Nexus among Perceived Organizational Politics and Organizational Citizenship Behavior Under the lenses of Social Exchange Perceptions

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Keywords: Perceived Organizational Politics, Social Exchange Perceptions, Organizational Citizenship behavior.

Abstract

Employee-organization relationship is most debatable and interested phenomena of organizational behavior research stream. This study aims to investigate the influence of perceived organizational politics on organizational citizenship behavior under the lenses of social exchange theory. This study also propose that perceptions of social exchange not only mitigate the influence of perceived organizational politics but also enhance employees’ voluntary efforts to engage in extra-role behaviors. Data was collected from the staff of SMEs operating in Lahore, Pakistan. Structured questionnaires were used to collect data from target respondents. Results revealed that perceived organizational politics do not directly have negative influence on organizational citizenship behavior. However, perceived organizational politics has effect on social exchange perceptions and social exchange perceptions have positive influence on citizenship behavior. Indirect relationship exists among POP and OCB which is fully mediated by social exchange perceptions.

Keywords: Perceived Organizational Politics, Social Exchange Perceptions, Organizational Citizenship behavior.

BACKGROUND AND INTRODUCTION

Increased competition, dynamism, complexity and unpredictability of the business world compelled organizations to be increasingly competitive for their survival and effective performance (Lee et al., 2019). In the recent decades, organizations are unable to maintain effectiveness without voluntary willingness of human resource cooperation. Thus, organizational reliance on employees, who voluntarily participate in accomplishment of organizational objectives has been progressively increased. The difference between voluntary willing cooperation and compulsory cooperation is important to note. In compulsory cooperation employees perform in accordance to their required employment obligations or at least acceptable standards. While in voluntary cooperation, employees perform beyond their job responsibilities and exert extra efforts for the best interest of their organizations (Sadeghi et al., 2016). These ‘Extra-role’ behaviors are recognized as organizational citizenship behaviors (OCB) which have significant contributions in organizational effectiveness and positive outcomes (Lavy, 2019).

Organizational citizenship behavior (OCB) has mentioned as a terminology which incorporates all positive and productive activities that individuals performed by their own willful choice at the workplace including support for colleagues and benefits for the organization. Employees with citizenship behavior are accredited to go ‘an extra mile’ or perform beyond minimum job requirements (Thiruvenkadam & Durairaj, 2019). These pro-social, spontaneous or citizenship behaviors represent employees’ concerns and practical involvement to the best of organizational welfare, benefits and goals (Habeeb, 2019). Roots of organizational citizenship behavior (OCB) construct have been observed in the discipline of organizational behavior (OB). Field of organizational behavior attempted to examine the influence of individuals, groups, process and structural arrangements on intra-organizational behaviors in order to enhance effectiveness of the organizations (Tamunomiebi & Onah, 2019). Social exchange theory (SET) is a most significant conceptual paradigm to study behavioral practices at the workplace. SET stressed that interdependent transactions are potential contributors in the development of quality relationships which subsequently influence behaviors and attitudes (Cropanzano & Mitchell, 2005).

Perceived organizational politics has denoted as informal behavior occur in the organization and entailed the activities of individuals who strive to attain their personal benefits which may be in favor or in contradiction with others interest (Bukhari & Kamal, 2015). Perceived organizational politics is an individual’s subjective interpretation about the matters happening in surrounding environment which perceived as political in nature and determinant to transform personal as well as group interests (Sharafi & Seyedameri, 2019). Over the last few decades, the perception of organizational politics has gained significant attention as an influential factor to design
the path on which organizations move (Chinomona & Mofokeng, 2016; Bodla et al., 2015). Thus, Perceptions of organizational politics and acceptance of political practices determine the nature of organization and have certain influences on attitudes and behavioral intentions of employees (Kacmar & Ferris, 1991). Liang and Wang (2016) were in similar opinion of (Delle, 2013) that perception of politics has been recognized and dealt as most common phenomena in organizations that pointedly influence employees’ beliefs and subsequent behavioral outcomes. Perceived organizational politics and organizational citizenship behavior constructs have gained major attention of behavioral scholars in the recent decade (Liang & Wang, 2016; Delle, 2013). Numerous studies have been carried out to broaden theoretical base of the constructs and investigated their relationship with other organizational or behavioral constructs (M. Bodla et al., 2014). This study aims to examine the influence of perceived organizational politics as predictor of organizational citizenship behavior.

RATIONAL AND OBJECTIVES OF THE STUDY

Plentiful studies have been conducted related to perceived organizational politics and organizational citizenship behavior. Different researchers (e.g. Ahmed, 2018; Lee et al., 2019; Sadeghi et al., 2016; Lavy, 2019; Atta & Khan, 2016) examined these constructs in different contextual backgrounds. Some studies theoretically review previous literature while others attempted to investigate their relationship, influence, antecedents and outcomes with different related aspects. Such as (N. A. Khan et al., 2019) attempted to investigate the moderation role of perceived insider status along with mediational effect of moral efficacy between the relationship of perceive politics and citizenship behavior.

Abundant studies theoretically and empirically demonstrated negative influence of perceived organizational politics on performance. However, some studies examine bivariate relationship with different conclusions thus gaped to understand the mechanism and perspectives of their influence on employees’ citizenship behavioural practices (M. Bodla et al., 2014). Nevertheless, studies who examined the mediational influence of social exchange perceptions between the relationship of perceived organizational politics and organizational citizenship behavior are scarce. Furthermore, to the best of our knowledge, no any study attempted to investigate the influence of perceived organizational politics on employees’ citizenship behavior through the perceptions of social exchange. In order to cover existing gap in the literature this study aimed to examine direct impact of perceived organizational politics on citizenship behavior as well as to scrutinize the relationship under the lenses of social exchange theory (SET) perceptions. The main objectives of this study are:

• To investigate impact of perceived organizational politics on organizational citizenship behavior
• To examine relationship between POP and social exchange perspectives and influence of social exchange perceptions on citizenship behavior
• To examine the mediational role of social exchange perceptions among the relationship of perceived organizational politics and organizational citizenship behavior

REVIEW OF LITERATURE AND HYPOTHESIS

Organizational Citizenship Behavior

The construct of organizational citizenship behavior has passed through subtle reconsiderations in definitions but the concept at its core remained the same. OCB includes any activity that employees perform spontaneously by their own choice, which did not acknowledge in the specific contractual or employment obligations (Thiruvengadam & Durairaj, 2019). Organizational citizenship behavior has been denoted as a cluster of voluntary behaviors that are adopted in a non-obligatory and willful manner beyond the job description and official responsibilities, but these behaviors have significant positive effect on task completion which help to improve organizational effectiveness (Cohen & Vgoda, 2000).

Initiation of organizational citizenship behavior was tracked in the system approach presented by Barnard (1938) to analyze the organization (Gabor & Mahoney, 2010). But Organ was considered pioneer scholar who introduced the concept of organizational citizenship behavior in 1980’s. Organ (1988) inaugurated the notion to assist colleagues and willingly perform extra-role behaviors beyond the employment contract. Organizational citizenship behavior entailed all the practices that help to configure social and psychological environment within the organization (also termed as contextual performance) while all other behaviors related to organization's core technicalities were termed as task performance (Podsakoff et al., 2000).

Different scholars have presented numerous distinct taxonomies to classify the dimensions of organizational citizenship behavior (Bateman & Organ, 1983; Smith et al., 1983; Van Dyne et al., 1994; Williams & Anderson, 1991). However, Literature revealed that unanimous agreement and acceptance exist among all the researchers related to five-dimensional model of OCB construct which was presented by Organ (1988). Dimensions proposed by other scholars were overlapping or extensions in the Organ’s model. Considering Organ’s work as a directional path, this study also adopted five dimensions to evaluate OCB construct. Details of these dimensions have been discussed below.

Altruism

Altruism notion has been proposed by Organ (1988) referred as voluntary and willing assistance of others for completion of specific job task. Altruism is a behavior willingly adopted by individuals to extend a helping hand for peers or colleagues to complete their assignments or to tackle a job-related challenge (Dash & Pradhan, 2014; Anwar & Osman-Gani, 2015; Dash & Pradhan, 2014).

Podsakoff et al., (2000) stated altruism as employees’ practice to assist others in the organization with an aim to avoid conflicting situation. Generally, altruism has been defined as intentional and direct assistance of a specific individual in face-to-face situations (Tamunomiebi & Onah, 2019). Employees’ facilitating behavior with other colleagues and predisposition of mutual cooperation generate the out-of-box thinking, and pooled compatible efforts lead towards organizational excellence. It reflects selfless attitude of individuals and depicts their concern for wellbeing of others. People with altruism behavior were found more empathic and beneficial for their colleagues (Romaiha el al., 2019).
**Conscientiousness**
Smith et al., (1983) referred conscientiousness as obedience, conformity and devotional compliance with organizational norms and rules. It entailed the behaviors of doing something more than minimum requirement. Conscientiousness depicted as employees’ sincere concern for organizational rules and policies for the sake of organizational benefit. Individuals with conscientious personality were considered as trustworthy, systematized, determined and reliable (Lo & Ramayah, 2009).

**Sportsmanship**
Sportsmanship dimension denoted as individuals’ willingness to tolerate unavoidable inconveniences. It shows patience for temporary work impositions beyond the routine job responsibilities without making complain, specifically when employee has right to raise voice against it. It generally represents the level of team spirit among individuals of organization (Lo & Ramayah, 2009; Smith et al., 1983b; Podsakoff et al., 2000). According to Organ (1988) sportsmanship is positive acceptance of unpreventable irritations, that are part of almost every organization, with an effort to avoid inter-personal and job-related conflicts. Individuals with sportsmanship spirit spend more time to accomplish their work-related goals without whines (Sharma & Jain, 2014) remained positive, exhibit loyalty with organization, always focus on bigger picture and neglect negative aspects at the workplace (Romaiha et al., 2019).

**Civic Virtue**
Civic virtue refers employees’ constructive participation in organizational activities. It denoted willingness of active involvement in day to day organizational processes, commitment towards organizational best interest, engagement in good-governance of organization through feedback, constructive suggestions, positive criticism and shared opinions. Furthermore, civic virtue entailed the practices of hard work, solution-oriented initiations and self-disciplinary conducts (Chiu & Lo, 2009; Podsakoff et al., 2000; Organ, 1968; Van Scotter et al., 2000) Individuals with this behavior positively endorse positive image, organizational strategies and enthusiastically participate in volunteer committees (Nielsen et al., 2012).

**Courtesy**
Courtesy denoted the gesture of politeness in the attitudes and behavioral conducts toward others to avert the occurrence of potential inter-personal problems (Muthuraman & Al-Haziazi, 2017). Tambe and Shanker (2015) symbolized courtesy as individuals’ activities to inform others in advance by sharing information, notices and reminders about any change or task deadline that have direct or indirect influence on their work and help them to be prepared for future occurrences. Individuals with courteous behaviors were observed to be less involved in group conflicts, try to manage conflicts and found more vigilant for their activities in order to prevent any discrepancy with their colleagues. Courteous behavior has observed positive influential dimension of OCB because it contributes to prevent interpersonal conflicts within the organization (Romaiha et al., 2019).

**Perceived Organizational Politics**
Kacmar & Ferris (1991) referred that perception of organizational politics is a person’s subjective observation of the organizational environment that how others behave in the organization and what policies, rules, strategies or conditions encourage specific conducts. Organizational politics encompassed all practices executed to obtain power/control through different illegitimate conducts rather than on merit basis. Influences are used to take personal benefits such as promotions, advantageous projects or more portion of resources. It is concerned with authority in action (Din et al., 2018; Li & Kong, 2015; Jeffrey Pfeffer, 1982; Ullah & Ahmad, 2018).

Al-Abrow (2018) claimed two categories of influences which political behaviors caused: First type is of motivational perspective which enhance employee confidence, satisfaction and retention while the second type is of negative or unfavorable perspective which create dissatisfaction, reduce employee morale and increase intentions to quit the organization (Landells & Albrecht, 2019). Meisler & Vigoda-Gadot (2014) opined that perception of organizational politics demonstrates a sense of justice and impartiality in resource allocation which ultimately encourage the behaviors that are in best interest of all stakeholders. Zanzi & O’Neill (2001) stated that in the organizational politics research two perspectives have been adopted. The first view stated that organizational politics comprised on wide-ranging cluster of social activities which can be functional or dysfunctional. The second perspective denoted self-serving activities which are illegitimate and not sanctioned by the organization.

Furthermore, political behaviors have frequent impacts on operational outcomes and sometimes cause subsequent misperception at individual and organizational level to decide whether the developed perceptions are favorable or detrimental to the organization (Arogundade et al., 2016). However, abundant literature related to the construct revealed that organizational politics has been perceived as negative phenomena that generated unfavorable behaviors and outcomes (Goodman et al., 2011; Bedi & Schat, 2013; Abbas & Raja, 2014; Arogundade et al., 2016; Chinomona & Mofokeng, 2016) and has inverse relationship with positive behaviors and consequences (Meisler & Vigoda-Gadot, 2014). Thus, cognitive and emotional reactions evolved in response to the perceptions of organizational politics have compelling reasons to be considered. Kacmar & Carlson (1997) presented dimensions to evaluate the perceived organizational politics. Four dimensions are adopted to evaluate the construct of perceived politics which are mentioned below.

**Favoritism**
Favoritism is an inclination to grant favors on the bases of personal associations, relations or friendships. In organizational context, executives assign privileges to their favorite ones in different aspects. Perceptions of favoritism are detrimental to other employees’ commitment, loyalty and positive attitude that consequently devastates organizational effectiveness and prosperity (Zarea, 2012). This dimension has also been adopted by Ahmed (2018) in relation to organizational politics.

**Going along to get ahead**
Going along to get ahead represented those individuals who move with the flow, try to avoid any conflict and do not opposed the persons who attempted to influence. These types of individuals did not create any threatening or opposing situation for political players, but their ‘no response’ attitude
became appropriate and favorable for those who go advance to gain self-interest in the political atmosphere (Kacmar & Carlson, 1997).

**Pay & promotion**

Pay and promotional policies referred organizational politics in terms of reward allocation and execution of promotion strategies. If rewards are granted to specific individuals on the basis of favoritism these policies trigger political behaviors or disappointment among others that subsequently generate unfavorable behavioral responses (Kacmar & Carlson, 1997).

**Abusive supervision**

Abusive supervision is a destructive behavior that cause negativity at the workplace. Tepper et al., 2001, p. 263) discussed abusive supervision as employees’ perception about the extent to which supervisors involve in consistently exhibiting hostile behaviors either in verbal or non-verbal interactions. The outcomes of abusive supervision are far-reaching which contain adverse job-related attitudes, lowered psychological associations towards organizational well-being, deviance and decreased performance (Park et al., 2018; Tepper, 2007; Tepper et al., 2017). Kim et al., (2019) also adopted similar concept to evaluate its influence on citizenship behavior.

Employees’ perceptions with regard to organizational politics have also been interpreted under the lenses of Social exchange theory, according to which employees make comparisons on the basis of their perceived experiences that what their peers and colleagues have received under similar situations. These perceptions significantly influence their beliefs and resulting patterns of behaviors. Employees’ perceptions will more likely to be increased if organization support and promote the political behaviors (Zivnuska et al., 2004; Yilmaz et al., 2014).

**Perceived Organizational Politics and Organizational Citizenship Behavior**

Different studies investigated bivariate relationship between perceived organizational politics and organizational citizenship behavior with different related constructs. Bodla et al., (2014) in his study examined influence of perceived organizational politics on employees’ multidimensional performance including citizenship behavior and task performance and correlation analysis revealed that significant positive relationship exists between perceived organizational politics and citizenship behavior (M. Bodla et al., 2014). However, Khan et al., (2019) proposed indirect relationship between perceived organizational politics and organizational citizenship behavior with intermediary mechanism of moral efficacy. Findings of their study disclosed that relationship between perceived organizational politics and organizational citizenship behavior is negatively mediated by moral efficacy. Perceived organizational politics has detrimental effect on organizational citizenship behavior.

Three dimensions of perceived organizational politics (general political behavior, go along and get ahead and pay & promotion) have significant negative relationship with citizenship behavior (Atta & Khan, 2016). Significant association was observed in a way that higher perceptions of organizational politics tend to reduce citizenship behavior (Drori & Vigoda-Gadot, 2010; Meisler & Vigoda-Gadot, 2014). On the basis of arguments from previous literature, this study proposed to examine accumulated direct influence of perceived organizational politics on organizational citizenship behavior and proposed first hypothesis:

H1: Perceptions of organizational politics have negative influence organizational citizenship behavior of employees.

**Role of social exchange perceptions**

The origin of social exchange theory was traced back almost in 1920s. Venerable work of Malinowski (1922) and Mauss (1925) depicted the roots of social exchange theory (Whitaker, 2017). Though, social exchange theory (SET) tracked as a bridge among numerous fields but originally it was introduced to examine and understand human behaviors (Homans, 1958). And soon after that, attempts were made to implemented this theory to investigate organizational behaviors (Emerson, 1976; Blau, 1964). SET elaborated two types of exchanges; economic exchange and social exchange. Blau (1964) was among early researchers who stated difference between social exchange and economic exchange. Further asserted that in social exchange the returns are not calculated or specified. However, one person believes that the next person will discharge the unstated obligations with fairness in the long run. Whereas, economic exchange based on ‘quid pro quo’ and aimed at short term returns (Hochwarter et al., 2020).

Dominant belief of social exchange theory is that the relations and connections develop over time and build the basis of loyalty, trust, commitment and favorable behaviors if the concerned persons follow the rules of exchange. Emerson (1976) accentuated the assumption of social exchange theory that behavioral patterns and attitudes are directed by certain norms. These norms or rules are guidelines of exchange reciprocity (Cropanzano & Mitchell, 2005). When an actor (usually a supervisor or co-worker) initiate an action towards a target, the targeted person in response choose to reciprocate that initiation with a good or bad behavior (Eisenberger et al., 1986; Cropanzano et al., 2017; Braithwaite & Schrottd, 2014). These behaviors are denoted as reciprocated behaviors. Thus, initiation of positive behavior leads toward more positively reciprocated behavior or less negative behavior. Hence, social exchange theory depicted that conclusively initiation of positive behavior towards a target can either generate relational response or behavioral response and both influence each other.

A series of positively reciprocated behaviors convert positive economic reciprocal relationship into strong and beneficial social associations (Cook et al., 2013; Mayer et al., 1995; Mayer & Gavin, 2005). The work of Riaz et al., (2019) and Chang et al., (2009) asserted that perceptions of organizational politics are extensively prevalent phenomena in the business environment and proposed that political perceptions are norms which govern the behaviors of individuals. Employees perceived prevailing organizational politics in a negative perspective (Saleem, 2015) that generate the feelings of being treated unfair (Shigenobu & Ikeda, 2009) and according to social exchange theory, this perception keeps the relationship at risk rather than yielding the benefit of fairness (Blau, 1964). Smith et al., (1983a) emphasized a positive relationship between employees’ organizational citizenship behavior and perceptions of social exchange. He further asserted that activities beyond the job obligations are only performed when employees are bound with social affiliations rather than economic exchange perspectives. Thus, social exchange relationships play indispensable role in
the development and promotion of citizenship behavior (Smith et al., 1983a). On the basis of perceived organizational experience, employees tend to evaluate the nature relationship with organization either social, economic or occupational exchange. Employee’s positive perception about the fairness of exchange increase their level of dependence on organization which ultimately develop citizenship behaviors (Atta & Khan, 2016). Researchers who investigated organizational citizenship behavior have firm believe that employees’ practices of citizenship behavior either due to strong exchange relationship either with the organization (as a single unit) or due to the relationship with their colleagues. Thus, Social exchange perceptions served as a foundation stone for employees to decide their nature of relationship with their organization, supervisors and cliques which ultimately shape their behavioral responses (Ahmadi, Forouzandeh, & Kahreh, 2010).

On the base of clear notions from literature, Cropanzano & Mitchell, (2005) suggested that social exchange theory is durable and widely realized conceptual framework. Numerous organizational behaviors such as (OCB) organizational citizenship behavior (Organ, 1988), organizational commitment (Chukwuma et al., 2019), perceptions of organizational justice (B. J. Tepper & Taylor, 2003), supervisory behavior and organizational support (Ladd & Henry, 2000) were observed and examined under the lenses of social exchange theory. In line with the arguments of aforementioned literature, this study proposed the following and hypothesis. Theoretical framework is presented in figure 1.

H2: Negative relationship exist between Perceived organizational politics and Social exchange perceptions.

H3: Significant positive relationship exists between social exchange perceptions and Organizational citizenship behavior.

H4: Social exchange perceptions mediates the relationship between perceived organizational politics and organizational citizenship behavior.

METHODOLOGY

Sampling and data collection process

Population of this study consisted on the employees of SMEs of Pakistan who are working with 10-100 employees, according to Pakistan Business Review report (2018) small enterprises deal with 10-35 employees while medium enterprises have 36-99 staff members. SMEs are serving as spinal in the development of economic landscapes around the globe with approximately 98% contribution of business and 63% of value-added sector (Raza et al., 2018). Specifically, in the economic development of Pakistan the role of SMEs is pointedly tremendous with 42.3 contribution to employment and 18.9% to the GDP (Pakistan Ministry of Finance, 2018). Due to immense importance of SMEs, this study aimed to investigate the certain influential and predictors of citizenship behavior with a concern to improve sustained performance and efficiency. This study considers variety of sectors with an aim to extrapolate its findings (Barba-Aragón & Jiménez-Jiménez, 2020).

This study is cross-sectional in terms of timeframe and adopted descriptive quantitative method with positivism approach. Structured questionnaire technique was used to collect data. Initially, executive/owner of each organization were approached with an explanation of purpose and process of survey. In order to avoid common biasness which might occur due to single source of information and to ensure the validity of outcomes, data was collected from different informants. Thus, from each organization HR manager, Ass. HR manager and employees were invited to participate in this survey. Hair et al., (2014) general rule of thumb was applied to select the sample size. According to the suggestion of Hair et al., (2014) minimum sample size should be number of statements*5 and maximum sample can be equal to number of statements*10. Hence, 380 sample size was required to run analysis of this study. In order to get 380 valid responses, 25 firms operating in Lahore region were randomly contacted.

Questionnaires were randomly distributed to the employees through HR department of respective organizations. Confidence level of sample size was excellent (>95%) with lowest sampling error. Process of data collection, specifically the activities related to contact and response collection were carefully monitored. No significant variation in the mean scores were observed. Moreover, Chi-square analysis were performed to ensure no significant variations exist between selected sample and population.

Measurement of Constructs and Data analysis

Perceived organizational politics was measured using 3 items from the scale of Kacmar & Ferris (1991) on 10-point interval rating scale ranging from 1 “strongly disagree” to 10 “strongly agree”. Three items from the scale of Kacmar & Carlson (1997) were used to evaluate Favoritism. Pay and promotion dimension was also measured by using the scale of Kacmar & Carlson (1997). Three items were adopted to measure this dimension. Go along to get ahead dimension was also measured using the scale developed and validated by Kacmar & Ferris (1991). Abusive supervision scale was developed and operationalized by B. J. Tepper et al., (2001). Initially scale comprised on 15 items, three items were employed to measure abusive supervision. In this research, 15 item measurement scale of Podsakoff et al., (2000) was used to evaluate five dimensions of organizational citizenship behavior construct. To evaluate the social exchange perceptions 5-item scale of Shore et al., (2006) was used in this research.

This research used Structural Equation Model (26) and AMOS (26) software to analyze the collected data. SEM is a multivariate statistical tool used to investigate structural
relations. In SEM, the structural associations between observed and latent constructs are examined with the combination of factor and multiple regression analysis. Data analysis through Structural Equation Modeling (SEM) technique comprised on two steps that are measurement model and structural model. Measurement model on the basis of theory postulate how observed constructs combinedly signify a theory. In measurement model constructs are validated through confirmatory factor analysis (CFA). Whereas, in structural model validated constructs are demonstrated to execute the process of hypothesis testing.

**FINDINGS**

**Participants’ Demographics**
From total 380 respondents 61.5% comprised on male participants and 38.45 were females, 39.6% were among 21-30 years of age group and 37% were 31-40 years old. Average experience level and work tenure with respective organizations was 6.5 years approximately and 41% respondents hold graduation degree. Further details of demographics were presented in Table 1.

**Assessment of Measurement Model**
First step comprised the development and assessment of measurement model in order to confirm factor structure and discriminant validity of respective constructs. Factor indices were calculated to understand and ensure model fitness of the data set of this study (Hair et al., 2014). In order to confirm model fitness, \( \chi^2 \)/df value should be less than 2.5, whereas the values of TLI (Tucker-Lewis Index) and CFI (Comparative fitness index) should be higher than 0.90. Moreover, in approximation, if the value of RMSEA (root mean square error) resides below 0.08, the model is deemed suitable (Podsakoff et al., 2000; Khan et al., 2018). In this study, validity and reliability of the underlaying constructs analyzed through confirmatory factor analysis (CFA). Table 2 depicts the values of measurement model. In this study, composite reliability (CR) for all constructs ranged from 0.83 to 0.91 and AVE for all underlying constructs is above the threshold level of 0.50 (Hair et al., 2014). Hence, it can be claimed that convergent validity for all the constructs has been confirmed and all the respective constructs narrate good level of variance with respect to composite indicators.

Discriminant validity of this study was examined by making comparison of AVE values with squared correlation among two respective constructs (Fornell & Larcker, 1981). Values presented in Table 3 revealed that correlations of squared roots among two respective constructs are greater than all the corresponding coefficients. Bold tabulated values in table 3 indicates that constructs meet the threshold criteria and hold good discriminant validity.

**Table 2: Values of Measurement Models**

<table>
<thead>
<tr>
<th>No</th>
<th>Constructs</th>
<th>Items/Dimensions</th>
<th>Loadings</th>
<th>AVE</th>
<th>CR</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>POP</td>
<td>Favoritism</td>
<td>0.74</td>
<td>0.57</td>
<td>0.64</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Go along to get ahead</td>
<td>0.81</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Pay and promotion</td>
<td>0.64</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Abusive supervision</td>
<td>0.84</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>OCB</td>
<td>Altruism</td>
<td>0.53</td>
<td>0.67</td>
<td>0.91</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Conscientiousness</td>
<td>0.91</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Sportsmanship</td>
<td>0.93</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Courtesy</td>
<td>0.87</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Civic virtue</td>
<td>0.79</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>SEP</td>
<td>SEP1</td>
<td>0.81</td>
<td>0.55</td>
<td>0.83</td>
</tr>
<tr>
<td></td>
<td></td>
<td>SEP2</td>
<td>0.68</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>SEP3</td>
<td>0.71</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>SEP4</td>
<td>0.78</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Table 3: Discriminant Validity**

<table>
<thead>
<tr>
<th>Construct</th>
<th>POP</th>
<th>OCB</th>
<th>SEP</th>
</tr>
</thead>
<tbody>
<tr>
<td>POP</td>
<td>0.57</td>
<td></td>
<td></td>
</tr>
<tr>
<td>OCB</td>
<td>- 0.16</td>
<td>0.67</td>
<td></td>
</tr>
<tr>
<td>SEP</td>
<td>- 0.59</td>
<td>0.21</td>
<td>0.55</td>
</tr>
</tbody>
</table>

**Subsequent to the assurance of construct validity and reliability, the model fitness was evaluated. Outcomes indicated in Figure 2 statistics of revealed measurement model fitness.** RMSEA =0.078, TLI=0.924, CFI=0.946, NFI=0.901 and ChiSq/df=2.651. Factor loading for first dimension of OCB is slightly lower than the cut-off-point thus in structural model that dimension was dropped. Furthermore, statistics of ChiSq/df are slightly higher than suggested rule of thumb. Cheung & Rensvold (2002) stated that mostly slight differences exist in the goodness of fit indices in composite models because in CFA and SEM models error terms are supposed to be zero. Hence, the measurement model is considered to be reasonably fit.

**Figure 2: Pooled CFA (Standardized Estimation)**

Statistical results of proposed model exhibited in Figure 3 indicated that model fitness is acceptable with values of RMSEA= 0.071, CFI= 0.924, TLI= 0.971, NFI= 0.904.
Hypothesis Testing

Subsequent to the assessment of measurement model, hypotheses were tested using structural equation modeling (SEM) technique. Outcomes of hypothesis testing presented in Table 4 indicate that first hypothesis of this study is rejected. Findings of analysis (estimations - .04 and P-value 0.178) revealed that perceived organizational politics did not have direct negative influence on organizational citizenship behavior. Atta & Khan (2016) proposed significant negative influence of perceived organizational politics on organizational citizenship behavior, empirical findings of their study support their hypothesis and concluded that POP is predictor of OCB and overall negative influence exist among POP and OCB dimensions. However, findings of this study contradict with Atta & Khan (2016) by demonstrating that perceived organizational politics did not have direct negative influence on employees’ citizenship behavior thus H1 of this study is rejected. H2 of this study proposed that perceptions of organizational politics have negative influence on the perceptions of social exchange and results revealed negative influence exist among POP and social exchange perceptions so H2 of this study is accepted. H3 of this study is also accepted, findings (estimation 0.19 and P-value 0.000) unveiled that employees’ social exchange perceptions have significant positive influence on organizational citizenship behavior. These findings are in line with the study of Liaquat & Mehmood (2017).

Table 4: Results of Hypothesis Test

<table>
<thead>
<tr>
<th>Hypotheses</th>
<th>Indirect Path</th>
<th>Direct Path</th>
<th>P-value</th>
<th>Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>H1: OCB ← POP</td>
<td>-.04</td>
<td>-0.001</td>
<td>Supported</td>
<td></td>
</tr>
<tr>
<td>H2: SEP ← POP</td>
<td>-.59</td>
<td>-0.000</td>
<td>Supported</td>
<td></td>
</tr>
<tr>
<td>H3: OCB ← SEP</td>
<td>.19</td>
<td>0.001</td>
<td>Supported</td>
<td></td>
</tr>
</tbody>
</table>

Results

Mediation effect of social exchange perceptions between the relationship of POP and OCB was determined using bootstrapping method proposed by Preacher & Hayes (2008). Mediation exists when lower and upper bound values do not overlap during the measurement of indirect effect. Hence, results disclosed the existence of full mediation. Social exchange perceptions fully mediate the relationship between perceived organizational politics and organizational citizenship behaviors and mitigate the negative influence of POP on OCB.

CONCLUSION

Prospect to develop employees’ favorable attitude towards organizational objectives and responsibilities are affected by several organizational and individual factors. An innate inclination needs to be developed on part of human capital to exert an extra effort in performing beyond prescribed roles. Well, certain elements create conflicts and lack of agreement among organizations and employees that ultimately lead to break mutual treaty. Employees’ perceptions about prevailing organizational politics and social exchange are predictors to reinforce certain behavioral competencies. Notion of study concluded that competency of social exchange perceptions is required to reinforce certain behaviors.

This study makes contributions in behavioral literature in relation to OCB by expounding how employees’ perceptions of prevailing organizational politics buffers their perceptions of favorable social exchange and reduce their citizenship behavior. This notion offers an insight regarding role social exchange perceptions in mitigating the effect of organizational politics on OCB and provide better understandings about the environments which are less likely to reduce employees’ citizenship behavior. Moreover, this study conducted in Pakistani context contributes to the social exchange literature by adding up that positive social exchange perceptions are base of citizenship behaviors and cultural difference did not affected the applicability of social exchange theory in Pakistan.

REFERENCES


