th measured sportsmanship behavior and lastly 7th and 8th items examined the sportsmanship behaviour which is another more important dimension of OCB.

The moderating variable “Self-Monitoring was also examined by incorporating 8 items. The study conducted by Lennox and Wolfe (1984) [10] who examined self monitoring scale modification, was adapted. First and 4th objects measured the ‘self- presentation modification aptitude’, 2nd and 3rd objects examined sensitive significant behavior and last four scales were included to test ‘self monitoring side of testing communal assessment information’. To measure the items of the questionnaire- ‘five point likert scale’ was used with 1 for ‘strongly disagree’ 2 for ‘disagree’, 3 for ‘Neutral’, 4 for ‘agree’ and 5 for ‘strongly agree’.

4.2 Demographic Statistics

A total of 70 employees from various embassies have been examined with 58% males, 39% females and 3% were those who did not mention. 40% were below 30 of the age category and 21% were between 31- 40 years and 31% were between the age 31-50 and 2% did not mention about their age. Regarding the experience, 6% were those whose employment with the embassy was less than two years, 25% of the employees’ tenure with the organization is between 2-4; and 66% of the employees are working with their embassy for more than 4 years, while 3% avoid giving the response for the experience.

5. Results and Discussion

5.1 Reliability Test

In the initial stages of our research findings, we have checked the internal consistency, reliability of the multiple items scales through Cronbach’s Coefficient Alpha. The reason for choosing this test was that our questionnaire was based on likert scales that are combined together in order to achieve cumulative score. Table 1 exhibits that all the constructs- Organizational Citizenship Behavior, Perceived Organizational Politics and Self Monitoring show appropriate reliability with the values 0.727, 0.788 and 0.775

respectively, which are greater than 0.7 and less than 0.9 hence indicating internal consistency exists among the items.

Table 1: Reliability Results of the Variables

Constructs	Number of items	Cronbach's Alpha
OCB	8	.727
POP	8	.788
SM	8	.775

5.2 Results

The means and standard deviations along with inter correlations of the variables are given in the following table.

Table 2: Means, Standard deviation and inter-correlations

Variable	M	SD	OCB	POP	POP*SMH	POP*SML
OCB	16.22	6.03	-	-.620**	-.617**	-.418**
POP	28.13	4.42	-.620**	-	.998*	.629*
POP*SMH	810.85	228.37	-.617**	.998*	-	.622*
POP*SML	502.54	125.18	-.418**	.629*	.662*	-

*P<.05; **P<.01

Table 3: The Hypotheses Testing

Variable	Dependent Variable : OCB			
	B	t	R. Square	Sig. value
POP	-.62	-6.51	.38	.000
POP*SMH	-.51	-6.47	.38	.000
POP*SML	-.21	-3.79	.18	.000

The path which links the independent variable POP with dependent variable citizenship behavior appeared significant because of the 0.05 level (B=.062 and t=-6.51) indicating that significant causal connection subsists among POP & Citizenship behavior resulting in strong unconstructive impact among the both variables. R square's value 0.38 suggests that 38% change in OCB is due to intervention of perceived organizational politics. Thus we are unable to reject our first hypothesis that POP is negatively related to OCB.

In the second phase we divided self monitored into two dimensions; high self monitored and low self monitored. The process was carried out in order to test our second hypothesis. The sig value .000 indicates that the relationship is highly significant so that our second hypothesis- negative relationship of POP is weaker in high self monitored employees cannot be rejected. (B= -.59 and t=-6.47) signifies that weaker relationship exists but its impact is not colossal.

In the next stage we tested our third hypothesis- negative relationship of POP is weaker in low self monitored employee. The sig value .000 indicates that the relationship is highly significant so that our second hypothesis- negative relationship of POP is weaker in high self monitored employees cannot be rejected. (B= -.21 and t=-3.79) decrease in Beta value from .62 to .21 indicates that the negative impact of POP on OCB is fully moderated by low self monitored employees. In other words the employees who are low self monitored exhibit citizenship behavior at workplace, while being less affected by perceived organizational politics.

5.3 Discussion

The influencing factor of perceived organizational politics on the organization citizenship behavior is significant and it clearly affects the working and performance of employees. The magnitude of affect however varies in the case of low self monitored employees and high self monitored employees. The archetype of low self monitored employees must be understood in the beginning as its moderating role is taken under consideration in this research paper. Low self monitored employees are basically those individuals who do not take influence from the widespread activities rampant in the organization. They are totally tilted to their respective job roles and their canvas of proceedings revolves around their respective job. The high self monitored employees are those individuals who are sensitive and sharp in nature and they lean to observe and react on the changes prevalent in the organization. The alteration and modification factor can be of any level at any stage.

The data's domestic consistency got checked through the application of Cronbach's Alpha. This test is imperative to examine either the data taken is reliable to further confer or not. Likert scale questionnaire was developed, therefore Cronbach's Alpha as cumulative scores of the variables were to be checked. Internal consistency is measured if the cumulative scores of the variables would be not be less than 0.7 and not greater than 0.9. The reliability test showed that Organizational Citizenship Behavior values score was 0.727, demonstrating the existence of internal consistency. The cumulative score of Self Monitoring values was 0.775. The reliability test of all the three variables favored to extend the research work.

Factor loading analysis for the three variables was conducted separately. The value of KMO and Bartlett's test was calculated. The structure for the eight items of the construct perceived organizational politics POP was checked through varimax rotation along with the principal axis. Variances of the three factors were 26.32%, 11% and 18% respectively. The significance level derived was 0.000 and the value of KMO and Bartlett's test is .72. For each items, factors are satisfactory as the KMO value is above than 0.70.

The factor analysis of the organizational citizenship behavior OCB was carried out with varimax rotation to check the structure for the eight respective items. It had two factors; the first factor resulted variance to be 21.78% and 2nd factor variance of 14% and the KMO value deducted was 0.76. The KMO value suggests that items chosen are satisfactory. Meanwhile the significance value outcome was 0.000. The falling of items under the bracket of 0.70-0.90 and sig. value of 0.000 makes strong case of relationship existence in the OCB items.

The factor analysis of self monitoring SM was done with varimax rotation to check the structure for the eight respective items. It had three factors; the first factor resulted variance to be 23.58%, 2nd factor variance of 13% and for the third factor 17%. The KMO value deducted was 0.78. The KMO value suggests that items chosen are satisfactory. Furthermore the significance value outcome was 0.000. The falling of items under the bracket of 0.70-0.90 and sig. value

of 0.000 makes strong case of relationship existence in the SM items.

This study consisted of three hypotheses; the first hypothesis denotes that there is a negative impact of perceived organizational politics on organizational citizenship behavior. The hypothesis was supported by the strong literature, which persuaded us to denote this notion. The outcomes accumulated after testing questionnaires supported our deduced hypothesis. The inter correlations of the variables, standard deviations and respective means of the variables were calculated of POP, OCB and SM. Self monitoring both high and low were taken separately; they were multiplied by the independent variable, POP. The total numbers of respondents were 70. The result concluded that the inter-correlation less than 0.05 therefore we accepted our hypothesis.

Our second hypothesis claimed that the negative relationship of POP is weaker in high self monitored employees is therefore accepted. The third hypothesis was that negative relationship of POP is weaker in low self monitored employees. The picture can be demonstrated in such a manner that an employee who is highly self monitored and takes precise actions in the organizations is more sensitive than the low self monitored employee. The reason is that high self monitored employee absorbs each and every activity prevailing in the organization while low self monitored employee does not actually bother a lot on the proceedings rampant in the organization.

In simpler words, low self monitored employee is oriented and focused on his respective job therefore politics does not manipulate his behavior and attitude in the organization. His focal of activities remain to complete the job and do not indulge in organizational politics. Citizenship behavior performed by him does not get manipulated enormously. On the other hand, high self monitored employee scrutinizes the circumstances and reacts on it abruptly. The induction of POP in organization affects his performance and carrying of citizenship behavior. The decline in organizational citizenship behavior by high self monitored employee is hence more than low self monitored employee.

6. Conclusion

The results of our study affirmed the empirical evidences in determining the negative impact of perceived organizational politics on organizational citizenship behavior. Further, it also declares that the role of self-monitoring as moderator is evident when this relationship is weakened by the employees who are low self monitored. It also states that the politics is negatively perceived and negatively affects extra role behavior of the employees who are sensitive to oblige particular situation and increasingly modify their actions according to the social circumstances. On contrary to this, the employees who are less concerned about the situation variability and are least manipulated by other's behaviors do not tend to affect their citizenship behavior by the negative political practices, hence weaken the pessimistic relationship of POP and OCB.

7. Limitations and Recommendations

Despite the significant results, the underlying study has several limitations as well, first, the issues arise of generalization of the results, since this study was only confined to the foreign service sector and further limiting to the diplomatic missions of Islamabad with data collection on restricted sample size due to time and cost constraints. So this limitation provokes the future researchers to carry out the same study in broader context and other sectors of Pakistan with enormous sample size. Secondly, we generated the results based on the convenient sampling future researched may conduct the same study by choosing random sampling which give more true picture in testing the same model. Third, the study was based on self reported data; however the same study can be replicated by using per reported data to better establish the casual relationship between POP and OCB. Keeping the mind the time limitations, we regressed the impact of POP on OCB on broader level.

Future research should unfolding further dimensions of POP and examines the impact of each on various dimensions of OCB, and this would be fruitful in testing this causal relationship more deeply. Furthermore, to examine this relationship various potential moderators could have been used such as employment setting and cultural differences Ferris et al. (2007) [5] but due to time constraint given for the completion of this term paper we are unable to explore this relationship on broader level. Chang, Rosen, Siemieniec and Johnson, (2012) suggested [3] that person-based approach should be adopted in order to explore the individual differences affecting the POP-OCB relationship, furthermore the induction of mediators such as employees understanding, locus of control, and emotional strain can be good predictors in examining the indirect relation of POP with OCB. Lastly, Ferris, et al. (2007) [5] and Snape and Redman (2010) [17] argued that the constructs, perceived organizational politics and organizational citizenship behavior might not always be measured being at the opposite end, rather, they both might be positively related to each other in other words, the political behavior may be positively perceived by the actor resulting in exhibition citizenship behavior at workplace, so that argue can be carried forward by the future researcher in order to investigate the positive side of the politics in determining the extra role behavior of the employees at different work levels.

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