Perceptions of Organizational Politics and Organizational Citizenship Behavior: the Moderating Role of Workplace Friendship

Kamil Hussain¹

¹ Department of Management Sciences, University of Wah, Quaid Avenue, Wah Cantt, Pakistan.

* Corresponding author: kamilhussain87@yahoo.com

Abstract

The objective of this study is to investigate the relationship between workplace friendship, perceptions of organizational politics and organizational citizenship behavior in Pakistan's public sector organizations. Data has been collected through structured questionnaire from 150 employees. The results of the study show a negative impact of perceptions of organizational politics on organizational citizenship behavior, while workplace friendship affects organizational citizenship behavior positively. The workplace friendship significantly moderates the relationship of perceptions of organizational politics and organizational citizenship behavior. The future research needs to test the relationship of perceptions of organizational politics with other organizational outcomes, and should collect the data from various types of organizations.

Keywords: Perceived Organizational Politics; Organizational Citizenship Behavior; Workplace Friendship

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INTRODUCTION

Background of the study

Almost everyone agree in the organizational environment that organizational politics is an un-deniable reality of the life of every organization. People who want to influence decisions, politics is one of the choices for them (Pettinger, 2005) and organizational members are commonly found engaged in attempts of influence, e.g. developing power coalitions, impression management and integration, and the purpose behind it is to protect their own interests especially in the workplace where there is uncertainty, lack of trust and limited resources. Though the organizational politics is considered beneficial, it is also harmful for the organization since most often it is considered dysfunctional for the organization because it can disrupt the organization effectiveness and efficiency (Kacmar et al., 1999). Politics block information flow and information sharing in the organization, wastes time and produce barriers in communication (Eisenhardt and Bourgeois III, 1988). Moreover, organizational politics can have negative effects on employees at workplace where politics is predominant and is not favorable for encouraging constructive job and employee attitudes and behaviors and can eventually result into high employee turnover.

Significance/ Rationale of the Study

Internal politics is a common element of every organization (Lee and Allen, 2002); (Morrison, 2004); (Graham, 1991); (Zhou and Ferris, 1995). Politics is a natural element of every organization and it is rooted deeply in human nature (Drory, 1993). (Ingram and Roberts, 2000) even said that politics is more essential than competence. (Pettinger, 2005) argued that organizations are political coalition where goals are set and decisions are made through bargaining

process. Various researcher stressed on the considering the political perspective when studying organizations (Valle and Witt, 2001); (Terry, 1993); (Sias and Perry, 2004); (Jehn and Shah, 1997). (Ferris et al., 1996) argued that politics is a reality of life. Therefore, those who ignore it will put their selves in danger.

Those, who ignore this, put themselves in danger. Thus it is unlikely to find an organization free of politics because organizations are social entities where employees put their efforts individually and in groups, get involve in conflicts and try to influence decisions and achieve their goal in various ways (McCrae and Costa, 1987). In fact, (Gandz and Murray, 1980) said that 60 percent of the respondents of their survey agreed that most of the time the employees are in conversation about things which can be considered as workplace friendship (p.241). However, characteristics and limits of such politics are needed to be identified (Davis and Gardner, 2004); (Salimäki and Jämsén, 2010).

(Berman et al., 2002) have suggested that managers should learn more about political processes in order to be able to play a larger role in management. (Poon, 2003) suggested that there is a need of more comprehensive investigation of the organizational politics. The results and the literature of this research will enable the managers to understand, foresee and deal with politics behavior in a better way.

The rational of testing the relationship of POP and OCB is that multiple theoretical perspectives have been given about the relationship of POP and OCB. According to (Valle and Witt, 2001), there is a need of clarification of this relationship because according to the results of various empirical studies, POP and OCB are negatively interrelated, while according to (Mao, 2006), POP and OCB are interrelated positively or POP and OCB are not interrelated (Cropanzano et al., 1997). So, the moderators between the relationship of POP and OCB are needed in order to move from bivariate relationships and get results which can elucidate contradictory findings in the literature.

Moreover, the rational of using workplace friendship as a moderating variable between the relationship of POP and OCB is that (Walz and Niehoff, 1996) suggested researchers should include workplace friendship as a moderating variable between perceptions of organizational politics and organizational outcome to check whether it moderates their relationship or not?

Secondly, practically people as being social, try to make friends (Lincoln and Miller, 1979); (Mehra et al., 1998). So it is very important to inform and aware the advancing employees about the consequences and pros and cons of their work efforts to make friendly relationship with others in the workplace because relationship with others in the organization is very essential for adjustment in the organization (Harden Fritz, 1997). Thus, practically and scientifically, how workplace friendship works under a highly political environment and how it moderates the relationship of POP and OCB is an important area to be explored.

Problem Statement

Despite of adequate research on the topic of perceptions of organizational politics, workplace friendship has never been tested as a moderator between the relationship of POP and OCB. So, the first rational of the study is to test a research model that investigates workplace friendship as a moderator of the effects of POP on OCB.

Research Objectives

1. To determine the effect of perceptions of organizational politics on organizational citizenship behavior.
2. To determine the moderating impact of workplace friendship on the relationship of perceptions of organizational politics and organizational citizenship behavior.

Research Questions

1. Do perceptions of organizational politics impact organizational citizenship behavior negatively?
2. Does workplace friendship moderate the impact of perceptions of organizational citizenship behavior?

LITERATURE REVIEW

Concepts and Definitions

Perceptions of organizational politics: (Ferris and Kacmar, 1992) defined this variable as “the degree to which respondents view their work environment as political, and therefore unjust and unfair”.

Workplace friendship: Workplace friendship is defined as “non exclusive workplace relations that involve mutual trust, commitment, reciprocal liking and shared interests or values” (Bridge and Baxter, 1992); (Carmeli and Freund, 2003); (Lee and Allen, 2002); (Adams, 1965); Blau, 1964).

Organizational Citizenship Behavior: It refers to “a universal set of behaviors exhibited by employees that are supportive, discretionary, and go beyond normal job requirements” (Lee and Allen, 2002). The study has adopted four dimensions of (Organ, 1988), which are classified as conscientiousness, altruism, courtesy and civic virtue.

Theoretical Reflections

Organizational Citizenship Behavior (OCB): It refers to “a universal set of behaviors exhibited by employees that are supportive, discretionary, and go beyond normal job requirements” (Lee and Allen, 2002), and the study has adopted the four dimensions of (Organ, 1988) which are classified as civic virtue, altruism, conscientiousness and courtesy. The dimensions of OCB are discussed below:

Civic virtue: According to (Deluga, 1998), civic virtue is defined as “participation of subordinate in supporting the administrative

functions of the organization and organization political life”. According to (Organ, 1988), it is referred to the subordinate’s responsibility to take part in the administrative functions of the organization i.e. attending the meetings other than the requirement of the organization and adjusting with the changes in the organization.

According to (Graham, 1991), it is the responsibility of employees to be good citizens of the organization. The dimension of OCB has been created from this argument by (Organ, 1988). (Podsakoff, P. M., KacKenzie, S. B., Paine, J. B., Bachrach, 2000) argued that the organizational citizenship behavior shows that the employees should accept that they are the part of the organization and accept their responsibilities. Civic virtue increases performance quantitatively and reduces the complaints of customers (Walz and Niehoff, 1996).

Conscientiousness: According to (Organ, 1988), conscientiousness is defined as “dedication of employees to the job where they exceed in the formal requirements such as working long hours, and volunteer to perform jobs beside duties”.

It shows that an employee is hardworking, accountable and organized. Moreover, conscientiousness can be associated with politics among employees of the organization (McCrae and Costa, 1987).

Altruism: Altruism is defined as “voluntary behaviors where an employee helps his/her colleagues in case of a particular problem to complete their tasks under unusual circumstances” (Adams, 1965). Altruism refers to the act of helping one member of the organization by other member in their work. Altruism is positively associated performance evaluation (Podsakoff, P. M., KacKenzie, S. B., Paine, J. B., Bachrach, 2000).

Courtesy: The behaviors included in courtesy are avoidance of problems and taking the essential steps to reduce the consequences of the problems in the future (Lo and Ramayah, 2009). (Lo and Ramayah, 2009) further argue that courtesy means that one member of the organization support the other members of the organization when they are discouraged about their professional development.

According to (Podsakoff, P. M., KacKenzie, S. B., Paine, J. B., Bachrach, 2000), early researches shows that courtesy reduces intergroup conflicts and thereby decreases the time spent on activities of conflict management.

Perceptions of organizational politics (POP): According to (Vigoda-Gadot et al., 2003), perceptions of politics generally reveal the views of employees about the level of influence and power used by other members of the organization for gaining the advantages and securing their benefits in conflicting situations. (Eisenhardt and Bourgeois III, 1988) said that perceptions of organizational politics can be predicted from the conflicts that arise in the organization. (Harrell-Cook et al., 1999) argued that individuals consider that perceptions of politics depend on the actions and conditions in the environment of organization, which is dependent on the analysis of the observer (Boyd and Taylor, 1998) in which he/ she is expected to control his/ her own actions (Witt, L. A., Kacmar, K. M., Carlson, D. S., Byrne, 2005).

Various researchers like (Davis and Gardner, 2004); (Salimäki and Jämsén, 2010) consider these actions negative as compared to others. According to (Poon, 2003) and (Miller et al., 2008), perceptions of organizational politics is negatively associated to negative outcomes like intention to quit, stress and dissatisfaction. Perceptions of organizational politics has a negative effect on organizational effectiveness (Gandz and Murray, 1980); (Boyd and Taylor, 1998).

Workplace friendship (WPF): Workplace friendship has received much attention in recent years and has been discussed by various researchers (Nadler, 1979); (Kram and Isabella, 1985); (Payne and Hauty, 1955); (Barley and Kunda, 2001); (Berman et al., 2002); (Mao, 2006); (Miller et al., 2008) because it increases organizational and employees outcomes and help in achieving individual and organizational goals. Workplace friendship can provide work related knowledge, information, instrumental (Kram and Isabella, 1985); (Berman et al., 2002) and emotional support (Berman et al., 2002).

Perceptions of organizational politics (POP) and organizational citizenship behavior: The relationship of POP and OCB has received much attention in recent years. Though many theoretical perspectives have been given about the relationship of POP and OCB, but yet there is a need of clarification of this relationship.

In particular, according to the results of various empirical studies POP and OCB are negatively interrelated e.g. (Bridge and Baxter, 1992), while according to some researches e.g. (Berman et al., 2002). POP and OCB are positively interrelated or POP and OCB are not interrelated e.g., (Cropanzano et al., 1997).

So adding moderators between the relationship of POP and OCB is needed in order to move from bivariate relationships and get results which can explain contradictory findings in the literature.

Two theories i.e. stress theory and social exchange theory explain the relationship of POP and OCB. According to social exchange theory (Blau, 1964), organizations are market place where employees exchange their efforts and time for organizational rewards (e.g. pay, promotions, job security etc). Organizations do not succeed in recognizing its performance in case of a highly political environment in organizations and rewards are given to employees on the basis of non-merit factors, such as motives of power, nepotism, favoritism, group membership and retaliation (Carmeli and Freund, 2003). Consequently, in a political environment, employees mostly perceive weaker association between the efforts they put in their work and achievement of desirable socio-emotional (e.g. trust) and economic (e.g. pay) outcomes (Jehn and Shah, 1997). In this case there are more chances that the employees feel that their employer is not capable or willing of meeting exchange obligations due to which an imbalance will be created in the exchange of employee and organization (Kacmar and Carlson, 1997).

Further the social exchange theory says that due to the imbalance of employee-organization exchange relationship, employees do not put their efforts and time in their jobs i.e. they first pull out their effort from extra-role activities (which is called as “conscientiousness” a construct of organization citizenship behavior) (Kanungo, 1982).

However, on the contrary to the social exchange theory, the literature of stress says that, politics may not be universally regarded as threat and negative facet of organization (Wegge et al., 2004) because the uncertainty created by political environment leaves the state of affairs open to interpretations by individual employees, specifically those who knows how to tackle politics and how to deal with it may experience politics as an opportunity for stress (Valle and Witt, 2001). In this case, employees may take advantage of the situation by putting more effort and time to the activities which they consider will be rewarded.

For example, employees who consider politics as a chance may put more put more effort and time in their job and even can increase OCB in order to get benefit from political environment, accumulate political capital and build relational ties and allies (Ingram and Roberts, 2000); (Ferris and Kacmar, 1992).

Together, the interpretations of social exchange and stress theories of the effects of POP suggest negative or positive relationship of POP and OCB depends on how the situation is appraised.

When the perception of organizational politics is strong, it can be detrimental for the organization as it reduces the social cohesion and enhances the tendency to act in one's personal interests (Ferris et al., 1989; (Kacmar and Ferris, 1991); (Ferris and Kacmar, 1992), (Folger et al., 1992); (Ferris et al., 1996); (Vigoda-Gadot and Drory, 2006); (Palmer, 1998); (Ross, 1997); (Morrison, 2004); (Pettinger, 2005); (Witt, L. A., Kacmar, K. M., Carlson, D. S., Byrne, 2005); (Poon, 2003). Thus, it is anticipated that POP will be associated negatively to OCB (Vigoda-Gadot et al., 2003).

Moderating effect of workplace friendship (WPF)

Perceptions of organizational politics and workplace friendship: The link of POPs and workplace friendship is rarely tested and explored. Organizational politics is a self-serving behavior and is a threat to the interests of others in the organization. A practitioner does not take part in group activities (Markiewicz et al., 2000), reduces his

interaction with colleagues, hides information from others and criticizes others for prominence (Hamilton, 2007), which will result into no WPF or poor WPF. Hence, strong perceptions of organizational politics will lead the organization towards weaker workplace friendship. However, some studies show positive association between POP and workplace friendship, like according to (Hamilton, 2007) and (Miller et al., 2008), when POP is strong, the situation becomes more complex and uncertain and the employees do not know what will be recognized, rewarded or punished. As a result, employees will try to take suggestions and advices from colleagues as workplace friendship reduces uncertainty and ambiguity (Winstead et al., 1995); (Russell, 1999) through sharing of information among employees and voluntary and reciprocal relation (Sias and Perry, 2004). On the basis of the argument of reciprocal relation it is reasonable that the stronger the perceptions of organizational politics, the stronger the WPF.

So, the contradictory literature about the POP-workplace friendship relationship indicates that the POP-workplace friendship correlation is unclear. Hence, the study will contribute in the POP and workplace friendship literature and will try to clear the POP-workplace relationship.

Workplace friendship and organizational citizenship behavior: On the basis of these practical values of WPF, previous empirical research in psychology, sociology and management usually discovered that WPF can influence organizational citizenship behavior (Riordan, C. M., & Griffeth, 1995); (Ross, 1997). In friendship the employees are likely to show altruistic behaviors by providing help, guidance feedback, advice recommendation, or information on various matters of work to their co-workers (Hamilton, 2007). Workplace friendship increases altruism as it provide the employees the support and help of other employees, encourage loyalty and the employees stand up for each other (Ingraham, Patric., Thompson, J & Sander, 1998); (Palmer, 1998) and (Terry, 1993).

Workplace friendship increases the civic virtue of the organization as it increases communication, helps the manager and employees achieve their targets, and helps in the process of accepting organizational change (Berman et al., 2002). Moreover, Workplace friendship increases the civic virtue as it provides allies to the managers (Sjo'berg, A., & Sverke, 2000). According to (Francis, 1990), the workplace friendship increases civic virtue as it provide the psychological and emotional support to the organization.

According to (Berman et al., 2002), the workplace friendship increases the conscientiousness as make the employees committed with their organization. The workplace friendship increases the courtesy as it removes the hurdles to success and improves the quality of work.

Gap Analysis

Workplace friendship has not been tested before as a moderator between the relationship of POP and organizational citizenship behavior, therefore the literature in this area is lacking and there is a need of more exploration of these relationships.

Theoretical Framework

On the basis of literature review, the following theoretical framework (see Figure 1) has been made. Where “Perceptions of Organizational Politics” is the independent variable, “Workplace Friendship” is the moderating variable, while “Organizational Citizenship Behavior” is the dependent variable.

Fig. 1. Theoretical framework

Hypothesis

The following hypothesis has been drawn on the basis of literature review.

H1: Perceptions of organization politics has a negative impact on organizational citizenship behavior.

H2: Workplace friendship has a positive impact on organizational citizenship behavior.

H3: Workplace friendship moderates the relationship of perceptions of organizational politics and organizational citizenship behavior.

RESEARCH METHODOLOGY

Type of study

The study is attempted to find the cause and effect between dependent and independent variable and their descriptive statistics, that's why it is both causal as well as a descriptive study.

Instrument development

The instrument that will be used is an adopted one. The questionnaire is made up of the combination of 3 different questionnaires used in other studies.

The questionnaire of perceptions of organizational politics is taken from (Kacmar and Ferris, 1991), having total of 12 items in the questionnaire. The questionnaire of workplace friendship has been taken from (Nielsen, I. K., Jex, S. M., & Adams, 2000), which is a 6-items scale. The questionnaire of organizational citizenship behavior has been taken from (Lee and Allen, 2002), which contains total 8 items.

Population and Participants

The population for the study was 5 government organizations of Islamabad, while the sample size for the study was 180, out of which 163 were received, 150 were valid and 13 were invalid.

Unit of Analysis

The unit of analysis of this study was the "individuals", i.e. the employees of these organizations.

Data Collection Method

The data collected method chosen for this study was convenience sampling.

Tests for Data Analysis

Correlation and regression tests have been performed for the data analysis while other tests have also been performed like reliability test and other descriptive tests.

Software Used

SPSS software(version 17) has been used for data analysis.

RESULTS ANALYSIS AND DISCUSSION

Demographic Analysis

The general characteristics of the data are described by the Descriptive analysis. Means, modes, skewness, standard deviation, kurtosis has been calculated and is given below. The demographics such as frequencies of age, gender, qualification and level of job have also been given below in Table1.

Table 1: Demographic profile

	Mean	Mode	Std.Dev	skewness	kurtosis	Frequencies
Age of employees	2.41	3	.956	-.056	-.974	150
15-25 years						32
26-35						43
36-45						57
45+						18
Level of job	1.87	2	.341	-2.179	2.786	150
Manager grade						20
Non manager grade						130
Qualification	1.61	3	.590	.373	-.689	150
Bachelor						67
Master						75
MS						8
PhD						0
Gender	1.41	1	.341	2.179	2.786	150
Male						130
Female						20

Table 2: Descriptive statistics

	Mean	Mode	Std.dev.	Skewness	Kurtosis
Perceptions of organizational politics	2.60	2	0.433	0.286	-1.059
Workplace friendship	2.78	2.39	0.51659	0.076	-0.951
Organizational citizenship behavior	2.91	2.41	0.45970	-0.212	0.083

Age of employees: Out of 150 respondents, the age of 32 respondents were lying in the range of 15-25 years, 43 respondent's age was lying in the range of 26-35 years, 57 respondent's age was lying in the range of 35-45 years, while the remaining 8 respondent's age were 45 or above.

The mean value for the age of employees is 2.41, which shows that the maximum number of respondent's age lies in the range of 26-35 years and the minimum number of respondents' age was 45 or above. The value of standard deviation is 0.956, which shows that the data varies at the rate of 0.956 from the mean.

Level of job: Maximum number of respondent's level was non-manager grade and they were 130 in number while minimum number of respondent's level was manager grade and they were 20 in number. The mean value for the level of job is 1.87 which shows that maximum number of employee's level was of non-manger grade. The value of standard deviation for the level of job is 0.341 which shows that the data varies at from the mean at the rate of 0.341.

Qualification: The qualification of the maximum number of respondents was masters and they were 75 in number. Respondents having bachelor qualification were 67, 7 respondent's qualification was MS while there was no respondent having qualification of PhD. The value of mean for qualification is 1.61 which shows that maximum number of respondent's qualification was masters. The value of standard deviation for qualification is 0.591 which shows that the data varies from the mean at the rate of 0.591.

Gender: The maximum number of respondents was male and they were 130 in number while the remaining 20 respondents were female. The value of mean for gender is 1.41 which shows that maximum

number of respondents were male. The value of standard deviation for gender is 0.341 which shows that the data varies from the mean at the rate of 0.341.

Descriptive Statistics

The descriptive statistics of the data has been given in the Table 02. The descriptive statistics of the data collected has been calculated using SPSS software. The descriptive statistics include mean, mode, standard deviation, skewness and kurtosis. The mean value of the perceptions of organizational politics is 2.60 and its standard deviation is 0.433 which shows the variation of the data from the mean. Similarly the descriptive statistics of other variables have been given the Table 03. The skewness of the data shows the distribution of data while kurtosis shows the flatness or peakness of the curve.

Reliability

Cronbach's Alpha has been used for testing the reliability of the instrument. The overall reliability of the instrument is 0.739 which is acceptable. The reliability of perceptions of organizational politics is 0.649 which is also acceptable because in some researches reliability of 0.60 or above is also acceptable; the reliability of the workplace friendship is 0.827, while the reliability of OCB is 0.780 as shown in table 3.

Table 3: Reliability statistics

Variables	Cronbach's alpha	No of items
Perceptions of organizational politics	.649	12
Workplace friendship	.827	6
Organizational citizenship behavior	.780	8
Overall reliability	.739	26

Correlation

Correlation matrix has been used to calculate the degree of association among the independent variable i.e. perceptions of organizational politics, moderating variable i.e. WPF and dependent variable i.e. organizational citizenship behavior. Generally the values of correlation lie in the range of -1 to +1, which can be defined as strongly negative correlation to strongly positive correlation.

The study shows that the independent variable i.e. perceptions of organizational politics and moderating variable i.e. WPF are negatively correlated with each other and its value is -0.171, the moderating variable i.e. WPF and dependent variable i.e. organizational citizenship behavior are positively correlated with each other and its correlation value is 0.241, while the independent variable i.e. POP and dependent variable i.e. organizational citizenship behavior are negatively correlated with each other and its correlation value is -0.253. All the correlations were significant at 0.01 and 0.05 level as shown in the Table 04.

Table 4: Correlations

		OP	WPF	OCB
OP	Pearson Correlation	1	-.171*	-.253**
	Sig. (2-tailed)		.036	.002
	N	150	150	150
WPF	Pearson Correlation	-.171*	1	.241**
	Sig. (2-tailed)	.036		.003
	N	150	150	150
OCB	Pearson Correlation	-.253**	.241**	1
	Sig. (2-tailed)	.002	.003	
	N	150	150	150

*. Correlation is significant at the 0.05 level (2-tailed)

**. Correlation is significant at the 0.01 level (2-tailed)

Regression Analysis

Regression analysis has been used to find out the magnitude of relationship among the variables and to check the hypothesis. The following three steps of (Baron, R. M., & Kenny, 1986) has been followed for moderation regression. i) Regressing the depending variable on independent variable. ii) Regressing the dependent variable on moderating variable. iii) Regressing the dependent variable on the product of independent and moderating variable. First the dependent variable i.e. organizational citizenship behavior has been regressed on independent variable i.e. perceptions of organizational politics and on moderating variable i.e. workplace friendship.

In the Model Summary table i.e. Table 6, the R square indicates that the 10% of the dependent variable i.e., OCB can be explained by the combination of the perceptions of organizational politics and workplace friendship. While the adjusted R square indicates that 9% of the variance can be predicted from the perceptions of organizational politics and workplace friendship.

The ANOVA table i.e. Table 7, shows the value of F which is 8.540 which shows that perceptions of organizational politics and workplace friendship significantly predicts the dependent variable i.e. organizational citizenship behavior.

The next table is the regression coefficients table i.e. Table 8. In the coefficients table, the value of B indicated that 1 unit change in POP i.e. perceptions of organizational politics will bring -26% changes in OCB i.e. organizational citizenship behavior. The negative sign indicates that they are negative correlated with each other. The value of B for the relationship of WPF i.e. workplace friendship and OCB i.e. organizational citizenship behavior is .274 which shows that 1 unit change in WPF will bring 27% changes in OCB. The value of t and sig shows the significance of the relationship. Here the value of t for the relationship of POP and OCB is 0.007 which for the relationship of WPF and OCB is 0.011, so the relationships of both POP and WPF with OCB are significant.

Hence it is clear that POP has a negative impact on OCB, while workplace friendship has a positive impact on OCB. So H1 and H2 both are accepted.

Table 5: Variables entered/removed

Model	Variables Entered	Variables Removed	Method
1	WPF, POP ^a	.	Enter

a. All requested variables entered

Table 6: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.323a	.104	.092	4.24228

a. Predictors: (Constant), WPF, POP

Table 7: ANOVA^b

Model		Sum of Squares	df	Mean Sq	F	Sig.
1	Regression	307.388	2	153.694	8.540	.000 ^a
	Residual	2645.549	147	17.997		
	Total	2952.937	149			

a. Predictors: (Constant), WPF, POP

b. Dependent Variable: OCB

Table 8: Coefficients^a

Model		Unstandardized Coefficients	Standardized Coefficients	t	Sig.
		B	Std. Error	Beta	
1	(Constant)	19.796	3.489		5.674 .000
	POP	-.262	.095	-.218	-2.753 .007
	WPF	.274	.107	.203	2.565 .011

a. Dependent Variable: OCB

Regression after moderation: The third step of (Baron, R. M., & Kenny, 1986) moderation regression has been performed. In the model summary table i.e. Table 10, the value of R square is .098

which indicates that 9% of the dependent variable i.e. organizational citizenship behavior can be explained by POP*WPF or 9% of the relationship of OP and OCB can be moderated by the moderating variable i.e. workplace friendship. The value of adjusted R square is 0.083 which indicates that 8% of variance can be predicted by POP*WPF.

In the ANOVA table, i.e. Table 11, the value of F is 6.178 which show the overall significance of the model.

In the coefficients table i.e. Table 12, the value of B indicates that 1 unit change in POP*WPF will bring 23% change in OCB. The value of t statistic is greater than 2 and significance level is less than 0.05, hence the moderating variable i.e. workplace friendship significantly moderates the relationship of POP and OCB. So, the hypothesis H3 is accepted.

Table 9: Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	POP*WPF ^a	.	Enter

a. All requested variables entered.

b. Dependent Variable: OCB

Table 10: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.297 ^a	.098	.083	4.44913

a. Predictors: (Constant), POP*WPF

Table 11: ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	23.316	1	23.316	6.178	.000 ^a
	Residual	2929.621	148	19.795		
	Total	2952.937	149			

a. Predictors: (Constant), POP*WPF

b. Dependent Variable: OCB

Table 12: Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	t	
1 (Constant)	16.996	2.434		9.761	.000
POP*WPF	-.234	.073	-.212	-2.239	.0437

a. Dependent Variable: OCB

Summary of Hypothesis

From the value of t and sig in the regression analysis, it is clear that both the hypothesis H1 and H2 are accepted, because the value of t and sig are less than 0.05. So, perceptions of organizational politics has a negative impact on organizational citizenship behavior i.e. the more the employees perceive the organizational as political, the less the employees of the organization shows the citizenship behavior, while workplace friendship has a positive impact on organizational citizenship behavior i.e. the more there is friendship in the workplace, the more the employees show the organizational citizenship behavior. From the moderation regression, H3 is also accepted because the value of t and sig is less than 0.05 and the value of F also shows that the overall model is significant. Hence the moderating variable successfully moderates the relationship of POP and OCB i.e. it reduces the negative impact of POP on OCB.

Discussion of Results

This research study will help the employees to understand the importance of workplace friendship which can prove to be very important for the breaking and adjusting to work in the organization. Secondly the study will also make the employees understand that how workplace friendship works under a highly political environment.

The data has been collected from the public sector organizations because the public sector organizations suffer more from politics due to the involvement of interest groups in the professional decisions of the organization.

The results of the study matches with the results of previous researches e.g. according to the studies of (Ferris et al., 1989), (Ferris and Kacmar, 1992), (Ferris et al., 1996), (Futrell, 1977), (Kacmar and Ferris, 1991), (Nye, L. G., & Witt, 1993), (Nystedt, L., Sjöberg, A. & Gosta, 1999), (Parker, C. P., Dipboye, R. L., & Jackson, 1995), (Rotenberry, P. F. & Moberg, 2007), (Poon, 2003), (Vigoda, 1999), (Valle and Witt, 2001). Strong perception of organizational politics can be detrimental for the organization as it reduces the social cohesion and enhances the propensity to act in one's personal interests.

Though the link of POP and WPF friendship is rarely tested and explored but still some of the research studies like (Hochwarter, W., Kiewitz, C., Castro, S., Perrewé, P., & Ferris, 2000) and (Miller et al., 2008) show positive correlation between POP and WPF. So the results of the study do not match with the results of these studies as this study show negative relationship between POP and WPF.

According to the studies of (Hamilton, 2007), (Berman et al., 2002), (Hochwarter, W. A., Kacmar, C., Perrewé, P. L., & Johnson, 2003), (Ingraham, Patric., Thompson, J & Sander, 1998), (Palmer, 1998) and (Terry, 1993), workplace friendship (WPF) and organizational citizenship behavior (OCB) are negative correlate with each other. So the results of the study match with the results of these studies.

Moreover, the moderating effect of workplace friendship between the relationship of perceptions of organizational politics and organizational citizenship behavior has not been tested before. So the results of the moderating variable, the employees of the organizational will understand the role of the workplace friendship in case of a highly political environment and will understand the importance of the workplace especially for the highly political organizations.

Conclusions and recommendations

Managerial Implications

The study develops awareness in the practitioners and employees about the importance of workplace friendship. It also helps the manager and practitioner understand the connection between perceptions of organizational politics, workplace friendship and organizational citizenship behavior.

The results of the study develops awareness amongst the managers or employees about the role of politics in the organization and its impact on organizational citizenship behavior and also helps them in reducing the impact of politics on the organizational citizenship behavior through workplace friendship.

It also develops awareness among the managers and employees of the public sector organization of Pakistan to take serious steps to reduce the issue of politics and its negative impact on the organizational citizenship behavior and various other organizational outcomes.

Academic Implications

No identified research work has explored or tested the link of perceptions of organizational politics, workplace friendship and organizational citizenship behavior. Moreover, workplace friendship has never been tested as a moderating variable on the relationship of POP and OCB. Therefore, beyond contributing an integrative model, this study can also be used as a literature in other studies.

Limitations of the Study

The results of the study could also be tested by using structural equation modeling. The data was collected from a single type of organization i.e. public sector organizations. So the data could also be collected from different type of organizations.

The study also suffers from a single source bias because the unit of analysis is individuals; we could also collect the data from teams and different organizational levels.

Recommendations

Other researchers should test the relationship of perceptions of organizational politics with other organizational outcomes (e.g. organizational commitment; organizational performance organizational justice etc) and should check the workplace friendship as a moderating variable between them.

Other studies should also collect the data from different and multiple types of organizations and environments. The sample size should also be increased in other studies. Other researchers should also consider team and organizational levels as unit of analysis.

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APPENDIX

Questionnaire

This questionnaire is a requirement of the academic research. Your inputs are vital towards this research and will play an important role in shaping the results and drawing conclusion. The information provided would be keep confidential and it is only used for academic research.

Title of the study: **The impact of perceptions of organizational politics on organizational citizenship behavior: The moderating effect of workplace friendship.**

Objective of the study: To determine the impact of perceptions of organizational politics on organizational citizenship behavior and the moderating effect of workplace friendship on their relationship.

Name (optional): _____ Designation: _____
 Organization: _____ Gender: (a) Male (b) Female
 Your age: (a) 15-25 years (b) 26-35 years. (c) 36-45 years. (d) 45+years
 Qualification: (a) Bachelor (b) Master (c) MS (d) PhD

Please tick in the relevant column that best matches how much you agree or disagree with each statement.

S.D (Strongly Disagree)	5	D (Disagree)	4	N.A/N.D (Neither Agree Nor Disagree)	3	A (Agree)	2	S.A (Strongly Agree)	1
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Qualification: (a) Bachelor (b) Master (c) MS (d) PhD

Please tick in the relevant column that best matches how much you agree or disagree with each statement.

S.D (Strongly Disagree)	5	D (Disagree)	4	N.A/N.D (Neither Agree Nor Disagree)	3	A (Agree)	2	S.A (Strongly Agree)	1
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Comments : _____

	Questions	S.D	D	N.A/N.D	A	S.A
	Perceive organizational politics					
1	There is a group of people in this department who always get things their way because no one wants to challenge them.	5	4	3	2	1
2	There has always been an influential group in this department that no one ever crosses.	5	4	3	2	1
3	I have seen changes made in policies here that only serve the purposes of a few individuals, not the work unit or the organization.	5	4	3	2	1
4	People in this organization attempt to build themselves up by tearing others down.	5	4	3	2	1
5	Favoritism rather than merit determines who gets ahead around here.	5	4	3	2	1
6	People here usually don't speak up for fear of retaliation by others.	5	4	3	2	1
7	Promotions in this department generally go to top performers.	5	4	3	2	1
8	Rewards come only to those who work hard in this organization.	5	4	3	2	1
9	Employees are encouraged to speak out frankly even when they are critical of well-established ideas.	5	4	3	2	1
10	There is no place for yes-men around here; good ideas are desired even when it means disagreeing with superiors.	5	4	3	2	1
11	In our organization, pay and promotion policies are not politically applied.	5	4	3	2	1
12	When it comes to pay raise and promotion decisions policies are irrelevant.	5	4	3	2	1
	Workplace friendship					
13	He/ she has formed strong friendships at work.	5	4	3	2	1
14	He/ she socializes with coworkers outside of the workplace.	5	4	3	2	1
15	He/ she can confide in people at work.	5	4	3	2	1
16	He/ she feel he/ she can trust many co-workers a great Deal.	5	4	3	2	1
17	Being able to see his/ her co-workers is one reason why he/she looks forward to his/ her job.	5	4	3	2	1

18	He/ she does not feel that anyone he/ she works with is a true friend.	5	4	3	2	1
	Organizational citizenship behavior					
	OCBI					
19	Willingly give your time to help others who have work-related problems.	5	4	3	2	1
20	Adjust your work schedule to accommodate other employees' requests for time off.					
21	Give up time to help others who have work or non-work problems.	5	4	3	2	1
22	Assist others with their duties.	5	4	3	2	1
	OCBO					
23	Attend functions that are not required but that help the organizational image.	5	4	3	2	1
24	Offer ideas to improve the functioning of the organization.	5	4	3	2	1
25	Take action to protect the organization from potential problems.	5	4	3	2	1
26	Defend the organization when other employees criticize it.	5	4	3	2	1

Comments : _____

Researcher: Kamil Hussain
Email: kamilhussain87@yahoo.com

Questionnaire references:

PERCEPTION OF ORGANIZATIONAL POLITICS

Kacmar, K. M., & Ferris, G. R. (1991). Perceptions of organizational politics scale(POPS):development and construct validation. *Educational and Psychological Measurement*, 51(1), 193-205.

ORGANIZATIONAL CITIZENSHIP BEHAVIOR

Lee, K., & Allen, N. J. (2002). Organizational citizenship behavior and workplace deviance: the role of affect and cognitions. *Journal of Applied Psychology*. 87, 131-42.

WORKPLACE FRIENDSHIP

Nielsen, I. K., Jex, S. M., & Adams, G. A. (2000). Development and validation of scores on a two dimensional workplace friendship scale. *Educational and Psychological Measurement*, 60, 628-643.