Perceived Organizational Politics Influences On Organizational Citizenship Behavior And Its Five Dimensions: A Study On Rescue 1122 Employees Of Pakistan.

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Abstract: The present study aims to identify one of the important issues arising at workplace. Perceived organizational politics that has received a very considerable attention during past many decades. This study will determine that how organization politics affect the organizational citizenship behavior and its five dimensions (Civic Virtue, Altruism, Conscientiousness, Sportsmanship, Courtesy). Primary data was collected through questionnaire. There was no gender distinction in it. Simple random sampling technique was used which is based on probability sampling procedure and sample of 130 was selected to collect data. Data was collected from the employee of Rescue 1122 from Lahore, Jhang and Sargodha.

Data was collected through close ended questions and statistical analysis was performed by using SPSS software Version 16. In the study organizational citizenship behavior was assumed as dependent variable and perceived organizational politics was independent variable. Recommendations for further research along with theoretical and practical implications of study have been given.

Key words: Perceived Organizational politics, Organizational Citizenship Behavior, Rescue 1122

1. Introduction:
Organizations are exceptionally very much aware regarding the importance of perception of organizational politics that is made in the brains of the workers. Organizations are social entities that utilized resources to achieve objectives in distinctive ways. Assessing the political atmosphere at work place is a complex thing (Vigoda 2000). The readiness to work for the advancement of organization is diminishing because of politically atmosphere. These measures have direct powerful control over workers rising inclusion in the additional role behavior (Marques 2009). Perceived organizational politics issues include; negative conduct for achieving individual goals. It positively associates with the citizenship behavior of employees working in the organizations. Tension and stress in employment parts are regularly seen among employees (Witt, & Ferris 2003).

Organizational goals can be accomplished through the implementation of effective employees and organizational strategies. Collaborations with employees and organization related to productivity and profitability is the way in which member of the organization accomplished the goals. When there is politics in the organizations, employees will not perform well (Cropanzano et al., 1997). To enable employees perform more than their formal job, managers should fit the employees in the environment by reducing the organizational politics at work place. When individuals are perceiving environment as political natured, they alter their thinking by reducing their citizenship behaviors and engage themselves in promoting more self interests (Witt et al., 2002). However, a tension often exists due to the dynamic of organizational politics that it affects behavior of employees.

Research has revealed that OCB helps in organizational performance by lubricating social machinery of the organization. A good organizational citizen helps to improve ability of co workers and managers to perform their job through efficient planning, scheduling and problem solving. Furthermore, organizations fostering OCB are the most important attractive places for the employees to work and these organizations are also able to hire and retain best human resource (Greguras & Diefendorff 2009). Ladebo (2006) proposed that perceiving organizational political work results in a negative relationship between OCB.

2. Problem statement
Many studies have been conducted on the relationship between perceived organizational politics and organizational citizenship behavior (e.g., Allen & Rush, 1998; Podsakoff & MacKenzie, 1994) and a very little information regarding the relationship between perceived...
organizational politics and organizational citizenship behavior was known for supporting the employees of Rescue 1122 in Pakistan. Therefore, this study was conducted with the aim to answer the question whether there is a significant relationship between perceived organizational politics and organizational citizenship behavior among supporting the employees of Rescue 1122 in Pakistan. In other words, the current study was conducted to determine if organizational politics have an influence on organizational citizenship behavior and its five dimensions (Civic Virtue, Altruism, Conscientiousness, Sportsmanship, Courtesy).

3. Literature review:
3.1 Perceive organizational politics:
Perceived organizational politics has received considerable attention over the past few years. Vigoda (2000) believes that POP turn out to be a critical part for a foundation of any organization. According to literature, over the past years, POP has been widely studied, therefore researchers contend for the need of further examination of the issue (Bodla, Danish & Nawaz, 2012; Vigoda, 2001). Folger, Konovsky and Crotein (1992) contended that organizational politics influence the working behaviors of the employees that are aimed to maximize self-interest at the expense of employers interests.

Ferris et al. (1989) contended that the organizational politics is a three dimensional. Kacmar and Ferris (1991) depicted these dimensions as: General political behavior; this type of behavior is high in those organizations where there are no clearly defined rules and regulations available (Drory & Romm 1990). Another important element is go along to get ahead, which means lacking of action by employees (Kacmar & Carlson 1997). Pay and promotion policies is the last dimension of perception of politics that includes how organizations and employees carry on politically through policy implementation and decision making (Ferris et al., 1989).

Previous research have shown that POP have an inverse effects on a number of Job outcomes, including job satisfaction (Valle & Perrewu, 2000), and employee performance (Witt, 1998).

3.2 Organizational citizenship behavior:
The roots of this construct can be traced back in the work of Professors Dennis Organ and his partners who initially uses the term “Organizational Citizenship Behavior” (OCB). Organizational Citizenship Behavior is referred as set of optional working environment practices that shows one's essential occupation requirements. It has also been discovered in literature that efficiency, effectiveness, organizational equity, employee satisfaction, age, identity, inspiration, authority and administration related conduct influence citizenship behavior inside an organization (Jehad & Farzana, 2011). The productivity of organizational may be enhanced by managing the co-worker and giving free hand to employees in utilization of resources (Podsakoff & MacKenzie, 1997).

Organizational citizenship behaviors is conceptualized by identifying the five dimensional model of OCB (Organ, 1988). The dimensional model identified by Organ are:
- Civic Virtue: It shows the employees responsibility in the political life of the organization (e.g., attending meetings).
- Altruism: It refers to employee behaviors regarding interaction and discussion related to work place (e.g., helping new workers).
- Conscientiousness: It means general compliance, which shows that employees are going beyond the standard of the organization (e.g., showing the efficiency).
- Sportsmanship: It means to tolerate and not willing to complaining (e.g., avoids complaining).
- Courtesy: It means the direction and action performed by the employees for preventing the problems (e.g., reminders).

Research has revealed that organizational citizenship behavior helps in organizational performance by lubricating social machinery of the organization. A good organizational citizen helps to improve ability of co workers and managers to perform their job through efficient planning, scheduling and problem solving. Furthermore, organizations fostering OCB are the most important attractive places for the employees to work and these organizations are also able to hire and retain best human resource (George & Bettenhausen, 2009).

4. Study Objectives
The objective of this research study is to explore the relationship between perceived organizational politics and five different dimension (i.e. Civic Virtue, Altruism, Conscientiousness, Sportsmanship, Courtesy) of organizational citizenship behavior. The study will also investigate the effects of perceived organizational politics on overall organizational citizenship behavior.

5. Research framework
Below mention Figure depicts the proposed relationship between the five dimensions of organizational citizenship behavior and perceived organizational politics.
H1: There is negative relationship between perceive organizational politics and organizational citizenship behavior.

H1a: There is negative relationship between perceived organizational politics and Civic virtue.

H1b: There is negative relationship between perceived organizational politics and Sportsmanship.

H1c: There is negative relationship between perceive organizational politics and Conscientiousness.

H1d: There is negative relationship between perceived organizational politics and Altruism.

H1e: There is negative relationship between perceived organizational politics and Courtesy.

6. Methodology

6.1 Sampling Procedure

For the purpose of achieving the objectives of this research, convenience sampling technique was used in this particular research study. Data has been collected from the employees of Rescue1122 through questionnaire. According to Debowski (2006), questionnaire can be quickly analyzed and interpreted. Simple random sampling technique was used which is based on probability sampling procedure and sample of 130 was selected to collect data. Data was collected from the employed of rescue 1122 from Lahore, Jhang and Sargodha.

The questionnaire consisted of demographic characteristics, OCB with dimension and POP. Respondent were required to fill the questionnaire on the five point likert scale with 1 showing strongly disagree, 2 disagree, 3 neither agree nor disagree, 4 agree and 5 strongly agree. These measurements have been described as under:

<table>
<thead>
<tr>
<th>Items</th>
<th>Cronbach alpha</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizational citizenship behavior (overall)</td>
<td>0.912</td>
</tr>
<tr>
<td>Civic virtue</td>
<td>0.76</td>
</tr>
<tr>
<td>Sportsmanship</td>
<td>0.736</td>
</tr>
<tr>
<td>Altruism</td>
<td>0.763</td>
</tr>
<tr>
<td>Conscientiousness</td>
<td>0.748</td>
</tr>
</tbody>
</table>

1. Demographics: under the heading of demographics, participant gender, age and experience have been included.

2. Perceived Organizational Politics: To measure the perceived organizational politics, 15 items scale given by Kacmar (1997) has been used. Sample items include: “favoritism, rather than merit, determines who gets ahead in this organizations.” and “employees are encouraged to speak out frankly, even when they are critical of well established ideas.”

3. Organizational Citizenship Behavior and its dimension: For measuring the organizational citizenship behavior and its dimension, 14 items scale given by has been used (Mackenzie, Podsakoff, & Paine, 1999; MacKenzie & Podsakoff, 1993). Sample items for Civic virtue: (3 items scale) “Attends functions that are not required, but that help the company image”. For Sportsmanship: (3 items scale), “Consumes a lot of time complaining about trivial matters.” For Altruism: (3 items scale), “Is always ready to help or to lend a helping hand to those around him/her?”. For Conscientiousness: (3 items scale), “Conscientiously follows company regulations and procedures” and for Courtesy: (2 items scale), “Takes steps to try to prevent problems with other agents and/or other personnel in the agency”.

6.2 Reliability

Researcher checked reliability of items scales through Cronbach’s Coefficient Alpha. The reason for Choosing this test was that research questionnaire was based on likert scales, so researcher choose this test for achieving the Cumulative score. Results indicate that there exists internal consistency among the items.
6.3 Correlation:

A correlation analysis has been used to examine the relationship between variables. Acceptance and rejection of the research hypotheses given in this study were based upon the Table: 3 correlations.

The first hypothesis H1 of the study is being accepted as \( r = -0.289 \ p < 0.01 \) for perceived organizational politics and organizational citizenship behavior and it is significant at 0.01 level. Hypothesis H1a of the study revealed a statistically significant negative relationship between both variables. Result of H1 of the study was also consistent according to studies of Vigoda (2007). Correlation coefficients \( r = -0.202 \ p < 0.05 \) for perceived organizational politics and civic virtue is significant at 0.05 level and as a result accepting hypothesis H1a of the study and it is showing that civic virtue has 20% negative relationship with POP. H1b is also being accepted as Correlation coefficients \( r = -0.217 \ p < 0.05 \) was significant and showing that sportsmanship has 21% negative relation with POP. Result of H1c is also being accepted as Correlation coefficients \( r = -0.196 \ p < 0.05 \) and showing that 19% conscientiousness is being affected by POP. Hypothesis H1d was also statistically significant as Correlation coefficients \( r = -0.257 \ p < 0.01 \) and showed that 25% altruism is being affected by POP.H1e of the study was also being accepted and showed that 35% courtesy is being accepted by POP as Correlation coefficients \( r = -0.355 \ p < 0.01 \).
### 6.4 Regression analysis:

#### Table 4

<table>
<thead>
<tr>
<th>Independent variable</th>
<th>OCB</th>
<th>Civic Virtue</th>
<th>Altruism</th>
<th>Conscientiousness</th>
<th>Sportsmanship</th>
<th>Courtesy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dependent variable (POP)</td>
<td>β = -0.289**, R²= 0.083, Δ R²= 0.076</td>
<td>β = 0.217**, R²= 0.047, Δ R²= 0.040</td>
<td>β = -0.196**, R²= 0.039, Δ R²= 0.059</td>
<td>β = -0.217**, R²= 0.047, Δ R²= 0.040</td>
<td>β = -0.355**, R²= 0.126, Δ R²= 0.119</td>
<td></td>
</tr>
</tbody>
</table>

Regression analysis results revealed that (β = -0.289 , p < .01) there was significant negative relation between POP and overall OCB. This suggested that there was up to 0.289 unit decrease in POP for each unit increase in OCB. Thus there is the acceptance of H1 of the study. The results also showed that overall OCB explained 0.083% variation of POP. The hypothesis H1a was also being accepted as result (β = -0.217 , p < .01) and it was showing that there is significant negative relation with POP and civic virtue, dimension of OCB. Result suggested that there was up to 0.217 unit decrease in POP for each unit increase in civic virtue. Result of hypothesis H1b showed that there is significant negative relation between both variables. Result suggested that there was up to 0.217 unit decrease in POP for each unit increase in sportsmanship. Conscientiousness has also significant negative relation with POP as result of (β = -0.196, p < .05) and thus ,we are accepting the hypothesis H1c of the study. Result of H1c showed that there may be 0.196 unit decrease in POP due to one unit change in Conscientiousness. Hypothesis H1d of the study showed that altruism has also significant negative relation with POP as result of (β = -0.257, p < .01;) and result showed that 0.066 % variation is explained by altruism in POP. The last hypothesis H1e also revealed that there exists negative relationship between POP and courtesy as a result of (β = -0.355, p < .01;). According to result of H1e , there may be 0.355 unit decrease in POP due to one unit change in courtesy.

### 7. Discussion on finding:

This study demonstrates that perceived organizational politics has direct negative impact on organizational citizenship behavior. There was empirical evidence with the observation of Ladedo (2006) who suggested that employees will neither perform their prescribed roles in dependable manner nor engage themselves in spontaneous activity for going beyond formal assignments. The study also showed that political environment of the organization effects to dimension of citizenship behavior. Perceived organizational politics has a great influence on the organization citizenship behavior and it is significant in the study and showed that it clearly affects the performance of workers. The level of affect on the employees varies from organization to organization.

The consistency of data was checked through the Cronbach’s Alpha because this test tell the researcher that either the data taken is reliable for further work or not. Questionnaire was being developed for getting response from respondent. The reliability test of all variables(POP, OCB and OCB dimension) favored to extend the research work. In the study, POP , OCB and all subset scales of OCB proved to high internal consistency as the Cronbach's alphas were more than t of 0.7 (Nunnally, 1978).

This study consisted of six hypotheses; the first hypothesis H1 was the main hypothesis of this study and it revealed that there is negative relationship between perceived organizational politics and organizational citizenship behavior. The hypothesis was being supported by previous studies (Danaeefard, Balutbazeh & Kashi ,2010). All sub hypothesis of the study are also being accepted and showed that there exists inverse relationship among perceived organizational politics and five dimension of organizational citizenship behavior ( i.e. Civic Virtue, Altruism ,Conscientiousness , Sportsmanship , Courtesy).

### 8. Limitation:

Data was collected data from only specific city Lahore, Sargodha and Jhang. So the result may vary if data will be collected from all over the employees of Rescue 1122. Researcher took perceived organizational politics as whole rather than taking into three categories (i)general political behavior (ii) go along to get ahead and pay and promotion policies (PPP).

### References:


