

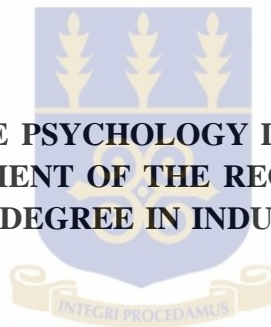
**THE RELATIONSHIP BETWEEN PERCEIVED ORGANIZATIONAL POLITICS,  
ORGANIZATIONAL COMMITMENT AND ORGANIZATIONAL CITIZENSHIP  
BEHAVIOR AMONG SOME SELECTED PUBLIC SECTOR ORGANIZATIONS IN  
ACCRA.**

**BY**

**GIFTY TIMAH MENSAH**

**(10185113)**

**A THESIS SUBMITTED TO THE PSYCHOLOGY DEPARTMENT, UNIVERSITY OF  
GHANA, IN PARTIAL FULFILMENT OF THE REQUIREMENT FOR THE AWARD  
OF MASTER OF PHILOSOPHY DEGREE IN INDUSRIAL AND ORGANIZATIONAL  
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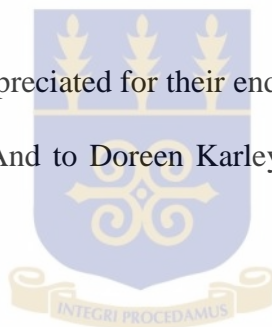
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## **DEDICATION**

I dedicate this thesis to the Almighty God for the life, strength and grace granted me that has made it possible to witness this day.

This thesis is dedicated to my parents Mr. and Mrs Mensah for their unfailing support and for believing in me.



## DECLARATION

I, **GIFTY TIMAH MENSAH**, hereby declare that this work is an original one carried out by me and no part of this work has ever been submitted in part or in whole for any academic qualification. All supporting and related studies by various authors have been duly acknowledged in the reference.

.....

**GIFTY TIMAH MENSAH**

(STUDENT)



.....

**DR. ROBERT AKUAMOAHI- BOATENG**

(SUPERVISOR)

.....

**DR. CHARITY AKOTIA**

(CO- SUPERVISOR)

## ABSTRACT

The purpose of this study was to investigate the relationship between Perceived Organizational Politics, Organizational Commitment and Organizational Citizenship Behavior among 2 selected public sector organizations in Accra. A survey correlational research design was used in the collection of data from 160 participants from the Ghana Standards Authority, a regulatory body in Ghana and the West Africa Examination council an international body for examination in Ghana. Perceived organizational Politics scale by Kacmar and Carlson (1997), Organizational Commitment scale by Cook and Wall (1980) and Organizational Citizenship scale by Moorman and Blakely (1995) were the questionnaires used for the study. Findings from the study revealed that there was a significant negative relationship between employee's Perceived Organizational Politics and Organizational Commitment. A significant negative relationship was also found between Perceived Organizational Politics and Organizational Citizenship Behaviors and a positive relationship between Organizational Commitment and Organizational Citizenship Behavior. The study however did not find any relationship between the dimensions of Perceived Organizational Politics and Commitment. Implications from the study for managerial practice as well as recommendations for future research are discussed.

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## CHAPTER ONE

### INTRODUCTION

#### 1.1 Background Studies

Wherever humans are involved, some form of tension or what has often been referred to as politics will emerge and considerably influence people's intentions, behavior, as well as how work gets done, who does what work and how people advance (Medison, Allen, Renwick, & Mayes, 1980; Gandz & Murray, 1980).

Politics is more often linked to individuals or groups competing for limited resources. The mention of politics is more often linked with the manipulative or controlling power –grubbing behavior of individuals and the same is thought of when organizational politics is mentioned (Vigoda, 2011). Organizations as complex social entities too are open to conflicts and competition between the desires and interests of different divisions, department, teams and individuals and thus politics in organizations is an inescapable reality which is entangled within management systems that relationships, norms, processes, performance and outcomes are highly influenced and affected by it (Newstrom, 2007).

The study of perception of political behavior, both perceptual and actual politics in organizations, have received growing recognition and scholarly attention reaching its peak in the 1990's (Vigoda, 2011) and continues to be because of the consequences it has been shown to have on behavioral outcomes of employees as well as consequences on the organization as a whole (Vigoda, 2001).

This perceived organizational politics is based on the Kurt Lewin's 1890-1947 theory. Lewin (1936) suggested that individuals may respond to their perception of reality and not necessarily to reality itself. Perceived reality has been found to be the most important factor in determining workers' attitudes and behavior (Atinc, Darrat, Fuller, Bryan & Parker, 2010). Hence, politics in organizations should be understood in terms of the thought processes of individuals rather than what it actually represents (Vigoda, 2000).

Gallagher and Laird (2008) defined perceived organizational politics as an individual's view which is normally characterized by colleagues and supervisors demonstrating behaviors that are self-serving. The concept was first examined by Gandz and Murray (1980) then much more comprehensively defined by Ferris, Russ and Fandt (1989). Kacmar and Carlson, (1997) invented the Perceived Organizational Politics Scale (POPS) which measures the extent to which members in an organization view their work climate and is composed of three dimensions. These dimensions are: General Political Behavior, which constitute the behaviors of individuals who act in self-serving ways in order to obtain valued outcomes, Go Along to Get Ahead, which is the lack of action by individuals (e.g., remaining silent) in order to secure valued outcomes; and Pay and Promotion Policies which involves the organization behaving politically through the policies it enacts.

Gandz and Murray (1980) are of the view that since its inception, these defining parameters have received very little attention and these must be taken into account in assessing the construct in organizations as it will help to fully understand its dynamism and how these dimensions are

related to job outcome. The research will explore these dimensions on the commitment of organizational members.

Gallagher and Laird (2008) argue that the higher the perception of politics in the eyes of an employee, the lower they perceived justice and fairness within the organization. A study by Folger, Konovsky and Cropanzano (1992) related procedural justice to the perceived organizational politics. According to Folger et al (1992), lack of justice and fairness in terms of procedures and processes were the major cause of higher perceived politics and this normally negatively affected organizational outcome.

Mayes & Allen (1977) defined organizational politics as the management of power to obtain ends that are not approved by the organization or to obtain desired ends through unapproved influence. Here, individuals use self-serving and manipulative behaviors to promote their self interests at the expense of others and sometimes even organizational goals. Ferris, Russ and Fandt (1989) defined organizational politics as behaviors within organizations that are strategically designed to maximize one's self interest. It represents hidden dynamics, undercover activities or other goal seeking events that often conflict with the overall goals of the organization (Vigoda, 2011). These kinds of behaviors include shifting blames, manipulations to achieve one's desires, insubordination as well as defamation all in an attempt to achieve one's objectives. This traditional view of politics imposes a negative image that considers it to be outside normal practice, thus illegitimate.

In fact many researchers (Jam, Khan, Zaidi & Muzaffar, 2011; Bozeman, Perrewe & Kacmar, 2000) have viewed organizational politics as negative processes that actively inhibit and interferes with the effective and normal running of an organization like decision making, promotion as well as reward systems (Martin, 2001). Most researches done in the area of

perceived organizational politics have actually linked it with various behavioral outcomes which are often negative interfering with productivity and performance at the individual and organizational level. For instance, some researchers have found significant positive relationship with turnover intentions, (Vigoda, 2000) significant negative relationship with negligence and decreased performance (Vigoda & Kapun, 2005) and absenteeism (Vigoda, 2000). However, other researchers have found no relationship between perceived organizational politics and some of these organizational behaviors like employee commitment and organizational citizenship behavior (Carpuzano, Howes, Crandey & Toth 1997). There has been a call for continuing research to help broaden the understanding of the outcome of organizational politics ( Poon, 2003). This research will explore into the relationship between perceived organizational politics, organizational commitment and organizational citizenship behavior in the Ghanaian context.

Other scholars (Martin, 2001; Jam, Khan, Zaidi & Muzaffar, 2011) on the other hand have viewed organizational politics in a much positive view. The more positive view of political behavior in organizations regard it as an inevitable part of the need for individuals and groups to function in a collective context (Martin, 2001). However the mention of politics often conjures negative images. For instance according to Block (1988), if one is told that he/ she was political, he/ she were more likely to take this as an insult or a mixed blessing. Thus seeing politics in a positive light is more of a delusion ( Block, 1988).

How ever one perceives politics (as negative or positive) will affect their reaction, attitude and subsequently their behavior towards their organization. When procedures and distributions within the organizations are fair and just with high level of transparency in activities (often

termed organizational justice), it generally reflects a positive image of the organization in the eyes of employees and this increases trust of the employee towards their organization. Thus according to some researches, less perceived politics is likely to increase commitment of employees to the organization and increase employees' involvement in some organizational citizenship behavior which has been shown to be of tremendous benefit to organizations (Chang, Rosen, Siemienice & Johnson, 2012).

By far, organizational commitment is the most researched area in the commitment construct and it has been shown to have tremendous effect on employees and the organization as a whole (Lo, Ramayah & Min, 2009). Commitment is an individual's psychological attachment and loyalty to an object (Nehmeh, 2009). Steven and Brian (2007) define organizational commitment as the stabilizing force that binds individuals to organizations. Meyer and Allen (1997) on the other have defined organizational commitment to cover three core dimensions; affective commitment which refers to employee's emotional attachment, identification and involvement with the organization, continuance commitment which refers to employees' assessment of whether the cost of leaving the organization are greater than the cost of staying and finally normative commitment which refers to the employees' feeling of obligation to the organization (Brown, 2003).

Organizational commitment is very valuable and has successful impact on the successful performance of any organization. Compared to non-committed workers, employees who are found to be committed have a much more positive attitude towards work and exhibit stronger performance on the job (Ng & Fledman, 2011). Employees' emotional bond to their organization is the central determinant of their loyalty and dedication to the organization, their willingness to

pursue organizational goals, their involvement in organizational activities and their willingness to remain with the organization (Rhoades, Eisenberger & Armeli, 2001).

Organizational Support theory by Eisenberger, Huntington, Huntington and Sowa (1986), has helped to explain employees commitment in organizations. Advocates of this theory emphasize that employees generally form beliefs about the extent to which the organization values their efforts, contribution and care about their personal wellbeing before they are willing to commit in return to the organizations goals.

Like perceived organizational support, the study of perceived organizational politics and commitment is important because when employees view politics whether positive or negative within their organization, it may affect how they identify with the goals and values of the organization and how they would be willing to display greater degree of loyalty and performance of organizational citizenship behavior (Nehmeh, 2009).

Organizational politics have been found to be an antecedent of affective and normative commitment and organizational support an antecedent of continuance commitment. Organizational commitment not only increases the success in certain roles but also encourages individuals to achieve many voluntary actions necessary for organizational life and high standard success (Yilmaz & Cokluk-Bokeoglu, 2008).

Individuals within organizations are expected to perform roles as prescribed by their job descriptions and their superior's expectations. However sometimes employees perform certain tasks or exhibit certain behaviors above and beyond their call of duty. There are a number of instances in organizations where employees assist their colleagues perform tasks that are not part of their core job duties or offer to help new employees maneuver their way around the

organization. These kinds of assistance are often spontaneous and do not result in any formal reward. Such extra role behaviors have been termed organizational citizenship behavior and have been defined by Organ and Ryan (1995) as behaviors of individuals that are optional, not directly or clearly recognized by the organization's formal reward system but collectively promote the effective and efficient functioning of the organization. In fact Ng and Fledman (2011) assert that in so many instances, raters of job performance often give greater ratings or weights to organizational citizenship behaviors than to in- role performance or task performance.

Smith, Organ and Near (1983) identified two factors of organizational citizenship behavior; Altruism and compliance or conscientiousness. Altruism represents the type of organizational citizenship behavior which is more often directed towards specific individual such as colleagues. These behaviors may include helping a new worker on the job, helping an overloaded worker solve a problem or an overloaded colleague catch up with the workflow. Compliance or conscientiousness on the other hand represents behaviors that are more general and contribute largely to groups or departments in the organization e.g. punctuality at work, refraining from unnecessary breaks, low absenteeism among others. Several measures on organizational citizenship behavior have undoubtedly proven that altruism (helping) and compliance are two vital factors of organizational citizenship behavior.

Some Organizational Citizenship Behavior (OCB) researchers have identified some reasons for the performance of organizational citizenship behavior among some members. Aquino, Gover, Bradfield and Allen (1999) emphasized that individuals who perform more OCB's are more likely to perceive their workplace as fair. For those who perceive their organizations as very supportive, they are more likely to perform OCBs (Moorman, Blakely & Niehoff, 1998). Employees who are highly satisfied and committed are more likely to engage in OCBs. This is as

a result of reciprocal exchange relationships and the fact that such individuals are more attached to their work environment. Employees who are committed and satisfied in organizations tend to reciprocate with higher levels of organizational citizenship behavior (Hsieh & Hsieh, 2003).

The study is thus necessary because of the impact being committed to ones organization has on the individual and the organization at large. The study of organizational citizenship behavior may be very valuable in public organizations that serve wider populations. This is because this sector tends to be more responsive to citizens' demands and encourage flexibility and spontaneous behavior by its employees (Vigoda- Gadot, 2011). Again this study is necessary because few studies have explored the issue of organizational politics in the public sector (Vigoda & Kapun, 2005). Most studies in the area of perceived organizational politics have been in private sector organizations and other organizations with mixed samples from private and semi private organizations.

The public sector comprises the organizational processes and human resources employed by the state to transact the business of governance (Boachie- Danquah, 2003). The private and public sector differ substantially from each other in terms of their work culture, political orientation and in the way they treat and measure employee performance (Vigoda- Gadot & Kapun, 2005). Private sectors are more profit oriented and thus their management systems are different from the public sectors which are less so (Vigoda, 2000). There also tend to be complexities of internal rewards and promotions such as bureaucratic systems in the public sector (Perry & Rainey, 1988). Since the private and public sectors are different as mentioned above, it is important that any construct being studied is looked at from their various angles and not generalized as such differences can affect the outcome of a study. Most of the researches done in organizational

politics have been in the private sector organizations (Vigoda & Kapun, 2005). Since in Ghana, the public sector has the highest number of employees in the formal sector (Boachie- Danquah, 2003) and contributes so much to the economy of the country, it is important that studies of perceived organizational politics on employee commitment be done in the public sector in Ghana. Research in this area will extend on other studies in public sector organization.

Some public sector organizations in Ghana over the years have witnessed lack of commitment and apathy (Boachie- Danquah, 2003). Like various structures and infrastructure, the public sector in most advanced or developed countries have more organized structures and procedures like the log in systems, have more resources in terms of money in their organizations. This is less so in developing countries. For instance, public sector organizations in the United States of America are different from that of Ghana in terms of size and responsibilities (Nachmias, 1991). The central government in Ghana invariably controls all public sector organizations and thus more sensitive to political involvement like appointments and pressure. Therefore it is expected that these differences in terms of structural characteristics and cultural differences affect perceived politics and consequently the behaviors of employees. It is in this regard that this paper tries to investigate the relationship between perceived organizational politics, employee commitment and organizational citizenship behavior of employees in two (2) selected public sector organizations in Accra.

## 1.2 Statement of problem

Politics is an unavoidable aspect of modern organizations (Ferris, Frink, Galang, Kacmar & Howard, 1996). Various changes in organizations in terms of merger, acquisition, downsizing as well as competition to stay in business have reduced trust between employees and their employers and have increased the need for people to act in ways that may seem political to an onlooker or doubt the intention of the actor.

For instance when issues of a merger or acquisition emerge, certain decisions are taken which may not be to the advantage of certain people. Such actions may seem political to the disadvantaged but may seem otherwise to the party that benefits from it. In the public sector for instance, the bureaucratic and less flexible nature of activities, processes and procedure may heighten the perception of politics and doubt the intentions of the actor.

Self- serving political actions has been found to negatively affect the commitment levels of employees as well as some behavioral outcomes like absenteeism, negligence, job satisfaction among others.

All three dimensions of commitment to ones' organization as defined by Allen & Meyer (1991) and the extra roles that individual in organizations play like assisting a client to fill a form or going the extra mile to see a client or customer satisfied have been shown to have a positive effect on the overall performance of organization. However, this is less evident in various public sector organizations in the country.

In Ghana, the public sector employs the highest number of employees in the formal sector and contributes so much to the economy of the country (Boachie- Danquah, 2003). However this sector has witnessed lack or less commitment or apathy toward clients or customers. Lateness, absenteeism and apathy seem to be the order of the day. Some researchers have argued that

perception of organizational politics could lead to these behavioral outcomes (Vigoda- Gadot, Vinarski-Peretz & Ben-Zion, 2003; Vigoda- Gadot, 2002). Others have found no relationship with some of these behavioral outcomes (Cropanzano, Howes, Crandey & Toth 1997). This study is thus a response to the call by Vigoda and Kapun (2005) that more research should be done in the area of organizational politics and its related outcome in the public sector. This will deepen knowledge in this field and broaden the understanding of the concept.

Again, most researches in the field of organizational politics have been done in private sector organizations (Vigoda, 2000) which have different work orientation and work culture. Perry and Rainey (1988) emphasize that politics in organizations should be studied in specific sectoral context rather than a general one so that this does not lead to overgeneralization of findings research.

Most of the studies in organizational politics have concentrated on the outcome of perceived organizational politics on work outcome and job attitudes (Folger, Konovsky & Cropanzano, 1992, Vigoda, 2000, Gallagher & Laird, 2008). However in analyzing perception of politics, it is important to look at some of the antecedents or predictors to perceived organizational politics (Goodman, Evans & Carlson, 2011). Two groups of antecedence to politics have been identified; the organizational structure and the personal influence (Goodman, Evans & Carson, 2011). The organizational structure looks at the support system and decentralization in the organization. The personal variables on the other hand look at the individual differences like demographic variables and personality variables that affect perception. According to Goodman et al (2011), this second part (personal variables) has been ignored in studies. This study will look at personal variables like gender, tenure and educational level of individuals that affects the way they may perceive their work environment.

### **1.3 Research questions**

To what extent is organizational politics linked to organizational commitment and citizenship behavior of employees in the public sector? To what extent is employee commitment linked to the performance of organizational citizenship behavior? To what extent do some demographic variables like gender of the employee, the job tenure and educational level of the employee affect their perception of politics?

### **1.4 Aims and objectives of the study**

The main aim of this study is to find and establish the relationship between employees perceived organizational politics, commitment and citizenship behavior and contribute to understanding of the role of organizational politics to employee's reactions in terms of job attitude and work outcome. It will also contribute to perceived organizational politics literature by looking at some demographic variables as predictors to perceived organizational politics. The objectives of the study are

- To determine the relationship between perceived organizational politics and employee commitment
- To determine the relationship between perceived organizational politics and organizational citizenship behavior.
- To determine the relationship between organizational commitment and organizational citizenship behavior among two(2) selected public sector organizations in Accra.

- To identify the influence of gender on employees' perceived organizational politics.
- To determine the influence of one's educational background on their perceived organizational politics.
- To determine the influence of tenure on employees' perception of politics within their organization.

## **1.5 Relevance**

There is no organization without politics (Bodla & Danish, 2012) and workplace politics are considered essential for normal functioning of any organization (Vigoda, 2003). Again, political environments may influence or slow down the stability of goals and policies and this may have an effect on the performance of organizational members and the organization as a whole. Therefore politics within organizations should be properly managed for organizational effectiveness and efficiency.

One growing challenge facing modern organization is the pursuit for creativity, novelty and change-oriented behaviors from employees (Vigoda-Gadot & Beerli, 2012). Reforms in organizations can only be successful in a dynamic workplace and in a much proactive public sector (Terry, 2006).

Research in perceived organizational politics, citizenship behavior and organizational commitment may add to existing literature on organizational politics, organizational commitment and organizational citizenship behavior in the selected public sectors that may be used to promote and sustain long-term organizational performance.

The research may also help find out the applicability of the constructs under study to the Ghanaian context and findings can be used for organizational effectiveness.

The finding may also add to the existing literature on the correlation of the organizational politics, organizational citizenship, and organizational commitment variables. This is important because few studies have combined all three variables in a single study in the public sector.

Finally, the study of demographic variables in organizational politics (job tenure, gender and educational level) may help give directions to reducing politics or practicing it in a safe manner so as to promote efficiency at work and to better design programmes aimed at increasing workers' commitment to organizations.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

The current study seeks to find out the relationship between perceived organizational politics, employee commitment and organizational citizenship behavior taking into consideration demographic variables as predictors to one's perceived organizational politics. The main objective of this chapter is to provide a review of the theories that may explain why the relationship between the main variable (perceived organizational politics, commitment and organizational citizenship behavior) may exist and review related studies. The chapter also includes the conceptual framework showing the hypothesized relationship between the variables under study, the statement of hypotheses and the operational definitions of the terms used in the study.

The first part of this chapter provides an overview of the various theories to explain the politics-organizational commitment (OC) and organizational citizenship behavior (OCB) relationships. These theories include the perception- attitude theory of Lewin (1936) and the theory of Norm of Reciprocity by Gouldner (1960). Additionally, the next section of the chapter deals with review of related literature to highlight the main findings in previous studies related to the various constructs. The chapter also includes the rationale of the study highlighting gaps from previous studies that this research may help to bridge. The chapter also includes based on related studies a hypothesized model to explain the relationship between the constructs and the statement of hypotheses. Finally, the chapter ends with the operational definitions of the various terms used in the study.

## **2.2 Theoretical Framework.**

For years now, organizational researchers have tried to understand organizational behavior of employees in order to be able to make predictions and improve upon other aspects of organizational behavior. Various theories have been used to explain why individuals in organizations behave the way they do. These theories have helped to provide insights into organizational behavior and its dynamics in contemporary organizations. For the purpose of this study, the Perception theory by Lewin (1936) and the theory of Reciprocity of Norms were used in the discussion to explain individual's attitude towards unfairness and its relations to their commitment level and the performance of organizational citizenship behavior among the sample studied.

### **2.2.1 Perception Theory (Lewin, 1936)**

Lewin's (1936) theory of perception posits that individuals may respond to what they perceive to exist rather than reality itself and react accordingly. Thus they may behave in ways to conform to what they perceive to be there. According to Lewin (1936), politics within organizations should be studied in relations to how people think rather than what is actually there. This means that when employees perceive unfairness in processes and procedures as well as with the distribution processes within their organizations; they are more likely to respond with certain behaviors. Individuals within the same environment may however respond differently to what they perceive as reality within the organization. That is to one person the organizational climate may be fair and just whilst to yet another person in the same organization, the organizational climate may be unfair. Thus for different individuals, politics should be studied in relations to

what they think. For instance the different gender may perceive their organizational climate differently. To men, the organizational climate could be less political while to females, the climate may be political or unfriendly. These different perceptions of individuals may inform their attitude towards their colleagues, their supervisors and their organization as a whole.

### **2.2.2 Norm of Reciprocity (Gouldner, 1960)**

The theory of Norm of Reciprocity by Gouldner (1960) is one major theory that may be used to explain individual's work related attitudes and outcome in organizations. Human beings have an innate tendency to reciprocate. Consequently, they tend to reward those who have done well and punish those who behaved badly towards them (Perugini, Gallucci, Presahi & Ercolani, 2003). These exchanges may be in a form of money, service, information, approval, respect or liking (Esienberger, Armeli, Rexwinkel, Lynch & Rhodes, 2001). This seems to be the basic principle in every human society and turns to be prominent in various religions as well. The norms of reciprocity stipulate that one should help those that have helped them in the past and retaliate those that have been detrimental to their interest (Cialdini, Green & Rusch, 1992). The theory of reciprocity of norms has been used in numerous social psychological as well as behavioral researches to explain a wide range of happenings such as attitude change, interpersonal perception (Kenny, Bond, Mohr & Horn, 1996) and aggression among others (Perugini et al, 2003). Since this norm as mentioned earlier is a basic principle in humans, it can apply to the exchange relationship between employers and their employees where employees are indebted to their employers by recompensing the positive treatment they receive from them. Thus it can be assumed that in organizations where individuals or employees perceive the organization to be a

highly political environment and thus unfair or unjust, they are likely to behave in ways that could be detrimental or costly to the organization. They may thus exhibit attitudes like absenteeism or lack of commitment to the organization (Vigoga,2000). On the other hand, when employees perceive a very supportive and fair organization, they respond to this by attaching themselves to that organization, putting in much effort to make things work and by improving their performance. Some Studies have actually found a link between perceived unfairness in organizational processes and procedures and employee's lack of commitment in the organization (Jam, Khan, Zaidi & Muzaffar, 2011; Vigoda, 2000). Based on the theory of Reciprocity of Norms, it is assumed that when employees perceive politics and unfairness within the organization they may retaliate by committing less to the organization or refraining from engaging in some organizational citizenship behavior which have been shown to increase organizational success and effectiveness (Ladebo, 2006). On the other hand, if employees perceive fairness in the processes and procedures as well as distribution, they are more likely to exhibit behaviors that are positive for the organizational good. In this case, they are likely to exhibit the three dimensions of commitment as defined by Meyer and Allen (1977) and engage in extra- role behaviors. Organizations failure to fulfill psychological contract obligations may lead to lower levels of commitment, particularly affective commitment and the performance of organizational citizenship behavior (Zagenczyk, Murrell & Boss, 2008).

## **2.3 Related Studies**

This section reviews some studies on the different ways in which perceived organizational politics, organizational commitment and organizational citizenship behavior have been studied in relations to the present study. This section seeks to establish the link between the variables under study.

### **2.3.1 Perceived Organizational Politics**

The interest in studying organizational politics has soared over the years and researches according to Vigoda and Kapun (2005) have long argued that politics is an endemic phenomenon in organizations and therefore deserves more attention and empirical examination in modern organizations.

The concept organizational politics has been studied by different researchers in different forms; office politics, work place politics, organizational climate among others. Kacmar and Ferris (1991) have argued that the higher in an organization one perceives fairness in distribution processes and fairness in procedures, the less likely they view the organizational setting as political. Thus another form in which organizational politics have been studied is by the study of organizational justice. Folger and Konovsky, (1989) relate the procedural justice, a part of organizational justice to argue that organizational justice can be likened to organizational politics which is related to the leader- member exchange relationship. Thus when a leader and his subordinate are able to efficiently manage their relationship, there is a less feeling of political atmosphere.

Gallagher and Laird (2008) defined organizational politics as an individual's self-serving and manipulative behaviors that are often used by individuals to maneuver the organizational settings, most often not approved by the organization at the expense of others and more often contrary to the organizational goals. For instance some individuals may bypass structured chains of command to achieve what they want. These behaviors may either have long or short terms self-serving rewards on the actor. According to Parker, Dipboye, and Jackson (1995) employees tend to pay attention to organizational politics to understand it better and possibly exert influence over various events in the workplace.

Perception involves the process where individuals make meaning of their environment by understanding and managing their sensory impressions (Gull & Zaidi, 2012). Individuals act in accordance with what they derive from these sensory impressions made. The perception of organizational politics represents the extent or degree to which an employee view the work environment as political and therefore unfair or unjust ( Ferrris, Russ & Fandt, 1989). According to Goodman, Evans and Carson (2011), different individuals may perceive politics differently depending on their orientations and experiences. Personality differences like locus of control have been shown to be related to how individuals perceive politics. Like psychologically empowered individual, Locus of control represents the attributions people make from what happens around them. Individuals who believe that they have control of their own fate are termed internalizers and those who attribute things that happen around then to external forces or as due to chance are called externalizers. A person's perception of the source of his or her fate has been shown to relate to how they perceive politics in their organization.

### **2.3.2 Antecedence to Perceived Organizational Politics**

Antecedent or predictors to the perception of organizational politics have scarcely been researched. Psychological empowerment, locus of control, the age of an employee, low autonomy has been shown to predict how employees perceive their work environment (O'Conner & Morrison, 2001). When individuals are highly psychologically empowered in their workplace, they are less likely to perceive the work place as highly political in the sense that they see themselves as having a sense of control over various work situations. This perspective derives from the central role given to uncertainty and control issues in the literatures conceptualizing both psychological empowerment (Spreitzer, 1995) and perceptions of organizational politics (Ferris, Russ & Fandt, 1989).

Spreitzer (1995) defines psychological empowerment as the motivational construct that reflects an active orientation to work and this consisting of four cognitions: self-determination, meaning, competence and impact. Self-determination denotes the perception that one has freedom to act at work. Competence denotes the perception of one's confidence to perform job-related tasks. Impact denotes the perception that one has a significant influence on what happens in one's work situation. All these aspects of psychological empowerment affect the way an individual perceives his work environment or work climate and subsequently the attitudes that an employee exhibit at the work place.

Boozer, Forte and Maddox (2009), in their research on the relationship between psychological empowerment and the perception of organizational politics among a sample of professionals working in organizational positions devoted to training and professional development in both profit and non-profit organizations predicted that psychological empowerment is antecedent to, and influences politics perceptions. The results suggested that the various dimensions of

psychological empowerment were related to perceptions of organizational politics. This confirmed the view that when individuals perceived themselves as having control of their work environment and take part in vital decision making processes, they are less likely to perceive their work environment as political.

Other personal factor like demographic can also affect individual's perception of politics. The gender, education, tenure, organizational status or level can all influence individuals in their perception of politics in their organization. (Witt, Kacmar, Carlson & Zivnuska, 2002).

According to the human capital theory, individuals who have worked longer in an organization may have the necessary skills and knowledge to help them navigate the organizational setting and that these skills may enhance their potential productivity and success in the labor market (Becker, 1960). These skills may in turn let them perform certain discretionary behaviors because of their extensive knowledge in the organizational environment. Furthermore because such individuals have acquired such skills over a long time as a result of staying with the organization, they are less likely to perceive organizational politics or perceive the organization as less supportive (Valle, Harris & Andrew, 2004).

The social capital theory on the other hand involves the actual and potential resources that are imbedded in, available and derived from the network of social relationships developed by the individual (Ng & Fledman, 2011). According to this theory, individuals who have worked longer in organizations are more likely to have established social links or networks with colleagues both within and outside their organization and therefore may perceive the organization as supportive and less political. Thus these links may encourage greater people- directed OCBs like helping behaviors and may help employees in ideas and innovations throughout the unit and on a larger

extent the organization( Slaughter, Ang & Boh, 2007). Again, such individuals are more likely to be sought for by their colleague to help in solving problems which is a form of organizational citizenship behavior. Thus according to these two theories, tenure of an individual may contribute in predicting how employees perceive their organizational climate. The main idea deduced from this is that as individuals stay longer with their organizations, they tend to develop a bond or attachment with it irrespective of the climate and this affects how they view the organization.

In a study by Valle, Harris and Andrews (2004) to examine how tenure moderate the relationships between politics perception and perceived organizational support, response from a sample of employees in the Water Management District in Southeastern United States was drawn. Tenure of respondents was measured with responses being grouped in three- year blocks (0-2, 3-5, 6-8 among others). A survey questionnaire requiring respondents to rate how they perceived their work environment and how supportive they perceived the organization to be were administered. Again, respondents were asked to indicate how long they had worked with their present organization. From the study, respondents who had low tenure in the organization reported higher level of unsupportive work climate and politics and this resulted in higher level of their intentions to exit the organization.

Valle and Perrew (2000) have suggested that employees who have been with the organization for a longer time over time get familiar with the negative organizational environment and politics within and therefore have the ability to operate within such environment. Thus, they tend to perceive less of politics than those with lower tenure. These individuals often believe that in spite of the organizational environment, they have invested too much into the exchange relationship.

Research indicates that organizational tenure is positively related to organizational commitment (Kushman, 1992, Mathieu & Zajac, 1990; Allen & Meyer, 1991). According to Allen & Meyer (1991), when an employee stays longer with an organization, they develop an emotional attachment to their organization and these emotional attachments lead them to perform more discretionary behaviors outside their normal schedules of duty.

To test the tenure- Commitment and Tenure- OCB relationship, Ng & Fledman (2011) conducted a meta- analysis of literature published before 2010 to access the moderating effect of tenure of employee in the relationship between affective commitment and the performance of organizational citizenship behavior among 40 studies which included 11, 416 participants. They predicted that organizational tenure will positively moderate the effect of affective organizational commitment on OCBs and that organizational tenure will negatively moderate the effect of affective organizational commitment on OCB. Findings revealed that the moderating effect of organizational tenure in the commitment- OCB relationship was positive before 10 years of tenure. Thus individuals who had been with the organization longer showed higher level of commitment and OCB. However, after 10 years, the strength of commitment -OCB relationship decreased as tenure increased.

Similarly, English, Morrison & Chalon's (2010) investigated the relationship between affective organizational commitment tenure; and which psychological climate variables correlated with affective commitment and tenure. Based on a survey questionnaire collected from 1,117 participants in a public sector agency in Western Australia, findings of the study showed that employees with longer tenure were more affectively commitment to their organizations. The perception of their psychological climate was however less positive for these employees. This

moderation effect finding for tenure was attributed to the significance of supervisor involvement to affective commitment for employees with one to nine years' tenure.

Apart from studies linking tenure to commitment, generally, it seems reasonable to posit that tenure will correlate positively with empowerment (Spreitzer, 1995). Employees who have worked longer with organization as the human capital theory posits are more likely to have accumulated work experience that may provide a sense of competence on the job and the opportunity to exercise self-determination. In addition, the longer one works in the same organization, even if they are new to a specific job, the more likely it is that that person will have had the opportunity to exercise self-determination (Mowday, Porter, & Steers, 1982). The knowledge, experiences and skills acquired through tenure may imply that an employee may experience less uncertainty and thus perceive their work situation as less political (Koberg, Boss, Senjem & Goodman 1999). Koberg, Boss, Senjem and Goodman (1999) found a positive relationship among organizational tenure and perceptions of empowerment among healthcare professionals, providing some support for this perspective.

One other important predictor of perceived organizational politics has been found to be the gender of the individual. The study of gender issues in organizations over the years is as a result of the rise of women in the workforce (Asmawi, 2012). With this increase in participation rates of women in the workforce, there has been an emphasis in organizational research on examining whether gender differences exist in the workplace attitudes and behaviors of men and women (Stewart, Bing, Gruys & Helford, 2007). The differences that may exist in job attributes may indicate that male and female employees have different perceptions and expectations of their roles in the workplace and these perceptions and expectations may guide their actions and consequently their work outcome. Some studies have looked at the differences in terms of

commitment, job satisfaction, and performance of organizational citizenship behavior among others and these studies have produced mixed results. Some researches have found no relationship with work attitudes whilst other finding significant relationships with commitment and the performance of OCBs.

Few studies have however looked at gender differences in terms of the perception of political behavior (Aquino, Grover Bradfield & Allem, 1999). Early research suggested that women experienced less empowerment than men, and thus more likely to view actions of others as being political or having political intents (Kanter, 1977; Ferris, Russ & Fandt, 1989). Much of the explanation of this is that women still experience the glass ceiling effect where much of the managerial positions are occupied by men because of mostly some stereotype that labels men as better managers. Thus when women are even promoted, they tend to be below the managerial level and therefore not active participants in vital decision making processes and this affects the way they view their work environment. Ferris et al (1989) found further that women perceived more politics in their work place as compared to their male counterparts and were more impacted by organizational politics than men and Drory and Beaty (1991) added that men tend to see politics as normal practice in the work environment for success and therefore may not impact on them much.

In a study by Bodla and Danish (2012), data was collected from 256 respondents in an institute of management who were enrolled in evening classes and work during day time. Subjects were asked to provide information on how they perceived their work environment. The result of the study showed that perceptions of organizational politics differ significantly for males and females. Women perceived a higher level of politics in their workplace and thus reported higher

levels of stress, lower levels of job satisfaction, organizational commitment and job involvement than did male employees who perceived a low level of organizational politics.

According to Manhardt (1972), females often attach more importance to certain work conditions than males (Manhardt, 1972; Reitz & Jewell, 1979). Thus dimensions of psychological climate related to those conditions may have an especially strong impact on female commitment.

The psychological climate of an individual which is defined as sets of perceptually-based descriptions of relevant organizational features, events, and processes ( James & Jones, 1974) represent cognitive interpretations of the organizational context or situation, and summarizes an individual's description of their work experiences (Stewarts, Bing, Gruy & Helford, 2007)). Thus these perception influences various outcomes like commitment, turnover absenteeism among others.

Stewart, Bing, Gruy and Helford (2007) sampled 553 participants made up of 285 women and 268 males in the Midwestern United States to investigate gender difference in their psychological climate perceptions which was made up of autonomy, cohesion, trust, pressure, support, recognition, fairness and innovation. Based on a mail survey, data was collected from participants reporting how employees perceived their work environment. The psychological climate included autonomy, cohesion which is the perception of togetherness, trust which denotes an individual's perception of freedom to communicate openly with members, pressure, support, recognition and fairness which includes both procedural and distributive justice or fairness. They hypothesized that there will be a difference in how both men and women perceived their organizational climate. Results revealed however that there was no significant difference in terms of how they viewed their organizational climate contradicting earlier

findings. They explain that when employees perceive that the organization supports them and values their contribution, it translates into employee friendly working conditions and in such an environment, a majority of the employees will tend to put in good performances irrespective of their gender.

Employee's level of education as a predictor to perceived organizational politics is one demographic variable that has been shown to have significant effect on how employees perceive politics, their commitment to their organization and the performance of organizational citizenship behavior (Vigoda, 2005). According to Chughatai & Zafar (2006), people with low levels of educations generally have more difficulty changing jobs and therefore show greater commitment to their organizations because of limited job opportunities elsewhere. On the other hand, with better or higher education, people realize their worth and vast array of opportunities in the world out there and for that matter may commit less to their organizations (Iqbal, 2010). Cohen (2003) emphasized that the level of education may determine ones place in the organization. Employees with higher education may occupy prominent positions in the organization like managerial positions and therefore may be abreast with vital information thus may perceive the organization as less political.

### **2.3.3 Dimensions of Organizational Politics**

One area of organizational politics that have scarcely been studied is the various dimensions of the concept and its relations with work outcome ( Adebusuyi, Olasupo & Idehen, 2013). Ferris and Kacmar (1991) defined organizational politics along three dimensions; Organizational Politics and Practices, Coworker and Clique Behavior and Supervisor Behaviors. To date, Kacmar and Carlson's (1997) definition of organizational politics based on three main

dimensions have mostly been used in organizational politics studies (Adebusuyi et al, 2013). These include; Go Along to Get Ahead, General Political Behavior and Pay and Promotion Policies. General political Behaviour includes the behaviours of individuals who act in a manner to obtain valued outcomes; Go along to Get Ahead consists of inaction by individuals in order to secure valued outcomes; and pay and promotion policies, involves the organization behaving politically through the policies it enacts. All these dimension influence work attitude or may also be derived as result of some work attitude ( Adebusuyi, Olasupo & Idehen, 2013).

Adebusuyi, Olasupo and Idehen (2013) conducted a research to examine the nature of the perception of organizational politics in academic and non- academic staff of the Obafemi-Awolowo State University in Nigeria. The results from the study identified seven dimensions of perception of organizational politics which were: General Political Behavior, Go Along to get Ahead, Pay and Promotion Policies, General Political Behavior and Go Along to get Ahead, General Political Behavior and Pay and Promotion Policies and all three dimensions; Go Along to get Ahead, General Political Behavior and Pay and Promotion Policies. However in the original dimensions as categorized by Kacmar and Carlson (1997), Go Along to get Ahead was most visibly observed which was accounted in 35.5% of the participants. This was followed by Pay and Promotion Policies 27.4% and then finally General Political Behavior which was nominated by 20.4% of the participants of the study. However these dimensions were studied in isolation without linking it to any behavioral outcome. This study will go a step further by relating the three basic dimensions as categorized by Kacmar and Carlson (1997) to organizational commitment among a Ghanaian sample.

Ugu and Onyishi (2013) examined the relationship between the three dimensions of organizational politics and work engagement in a Nigerian Educational Institute. The study assessed the three dimensions of perceived organizational politics (General Political Behavior, Go Along to Get Ahead and Promotion and Pay Policy) and its relationship with the three dimensions of Work engagement (Vigor, Dedication and Absorption). A cross-sectional survey which engaged 211 academic staffs of the institution was used in the study. The survey made use of self-reported measure of perceived organizational politics response from participants and self-reported and immediate supervisors' ratings of work engagement. In all, perceived organizational politics was found to be negatively related to work engagement. Meaning that the higher one perceives the work environment as unfair, the more likely they were to disengage themselves from work. General Political behavior was however positively related to work engagement, Get Along to get Ahead and Pay and Promotion Policy were both negatively related to Vigor.

Perceptions of employees about organizational politics are evidenced to have tremendous effect on the morale of the employee (Jam, Kham & Zaidi, 2011). Politics has been considered as dysfunctional because it may damage organization's performance and has a strong potential to hamper organizational effectiveness (Parker, Dipboye & Jackson, 1995). Scholars are of the view that if organizational decisions and managerial actions are perceived as unfair or unjust, the affected employees may experience feelings of anger and resentment. Individuals affected by this injustice not only become angry and unhappy but may also retaliate directly or indirectly (Ahmad, 2010). Vigoda-Gadot, Vinarski-Peretz and Ben-Zion (2003) are of the view that organizational politics is a natural result of the fact that individuals no matter where they find

themselves may think differently and therefore may want to act differently. It is in these divergent views among individuals that often result in tensions and which are more often than not resolved through political means.

In modern organizations, employees must collaborate in pursuit of a common goal. However, these individuals must still compete against each other for limited resources, promotions as well as career advancement. It is in this competition for limited resources that politics come to play where individuals may have to use self-serving behaviors to get ahead of their colleagues.

Employees do not necessarily have to be conscious of being cunning or playing political games. Political behavior turns out to be a natural response to the tensions created between individuals and their organizations (Goodman, Evans & Carlson, 2011). These tensions normally interfere with normal organizational functions in terms of work attitude and work outcome.

Politics has been found to affect performance of individuals and the organization as whole (Vigoda- Gadot, 2007), it has been shown to lead to turnover intentions (Cropanzano, Howes, Grandy & Toth, 1997), negligent behavior ( Vigoda, 2000) and may affect commitment of employees.

Vigoda (2000) examined the relationship between perception of organizational politics, work attitude and some work outcome among some 303 selected public sector employees in Israel and hypothesized that perception of organizational politics will be negatively related to job satisfaction and employee commitment, that perception of organizational politics will be positively related to employees' intentions to exit the organization, that perception of organizational politics will be negatively related to performance (i.e. based on employee and supervisors ratings). Results from the study showed that all these hypotheses were confirmed as

previous studies. The study further found out that job attitudes like employee commitment, job satisfaction, and job anxiety mediated the relationship between perception of organizational politics and some work outcome like negligent behavior even though direct relationships were not established between perception of organizational politics, turnover intention, job satisfaction and loyalty. Further findings from the research suggested that reactions to politics in the traditional public systems may be more destructive- passive than destructive- active. Thus employees more often than not respond to perception of organizational politics by being negligent and not necessarily giving up their job security or tenure in public sector organizations.

Further studies by Vigoda-Gadot and Kapun (2005) to compare the relationship between perceived politics among some 700 selected participants in public and private sector organizations on job satisfaction, employee commitment, job distress and burn out as well as turnover intentions based on a comparative research tool and the Structural Equation Modeling technique, they hypothesized that public organizations will perceive higher organizational politics as compared to private sector organizations. They hypothesized based on the premise that public sector organizations are often bureaucratic in nature leaving no room for flexibility or change. Thus employees may perceive such atmosphere as more political. Findings indicated that perception of politics really differed notably across both sectors. Employees within the public sector's perception of politics were relatively higher than reported in the private sector organizations and therefore public sector employees saw their work environment as unjust and unfair.

These findings were in confirmation to Sieber's (1974) assertion that because of spillover effect of values and norms mostly from the political sphere into the organizational sphere, public sector organizational members were more likely to perceive greater organizational politics. Again,

perceived organizational politics was found to be negatively related to job satisfaction and organizational commitment and a positive relationship with job distress, job burnout, turnover intentions and negligent behavior.

Similarly, Zhang & Lee (2010) studied perceived organizational politics as a moderator to work stress and turnover intentions among 304 Chinese government sector organizations and found that indeed perception of politics moderate the relationship between work stress and turnover intentions and this positive relationship was stronger when the perception of politics in the organization was highest. Thus employees who perceived higher organizational politics were more likely to be stressed out and more often had higher turnover intentions. No significant relationship was however found between perceived politics and self –reported absenteeism.

Aronow (2004)'s study to find the extent to which perceived organizational politics impacted the work of Human resource professionals using two men and five women and the qualitative method of data collection, precisely focused group interview of the Human Resource professional found that perception of organizational politics is situational. The study confirmed Lewin's (1936) perception-attitude theory that how one viewed or perceived the situation or one's state of mind influenced the strength of the perception and consequently their attitude. Another finding of the research was that both males and females agreed on the fact that the notion "politics" is found in every organization and linked with job dissatisfaction. Furthermore, all participant of the study agreed that there were positive aspects of politics that were necessary at work for organizational effectiveness. However one limitation observed from this study was the imbalance when it came to the difference in number of the gender used. Again, the study by use of professionals in one organizational setting cannot be generalized to other setting. This

study will go a step further by including public sector workers from 2 different organizations so as to ensure generalization of findings and ensure a balanced representation of both genders.

In line with these results, Chang, Rosen and Levy (2009) conducted a meta-analysis that tested a model that linked perceived organizational politics to job performance (including contextual performance like OCB) , affective commitment, job stress or strain and turnover intentions from various journals published from 1989- 2007. Using content analysis for inclusion criteria, some central themes were identified and analyzed using the structural equation modeling technique. Results indicated that perception of organizational politics had strong positive relationship with strain and intentions to exit an organization and strong negative relationship with job performance and affective commitment. The research also added clear support for the relationship between perceived organizational politics and an aspect of job performance, organizational citizenship behavior, which had previously not been tested by many researches (Chang et al, 2009). The result showed a negative relationship between perceived organizational politics and the performance of organizational citizenship behavior further confirming the earlier model of Ferris, Russ & Frandt (1989).

In the study of Parker, Dipboye and Jackson (1995) to examine the relationship between the perceived politics in organizations to certain work outcome like intentions to leave the organization, negligent behavior, job satisfaction and organizational commitment as suggested by the model proposed by Ferris, Russ and Fandt (1989), participants were selected from an international non-profit media organization in Iraq. Using a cross sectional survey, importantly a qualitative means of collecting their data, their hypotheses that perceived organizational politics was negatively related to organizational commitment, job satisfaction and negligent behavior

was supported. The use of the qualitative method of data analysis gave them an in-depth understanding of the behaviors that were elicited by organization members.

All these studies reviewed have been in much more developed countries with different work cultures, orientations among others. One study that was conducted in a developing country and for that matter Nigeria was conducted by Ladebo (2006). The study by Ladebo (2006) on the antecedence and consequences of perceived organizational politics among some 137 selected Nigeria's agric extension persons. Based on previous studies, it was hypothesized that perceived organizational politics will be positively related to job distress. Findings indicated that indeed, employees who perceived greater politics in the workplace were more likely to have distress at work.

Aside these behavioral outcomes that have been studied by various scholars, others have also researched into certain situational factors like organizational climate, role ambiguity and felt obligation that sometimes moderate or mediate the relationship between perceived organizational politics and various behavioral outcomes. Existing studies have found positive relationship between job ambiguity and perceived organizational politics (Ladebo, 2006). That is when employees are not given defined or prescribed roles in an organization, it leads to confusion and inability for the employee to work effectively. In agreement with this, Ladebo (2006) hypothesized that job ambiguity will be positively related to perceived politics, that perceived organizational politics will be negatively related to felt obligation and that felt obligation will moderate the relationship between perceived organizational politics and job distress. Findings revealed that job ambiguity – perceived organizational politics relationship was supported as earlier studies. Again the inverse relationship between perceived organizational politics and felt

obligation was also supported and the hypothesis that stated that felt obligations will moderate the relationship between perceived organizational politics and job distress was not supported.

### **2.3.4 Perceived Organizational Politics and Organizational Commitment**

Organizational commitment has widely been depicted in the management and organizational behavior literature as an important factor in the relationship between individuals and their organizations. (Nehmeh, 2009). According to Allameh, Amiri and Asadi (2011), this concept has received considerable attention over recent years and has become a central objective of Human Resource Management. It has been defined by Vandenberghe, Bentein, and Stinglhamber (2004) as management force that unite people. Thus organizational members may come together because of their commitment to their organization.

Chang, Tsai and Tsai (2011) define organizational commitment as the relative force of an individual's identification and involvement in a particular organization. O' Reilly and Chatman (1986) define the concept as ones level of integration to their organization whiles Guatem, Dick, Wagner, Upadhyaly and Davis (2001) define organizational commitment as a psychological state that categorizes the employee's relationship with their organization.

Individuals with higher levels of commitment have a sense of belonging and identification to their organization and this increases their desire to pursue organizational goals and activities and the urge to continuously remain with the organization (Anis, Rehmen, Khan & Humayoun, 2011).

Employees tend to be committed to their organizations when they realize that their goals are similar with that of the organizational goals (Cohen, 2003) and when they perceive that their organizational setting is fair in terms of distribution and procedures. On the other hand, detachment from one's organization could be as a result of the perception of organization politics or perceived unfairness (Cropanzano, Howes, Grandey & Toth, 1997). Other work experiences that have been related to increased commitment among members are organizational rewards systems and organizational support (Rhodes, Eisenberger & Armeli, 2001). These work experiences have been shown to be over and above structural features in the organization like decentralized systems of management and other personal characteristics.

Researchers argue that organizational commitment may lead to valuable outcomes such as increased performance (Vigoda-Gadot, 2007) and productivity, may decrease intentions and actual turnover, may reduce negligent behaviors and absenteeism at particularly the individual and the organizational levels (Lo, Ramayah & Min, 2009).

The concept has been thought now to be multidimensional (Anis, Rehmen, Khan & Humayoun, 2011) and therefore has been explained by different scholars differently. O'Reilly and Chatman (1986) categorize organizational commitment under compliance, identification and internalization. By far, the most common categorization was done by Meyer & Allen (1977). According to them commitment can be categorized under affective, continuance and normative main elements. Affective continuance denotes the emotional attachment, identification with and involvement in one's organizations. Continuous commitment represents the cost associated with leaving the organization and normative denotes the perceived obligation one has to leave the organization.

In Meyer and Allen's (2001) 3 components, affective component reflects "a desire", Continuous commitment reflects "a need" and normative reflects "an obligation" to be part of an organization and may reflect in varying degree in the employees organizational life.

Affective commitment has been shown to have the strongest positive correlation with job performance, followed by normative commitment and then continuous commitment. Continuous commitments tend to be unrelated or negatively related to workplace behaviors such as attendance, job performance and organizational citizenship behavior (Boehman, 2007).

Organizations that promotes assurance and clarity in terms of processes and procedures in the administration of promotional policies, fair distribution and processes, fair provision of adequate resources tend to fulfill their indebtedness to such organizations by committing more and engaging in extra role activities that in the long run may benefit it (Rhodes et al, 2001). The study of organizational politics and organizational commitment contributes to our better understanding of organizational behavior.

Hu (2013) examined the moderating effect of job security on the relationship between perceived organizational politics and organizational commitment. Data was collected from 314 employees by means of a survey questionnaire. Result from the study showed that there was a significant negative relationship between perceived organizational politics and two dimensions of organizational commitment; affective and normative commitment. Findings further revealed that both dimensions of organizational commitment were lessened as quantitative insecurities increased while the negative relationship between perceived organizational politics and affective commitment was weakened as qualitative insecurities increased.

Studies by Jam, Khan, Zaidi and Muzaffar (2011) to investigate the moderating effect of political skills and its relationship with perceived organizational politics, affective commitment and contextual performance among 300 employees from both public and private sector organizations in Pakistan hypothesized a significant negative relationship between perceived organizational politics and affective commitment and organizational citizenship behavior. Findings confirmed hypotheses stated. Cropanzano, Howes, Grandey and Toth (1997) also found a strong negative relationship between affective commitment and perceived organizational politics among employees in a Western Public University. Thus employees detached themselves from the values, aspirations and goals of the organization when they perceived higher organizational politics and this further result in anti-organizational behaviors like negligence, absenteeism and pilfering (Vigoda, 2000).

Anis, Rehmen, Khan and Humayoun (2011), studied the mediating role that commitment had in the relationship between employee retention, job satisfaction and perceived supervisory support among some 320 pharmaceutical employees in Pakistan through a survey questionnaire. They hypothesized that commitment will have a positive relationship with job satisfaction and employees' retention to their organizations (taking into consideration the three dimensions of commitment as categorized by Meyer & Allen, 1991). All hypotheses were confirmed. The study showed that a stronger relationship exist between commitment and job satisfaction than more studies had confirmed. Thus greater commitment to the organization has strong impact on satisfaction and this is related to retention of employees.

Various studies have studied the antecedence to organizational commitment. Allen and Meyer (1991) argue that organizations that are supportive to its members, have established social relationships, give employees opportunity for career advancement, where individual are given

some amount of autonomy, treated fairly and demonstrate strong leadership skills have their employees showing high level of commitment. Furthermore, employees who are allowed to take part in decision making and organizations that are able to fulfill the psychological contract obligations also show much commitment to their organizations. According to Meyer and Smith (2000), the relationship between an employee and his supervisor may help influence the development of affective commitment. This may happen when the employee is made to take part in decision making process and treated fairly by his supervisor.

Following previous studies of Meyer and Smith (2000), Steijn and Leisink (2006) studied the antecedence and behavioral consequences of commitment among the Dutch public sector employees. One major antecedent to commitment that was investigated in this study was the effect human resource management system had to play on employee commitment. Meyer and Smith's (2000) hypothesis was tested on the premise that more positive perception and evaluation of HRM Practices by employees will be related to higher levels of commitments. Personal characteristics like tenure, educational level, gender and job characteristics like number of hours an employee works, permanent position held, salary, interesting job content as well as support by colleagues were considered. The main HRM component was employees' satisfaction with Human Resource Management practices. Findings of the study showed that the various construct of commitment as categorized by Meyer and Allen (1991) are indeed distinct constructs. The hypothesis that stated that positive perception and evaluation of HRM practices by employees will lead to higher level of organizational commitment was partially supported, especially the affective component and to a lesser extent normative.

Like human resource practices, the leadership style of a superior or an employer may affect the commitment level of an employee and subsequently may affect the performance of some

discretionary behavior like OCB's. A leadership style that encourages employee commitment is essential in order for an organization to successfully run, gain competitive advantage over other organizations and most importantly achieve organizational goals. Lo, Ramayah and Min (2009) examined the leadership style that influenced employee commitment the more. In their study of 158 Malaysian executives in a manufacturing industry, they administered questionnaires to subordinates who were reporting to lower and middle level managers on the leadership style (i.e. whether transformational or transactional) used by their immediate superiors and then report on their commitment level. Results showed that there was positive direct relationship between transformational leadership style and employees' affective and continuous commitment. Thus leaders, who give advice, support and pay attention to the individual needs of the employee or subordinate will enhance the commitment level of their employee. One flaw in this study is the limiting of study to the manufacturing industry.

Hsieh and Hsieh (2003) compared and analyzed the relationship between employees perceptions of organizational politics, organizational commitment, job performance, and organizational citizenship behavior among 1,187 public and private enterprises made up of 384 publicly-owned business and 803 private enterprise. Respondents were asked to report on how they perceived the political environment of their organization and answer questions on their commitment level, their performance of organizational citizenship behavior and their general performance. The result of the study showed a significant negative relation between perceived organizational politics and commitment among both public and private enterprises. However, the related degree reported in publicly-owned business was higher than the privately owned enterprises. The study further found out that supervisor's behavior influences one's perceptions of politics the most. Thus when supervisors were very supportive and sensitive to the feelings of

the subordinate, the subordinate perceived less politics than when the supervisor was unsupportive. Affective commitment was more often affected by one's perception of organizational politics than the other components of commitment. Employees perceived politics and job performance for private and publicly-owned business enterprise members had significant negative correlation. Furthermore, perceived organizational politics and organizational citizenship behavior for public and private enterprise members had significant negative correlation. The related degree in private enterprise was relatively higher as compared to publicly-owned business. These findings however contradict studies by Vigoda(2005) where perceived politics in publicly- owned sectors was higher than privately owed sectors.

### **2.3.5 Organizational Citizenship Behavior**

Growing challenges facing most public sector organizations is the pursuit for creativity, novelty, uniqueness and change-oriented behaviors among its employees (Vigoda- Gadot, 2011) in modern growing competitive environments. Thus organizations need individuals who are effective in these competing environments. These staff and workers are the main difference between effective and non-effective organizations (Afshardoust, Feizabadi, Zakizadeh & Abdolhoseyni, 2013).

An employee's natural tendency to engage in different behaviors is strongly influenced by the organizational context (Hsieh & Hsieh, 2000). Organizational citizenship behavior have been found to be a noted discretionary behavior which has been identified by some researchers to be linked to organizational commitment and like commitment, it is viewed as widely contributing to the overall effectiveness of an organization ( Danaeefard, Balutazeh & Kashi, 2010).

Lambert (2006) defines Organizational citizenship behavior (OCB), as behavior that goes beyond the basic requirements of the job and not part of the formal reward system. It is to a large extent discretionary and promotes organization through strengthening and maintaining its social system (Cohen, 2006). However, one cannot be penalized for not performing them. OCB's have been studied theoretically and empirically over two decades in various fields (Kim, 2005) and in its related forms like prosocial organizational behaviors, extra-role behavior, organizational spontaneity, contextual performance. Their antecedents and consequences have been analyzed (Podsakoff, Mackenzie, Paine & Bachrach 2000). Some current research in OCB is based on the social exchange theory by Blau (1969). According to this theory, employees repay their organizations for favorable treatment by performing some discretionary acts in order for it to succeed. According to Brass, Butterfield and Skaggs (1998), ethical workplace behaviors that are normally performed are inherently a social occurrence that is rooted in social relations within the organization. To emphasize the social nature of OCB's, Bommer, Miles and Gover (2003) found that when a member within a work group demonstrated high level of helping behavior, other employees in the work group also demonstrated this behavior by helping others to a larger extent.

Multiple dimensions of OCB's have been proposed by Organ (1988) to include conscientiousness, sportsmanship, altruism, organizational compliance, organizational loyalty, individual initiative, civic virtue and self development.

Altruism or helping behavior has been identified by almost anyone who has worked in this area as very important citizenship behavior (Podsakoff, Mackenzie, Paine & Bachrach, 2000) and it reflects voluntarily helping others or avoiding the occurrence of work related problems.

Sportsmanship on the other hand involves the willingness to put up with inconveniences that are often inevitable without complaining and maintain a positive attitude when things do not go as desired.

Organizational loyalty involves supporting, spreading goodwill messages about the organization, defending the values and objectives of the organization as well as remaining committed to it even in adverse conditions.

Civic virtues represents the willingness to participate in the governance of the organization in terms of attending meetings, engaging in policy debates, expressing views about strategies the organization ought to use, keeping up with changes that might affect the whole organization among others.

These classifications have however been argued to be the same and just broad dimensions of the OCB's and therefore measuring them should not be done separately (Podsakoff, Mackenzie, Paine & Bachrach, 2000). Some early research on the antecedence of OCB have identified perception of fairness in the organization ( which relates to Perceived Organizational Behavior concept), employee satisfaction, employee commitment and perception of leader supportiveness. To test the social –exchange relationship of the employee-organization relationship, Danaeefard, Balutbaze and Kashi (2010), conducted a study perceived organizational politics and the performance of the five dimension of organizational citizenship behavior as defined by Organ (1997) based on a sample of employees in 10 selected public universities in Iran. Basing on the theory of norms of reciprocity that posits that when employees perceive that their organization has treated them fairly, when employees perceive organizational justice in their organization, they are likely to reciprocate by performing added on roles that are not part of their assigned

duties, Danaeefard et al (2010) collected data (self- and peer reported questionnaires) from employees. They predicted a negative relationship between perceived organizational politics and OCB in both cases. Findings reported that there were divergent relationships between perceived organizational politics and OCB's in the self reported and peer reported data. Regression analysis showed negative significant effect of political perception on citizenship behavior using peer-report but no significant effect was found when self reported data was analyzed.

Another study by Afshardoust, Feizabadi, Zakizadeh and Abdolhoseyni (2013) on the relationship between organizational citizenship behavior (OCB) and perceived organizational politics (POP) among the sport organization experts of Tehran Municipality sampled 172 experts with the Cochran Formula. Data was collected by the use of a survey questionnaire. OCB was measured based on Podsakoff's (2000) Organizational Citizenship Scale and Perceived Organizational Politic (POP) was measured by the use of Kacmar and Ferris (1991) Perception of Organizational Politics Scale (POPS). They predicted that when employees perceived higher level of organizational politics within their organization, they were less likely to be involved in extra roles or other discretionary behaviors. Self- reported analysis of data collected confirmed this hypothesis; that is a significant negative relationship was found between one's perceived politics and their performance of citizenship behaviors

Contrary to the significant negative relationship found between perceived politics and the performance of organizational citizenship behavior, Cropanzano, Howes, Grandy and Toth (1997) examined the relationship between perceived organizational politics, employee commitment and organizational citizenship behavior among 69 full time employees of a manufacturing company in the United States. Data was collected through a survey questionnaire. They predicted that people who perceived their organizational setting as highly political were

less likely to perform organizational citizenship behavior. Results however showed that there was no significant relationship between perceived organizational politics and organizational citizenship behavior. A second study conducted using 185 part-time employees (undergraduate) in a large western Public University in the United States also found no relationship between perceived organizational politics and the performance of organizational citizenship behavior. Podsakoff, Whiting Podsakoff and Blume (2009) argue that that the employees' ability to perform organizational citizenship behavior lies with the supportive social influence within the organization.

Several studies have linked OCB's to performance. Most of these research works have tried to link employee characteristics to their supervisor's ratings of their performance. According to Organ (1997) OCBs add to organizations' performance and influence how managers or supervisors rate their employees.

Werner (1994) argues that most organizations now include OCBs in their evaluation process because of the impact it has on the organization. However, Buentello, Jung and Sun (2008) argue that even though OCBs are good for organizational members and the organization at large, it may not necessarily contribute to firms' performance. On the other hand, Cohen (2006) emphasize that the helping-behavior aspect of OCBs is linked to firm's performance. To test the OCB- performance relationship, Buentello et al (2008) collected data based on a survey questionnaire from 139 managerial employees and hypothesized that OCB's is significantly related to firm's performance. However, findings from the study concluded that there was no direct link between OCBs and performance as some studies observed. The observation from the study could be as a result of the study being taken from a single population. Therefore generalization of findings could be faulty.

Related to the OCB, commitment and performance relationship is organizational learning which has been found to be part of the performance construct ( Chang, Tsai & Tsai, 2011). According to them, when there is a good learning environment in the organization, it increases performance and employees are more likely to stay committed and perform OCBs. Organizational learning have been defined by Lynn (2004) as the corporation's capability to maintain and raise performance or interests and this have been found to include four constructs; information acquisition, information distribution, information interpretation and information memory. Chang, Tsai and Tsai (2011) tested the hypothesis that organizational citizenship behavior and employee commitment positively influences the effect of organizational learning. A survey questionnaire was collected from 200 participants in different companies. Findings revealed that organizational commitment and OCB could influence organizational learning positively and that organizational citizenship behaviors can be positively influenced by organizational commitment. Thus when organizational members are committed to their organizations and perform discretionary roles, the organization's learning climate is enhanced. Similarly, Jam, Khan and Zaidi (2011) found a negative relationship between the perception of politics and the performance of contextual performance.

### **2.3.6 Organizational Commitment and Organizational Citizenship Behavior.**

Commitment and Organizational citizenship behavior are two important constructs that are very important for organizational functioning and these two are important for analyzing the relationship between employees and their colleagues as well as the relationship between employees and their organizations (Yilmaz & Cokluk- Bokeoglu, 2008). Some related literature

on the commitment- organizational citizenship behavior relationship emphasizes the positive relationship between these two variables. Guatam, Dick, Wagner, Upadhyay and Davis (2001) suggest that commitment is a premise to organizational citizenship behavior. Employees who are satisfied with their work and work environment often identify with the organizational goals, are willing to stay with their organizations, display a higher sense of loyalty and responsibility and tend to be more productive and this demonstrates on their commitment and willingness to exhibit voluntary behavior. Chang, Tsai and Tsai (2011) propose that the presence of these two in any organization would ensure its effectiveness and efficiency.

Salehi and Gholtash (2011) collected data from 341 participants from faculty members of the Azad University. The research was in an attempt to find the relationship between job satisfaction, job burnout and organizational commitment with organizational citizenship behavior. A survey questionnaire was administered to participants with the following measures; organizational citizenship behavior was measured with Padsokoff's (2000) organizational citizenship behavior scale and commitment with Allen & Meyer's (1991) commitment scale with the 3 subscales (affective, normative and continual commitment). Findings indicated that organizational commitment had a direct positive influence on organizational citizenship behavior. Thus the more faculty members were committed to their organization, the more they performed self-reported citizenship behavior.

Similarly, Allameh, Amiri and Asadi (2011), investigated the relationship that exists between organizational commitment and organizational citizenship behavior among Regional Water Organization of the Mazandaram Province. By the use of random sampling method procedure in selecting participants, 40 participants filled out a questionnaire to report their commitment and their performance of organizational citizenship behavior. They predicted a positive relationship

between organizational commitment and organizational citizenship behavior. A rather weak relationship was confirmed. They further sought to find out the various components of organizational commitment on the various components of citizenship behavior. Results showed that there was a rather low correlation between the various components of organizational commitment and organizational citizenship behavior.

One major limitation of the study was the fact that only correlations between the variables were noted which are not informative enough. The current study will add to this by identifying the extent of relationship between commitment and the performance of organizational citizenship behavior.

Kumar and Giri (2012) also examined the relationship between the different components of organizational commitment as categorized by O'Reilly and Chatman (1986) and the components of organizational commitment as categorized by Allen and Meyer, (1991) in some teachers from an Indian Engineering Institution. Using Job involvement as mediator, they predicted that job involvement will mediate the relationship between group commitment and organizational commitment and this will predict organizational citizenship behavior. Result confirmed this hypothesis, that is organizational commitment predicted the performance of organizational citizenship behavior.

Guatam, Dick, Wagner, Upadhyay and Davis (2001) studied the structure of organizational citizenship behavior and its relations to organizational commitment in some organizations which included telecommunication companies, TV broadcasting companies and some selected banks in the Nepal. After rewording Allen and Meyer's (1991) commitment scale and Podaskoff's (2000) organizational citizenship behavior scale to suite the Nepalese culture, standardized

questionnaire measuring the above constructs were administered to 450 participants randomly selected. Results showed significant positive relationship between affective and normative commitment with the individual factors of OCB (altruistic, sportsmanship, loyalty and civic virtue). However, there was a negative relationship between continuance commitment and the various dimensions of OCB. William and Anderson (1991) found no significant relationship between commitment and organizational citizenship behavior and Moorman, Niehoff and Organ (1998) found that neither job satisfaction nor organizational commitment was related to organizational citizenship behavior.

From the studies reviewed, it was noted that most of the literature on perceived organizational politics emphasized on the outcome and consequences of organizational politics on employees. However the predictors to this perception were neglected. Furthermore, the dimension of perceived organizational politics on organizational commitment is one gap in literature that this study may help bridge. One other important gap in literature is the fact that only a few of the studies on the variables under study have been conducted in an African context. More so, review of literature has not found any such study in the Ghanaian context. The study thus aims to bridge these gaps identified in literature.

## **2.4 Rationale of the Study**

Modern organizations are described as political systems characterized by diversity, scarcity of resources, group or personal interests and agreements that often result in conflict ( Ladebo, 2006). According to Bodla and Danish (2012), there is no organization without politics. The only difference is the degree at which the politics exist and the consequences it has on the

organization. Organizational politics is regarded as a critical factor affecting many organizations and this interferes with decision making, promotion and reward system in any organization (Vigoda, 2003; Kacmar & Baron, 1999).

Again, Lewin (1936) emphasizes that individuals react to their perception of reality and not to reality itself. Thus, when individuals perceive high organizational politics, it may affect their attitudes to work (in terms of their commitment, engagement in some citizenship behaviors as well as their intentions to exit the organization).

The Public sector in most countries employs high number of employees (Vigoda, 2002) and contributes a substantial amount towards the economy of the country. Ghana is no exception to this. According to Thornhill (2006), the public sector should be important to any country because it is the major employer, the major provider of services in any economy and the consumer of tax resources and thus productivity and performance of any public sector is important for the overall economic performance of any country. According to the reports from fair wages and salaries commission, approximately 70% of national revenue is used to pay public sector workers alone leaving about 30% for other development project with the introduction of the Single Spine Salary Policy. Thus more than any other time in the history of Ghana, well meaning Ghanaians should be concerned with productivity in this sector.

However, the public sector is faced with lack of commitment and apathy from its employees. This lack of commitment indirectly may impact on the government in terms of government expenditure or affect the total GDP of the country which is used for developmental projects for the country and this apathy and lack of commitment indirectly affects the provision of social amenities in various sectors of the country when there is lack of funds for developmental

projects. This lack of commitment have been shown by some scholars as resulting from the politics that often engulf most public sector organizations( Perry & Rainey, 1988)

However, very few researches in organizational politics have been done in the public sector with many focusing on the private sector organizations (Vigoda, 2000). Since perceived organizational politics have been related to various work outcomes, it is important to research into this area more especially in the Ghanaian context where the public sector is important and considered the backbone of the country.

Again, the research is important in the public sector because the public and private sectors have different work cultures, orientation, goals as well as processes and procedures (Vigoda, 2005) and therefore findings in one sector may be different from another sector thus results derived in one sector need not be generalized to the other sector.

Furthermore, most studies on the perceived organizational politics have been done in relations to some behavioral outcomes like negligence, absenteeism and turn over intentions but very limited studies in relations to organizational citizenship behavior (Ladebo, 2006). Munene (1995) argued that employees in many African counties rarely perform citizenship behaviors and are less committed to their work, which is detrimental to the growth of African economies. It is worthwhile investigating why this is so since some studies have linked politics to lack of commitment. Again Steijn and Leisink (2008) emphasize that though a lot of work have been done in organizational commitment, not much have been done in the public sector.

Upon reviewing literature, it was found that most of the studies conducted in the area of perceived organizational politics were conducted in the western organizational context (Khatari, Chang & Pawn 2001). Such countries have vast difference in terms of their economic, social and

cultural background as well as their work attitude, values and norms. Based on these cultural differences, findings from previous studies may not be applicable to organizations in Ghana. According to Vigoda (2011), differences may exist between developed and developing countries because of the different places they fall in the global economy in terms of economic structures and technological advancement. Thus a study in the Ghanaian context will serve a useful purpose and findings will provide direct and better fit into Ghanaian public sector organizations.

Furthermore, the relationships between perceived organizational politics and organizational citizenship behavior have received mixed support in literature. For instance, Vigoda (2000) reported a link between perceived organizational politics and OCB while Cropanzano, Howes, Crandney & Toth (1997) found no association between these variable. Even though the relationship between perceived organizational politics, employee commitment and organizational citizenship behavior somehow sounds intuitive, many researches have consistently failed to establish such impact. The study is thus in response to the call for more research to be conducted in this area using different findings for better understanding of the various constructs.

Kacmar and Carlson (1997) have categorized individual's perceived organizational politics into General Political behavior, Go Along to Ahead and Pay and Promotion Policies. Upon review of literature, it was found that many studies had not looked at the relationship between the various components of organizational politics on the various work outcomes. According to Adebusuyi, Olasupu and Idehen (2013), studying the various components will help better understand the construct and its dynamics in modern organizations. This makes this study important to bridge the gap in literature.

Finally, demographic variables like the gender of the employee, their organizational tenure and job tenure as well as their organizational status and educational background may be an important predictor of employee's perceived politics (O'Conner & Morrison, 2001) and thus may affect the employee's commitment and the performance of organizational citizenship behavior. However according to Iqbal (2010) there has been so many inconsistencies with regards to these demographic variables as a predictor to perceived organizational politics. This study will look at these demographic variables as predictors of perceived organizational politics.

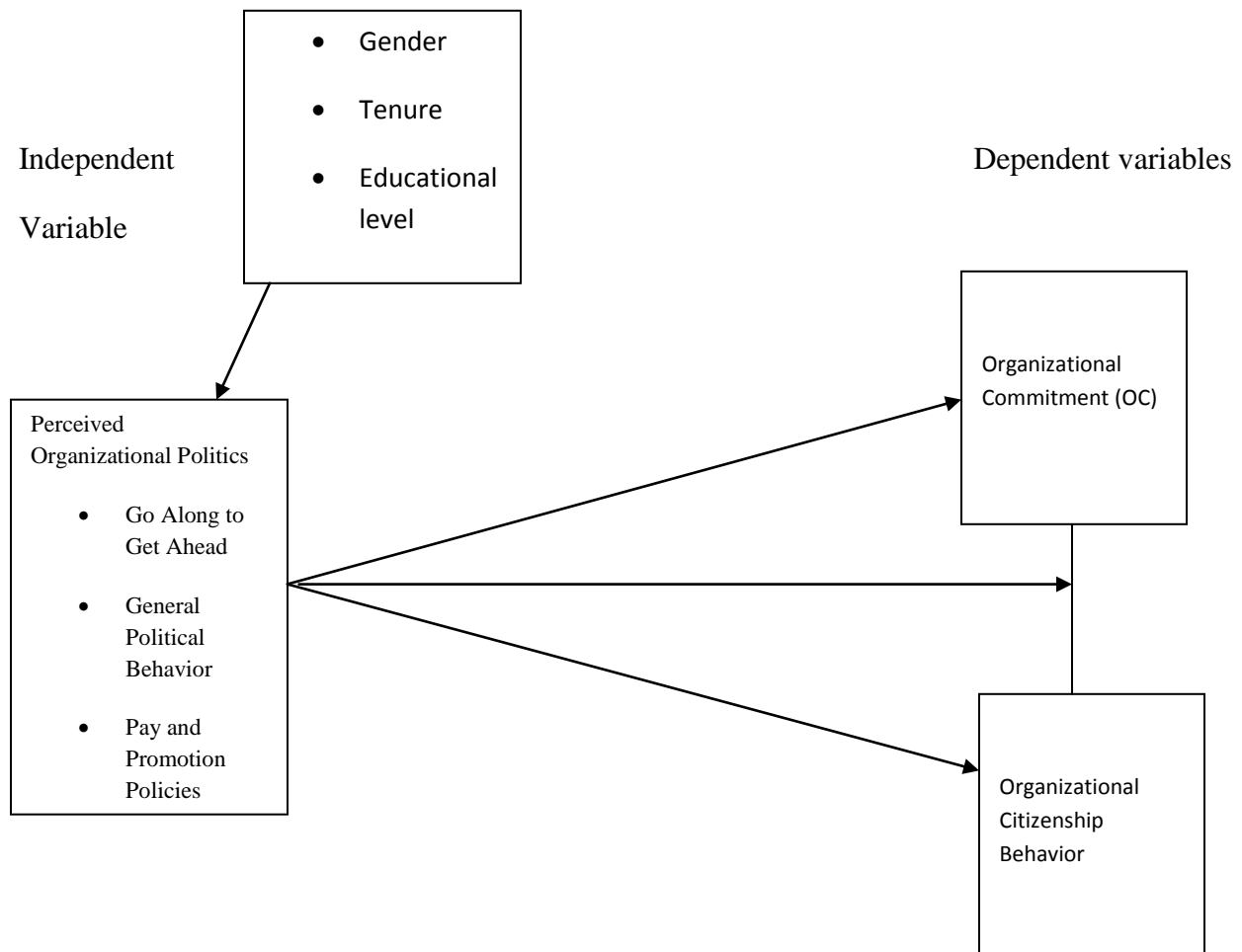
The study thus aims to contribute to the work of perceived organizational politics in relations to organizational commitment and organizational citizenship behavior of employees in the public sector considering some demographic factors as predictor variables to perceived organizational politics.

## **2.5 Statement of Hypotheses**

1. Perceived organizational politics will significantly negatively predict organizational commitment.
2. Perceived Organizational Politics will significantly negatively predict organizational citizenship Behavior.
3. The interaction between perceived organizational politics and organizational commitment will significantly predict organizational citizenship behavior.
4. There will be a significant positive relationship between organizational commitment and organizational citizenship behavior
5. Employee gender, educational level and organizational tenure will predict perceived organizational politics.

6. Dimensions of organizational politics will significantly predict organizational commitment

**Hypothesized model of the relationship between the variables.**



**Figure1. Summary of the hypothesized relationship between the predictor and criterion variables.**

In the above model, perceived organizational politics is the independent variable being measured on three dimensions: General Political Behavior, Go Along to Get Ahead and Pay and Promotion

Policies and organizational commitment and organizational citizenship behavior as the dependent variables. The model illustrates that employee's perceived organizational politics will have an effect on their organizational commitment and the performance of organizational citizenship behavior. That is the higher or lower employees perceive organizational politics, the higher or lesser they will be committed or engage in organizational citizenship behavior. Also in the model is the interaction of perceived organizational politics and organizational commitment on organizational citizenship behavior. The model also identifies the relationship between organizational commitment and organizational citizenship behavior. Finally, demographic variables; gender, tenure and educational level have been used in the model as antecedence to perceived organizational politics.

## **2.6 Operational Definition of Concepts**

1. Perceived organizational politics represents the extent or degree to which an employee views the work environment as political and therefore unfair or unjust and the managing of power to obtain ends not approved by the organization.
  - a. Go Along to Get Ahead represents lack of actions by individuals in order to secure valued outcome
  - b. Pay and Promotion Policies which involves the organization behaving politically through the policies it enacts.
  - c. General Political Behavior represents siding with individuals in order to receive favors
2. Organizational Commitment is an individual's psychological attachment and loyalty to his organization

3. Organizational Citizenship Behavior represents an Individuals' behavior that is discretionary and not directly recognized by the formal reward system within the organization.

### **Independent Variables**

1. Perceived organizational Politics

### **Dependent Variable**

2. Employee Organizational Commitment
3. Organizational Citizenship Behavior

## CHAPTER 3

### METHODOLOGY

#### 3.1 Introduction

This chapter consists of a description of the research methodology used in the study. This includes the summary of the research design, the population as well as the sample size and sampling procedure used in the study. The instrument used for the data collection and their psychometric properties have also been outlined. The chapter also includes an outline of the pilot study and the procedure used in the study.

#### 3.2 Population of Study

The target group for the study was all public sector employees in Accra. The sampling frame was public sector employees in Ghana. Two main organizations were selected based on their proximity, accessibility and their willingness to take part in the study. The two main public sector organizations that were chosen for the study were the West Africa Examination council a major examination body in West African countries and Ghana Standards Authority which is a major standards and regulatory body in the country. The Ghana Standards Authority and the West African Examination Council were particularly chosen because of their history of change of leadership with every change of government. These change of leadership subsequently comes with changes in policies which normally creates uncertainty among employees. Questionnaires were given to available and willing participants from these selected organizations.

### 3.3 Sample

The convenient sampling method was used to select the participants of the study. According to Zechmiester and Zechmiester (2003), this method allows for the use of available and interested participants to take part in the study. Two hundred (200) public sector employees were targeted for the study. According to Tabachnick and Fidell (2007), for regression analysis, the minimum sample size (N) should be  $N > 50 + 8M$ ; where M= the number of independent variables to be used and N, the sample size in the research. The independent variable in this research is one (1) which means that a sample size not less than 58 was required for the study. However after collection of the data, only 160 useable questionnaires out of 200 questionnaires distributed were analyzed.

Descriptive analysis of the study sample is summarized in the table below below

**Table 3.1 – Sample Demographics: Frequency and Percentage of Responses by Category of Gender, Age, Educational Level, Organizational Status, Tenure, Respondent Organization.**

Demographics	Frequency	Percentages
<b>Gender</b>		
Male	92	57.5
Female	68	42.5
<b>Age</b>		
20-30years	57	35.6
31-40years	49	30.6
41-50years	32	20.0
51years above	22	13.8
<b>Educational Level</b>		
O/A Level	33	20.6
HND	45	28.1
First degree	56	35.0
Post Graduate	26	16.2
<b>Organizational Status</b>		
Junior Staff	89	55.6
Senior Staff	57	35.6
Managerial Level	14	8.8
<b>Tenure</b>		
1-10years	84	52.5
10 -15years	27	16.9
16years and above	49	30.6
<b>Respondent Organization</b>		
Ghana Standard Authority	67	41.9
West Africa Examination Council	93	58.1

*Total Number of Respondents (N= 160)*

As observed from Table 3.1, out of the total 160 respondents, 92 (57.5%) were males representing a greater percentage compared to females who were 68 (42.5%). Also the output shows that majority of respondents fall within the ages of 20 to 30 year 57 (35.6%) followed by

those within the ages of 31 to 40 years 49(30.6) and only 22(13.8%) were 51years and above. This shows that both organizations have a younger labor force. 89(55.60%) of respondents were junior staff, 57(35.6%) Senior Staffs and 14(8.8%) were at the Managerial level. About 84 (52.5) of the respondents in this study have worked with their various organizations between 1 to 10years, 27 (16.9%) have worked between 10 to 15years whilst 49(30.6%) worked for 16years and above. This is evident in the fact that most respondents are young as reflected in their age. 93 respondents were from West Africa Examination Council while 67 were from Ghana Standard Authority

### **3.4 Data Collection Instrument**

#### **Measures**

All measures of this study were based on instruments that have been used in previous studies and have been shown to have good psychometric properties.

A four part questionnaire was used for the study. The first section of the questionnaire dealt with the demographic information of participants which included gender, educational background, level in the organization and tenure in the organization

The second section of the questionnaire measured participants' self-reported performance of citizenship behavior in the organization. The third section measured the self-reported commitment level of participants and the final part measured perceived organizational politics within the organization. Below is a description of the various instruments used and their psychometric properties

### **Section A: Demographic Variables**

This section was made up of 4 items which sought to gather relevant information on participants' background. This generic biological data included gender, age, educational background and the length of service in their organization. These questions were asked in order to find out how these variables have an effect on the perceived organizational politics. In coding gender for the analysis in the study, male was coded 1 and female 2.

### **Section B: Organizational Commitment (OC)**

To test for commitment among employees, the Cook & Wall (1980) commitment scale was used. This scale has been found to be short, robust and therefore can be easily completed. The scale incorporate three interrelated components of commitment which they identified as Identification: pride in ones organization and the internalization of organizational goals. Involvement constitute the willingness to invest personal effort for the sake of the organization and loyalty which is the affection and attachment to an organization (Cook & Wall, 1980).

The scale is a nine item scale and has three items tapping each of the components. Items 3, 6 and 9 measured Organizational Involvement; items 1, 5 and 8 measured Organizational Identification and 2, 4 and 7 measured Organizational Loyalty. The response format is a 7 likert scale ranging from (1) strongly disagrees to (7) strongly agree and has been found to have a reliability coefficient alpha of 0.87 ( Kumar & Giri, 2011). Some items on the scale include (1) "I am quite proud to be able to tell people who is it I work for", (2) "Even if the firm were not doing too well financially, I will be reluctant to change to another employer". The higher the score on this scale, the higher one is perceived to be committed to their organization.

Some items on the scale were negatively keyed. These items were thus reversed scored. For instance, an item on the scale which read (3) “I will not recommend any close friend to work in this organization” was reversed scored. Thus the lower one scored on the negatively keyed items, the higher they were perceived to be committed. The possible minimum score on the scale was nine (9) and the maximum was sixty three (63). The test retest reliability for the organizational commitment scale found in the study was 0.82.

### **Section C: Organizational Citizenship Behavior (OCB)**

Organizational Citizenship Behavior was measured with the OCB scale developed by Moorman and Blakely (1995). This scale is a 19 item scale and is on a 7 point likert scale ranging from 1( does not describe my behavior at all) to 7( describes my behavior perfectly). The higher the score on this scale, the higher the performance of organizational citizenship behavior. The OCB scale has been reported to have a Cronbach alpha value of 0.87 ( Podsakoff, Mackenzie, Paine & Bachrach, 2000). Some items found on the scale include (1) “I voluntarily help new employees settle into the job” and (2) “I show pride when representing the organization in public”. The reliability coefficient value found in the study was 0.73. Higher scores on the scale were associated with higher organizational citizenship behavior and vice versa.

### **Section D: Perceived Organizational Politics**

Perceived Organizational Politics among participants was measured with the POP scale, a 15 item scale developed by Kacmar & Carlson (1997) but reworded and restructured to fit the Ghanaian setting after a pilot study. This scale measures the extent to which individuals perceive

their work environment as unfair and it measures politics on three different dimensions which includes General Behavior, Go Along to Get Along and Pay and Promotion Policies. The scale has been found to have a reliability level of 0.87 (Vigoda, 2000). Respondents were asked to rate how much they agreed or disagreed with the items on the scale. The scale ranges from 1 (strongly disagree) to 5 (strongly agree). To test for the perception of organizational politics, the higher one scores on the test, the higher they perceived their organization to be unfair (Vigoda, 2000). Examples of some items on the scale include 1) "Favoritism rather than merit determines who gets ahead around here" , 2) "I have seen changes made in policies that only serve the purpose of a few individuals and not that of everyone". Some items on the scale were negatively keyed. An example of such item was 1) "In this organization, it is unclear what extension personnel must go in order to be rewarded" such negatively keyed items were reversed scored. Thus the lower one scored on these items; the lower they perceived unfairness in the organization. The maximum possible score on the Perceived Organizational Politics Scale was 75 and the minimum 15. The reliability co-efficient in this study was 0.77.

### **3.5 Design of the study**

The research used a correlational method because it sought to find the relationship between the variables under study; perceived organizational politics, employee commitment and organizational citizenship behavior among participants of some selected public sector organizations and also measure the strength of this relationship. According to Zechmeister & Zechmeister (2003) correlational research tries to find or identify the predictive relationship between variables understudy.

## **3.6 Procedure**

### **3.6.1 Data collection Strategy**

A pilot study was conducted before the actual study. This was because upon reviewing related literature, research related to perceived organizational politics on a Ghanaian sample was not found. A pilot study was therefore needed to check for clarity of items in the scale. The pilot study was made up of 28 participants randomly chosen from three public sector organizations in Accra. These were the Ghana Standards Authority, Ministry of Defense and Ghana Revenue Authority. These institutions were basically chosen as a result of their proximity to the researcher. The perceived organizational politics, organizational commitment and organizational citizenship behavior scale for the pilot study was found to have a test retest reliability values of 0.84, 0.79 and 0.77 respectively. In all, there were 40 Items on the scale. Some of the items on the scales especially those on perceived organizational politics were modified for better understanding by respondents. For example, the items that read “There is no place for Yes Man here, good ideas are desired even when it means disagreeing with supervisor” was modified to read “It is safer to agree with people than to say what you think” and “Favoritism rather than merit determines who get ahead around here” was modified to read “People get promoted based on how much effort they put in their work and not based on partiality”. This was necessary because almost every participant in the pilot study asked for clarification to these items. Thus the pilot study helped to “break the scale down” so that as many participants as possible could answer the questionnaire with ease. It also equipped the researcher with the necessary skills needed for the main study and further helped in restructuring the questionnaire.

For the major study, two major public sector organizations were used. The researcher sought clearance from an ethical board at Noguchi Institute, an institutional review board responsible for the ethical review of research protocols and the monitoring of research to safeguard the violations of ethics in doing research in Ghana.

A letter introducing the researcher as a student was taken from the Department of Psychology; University of Ghana and given to these public sector organizations. The purpose of the study was well explained to the organizations.

The researcher was assisted by one other well trained research assistant to collect the data. This was collected at the premises of the various organizations during their lunch breaks. Others who were interested in the study but were not available at the various times visited gave out their email addresses and the questionnaire sent via their emails. The researcher occasionally called the participants who could not complete their questionnaire at the times visited to remind them of the need to complete and submit their questionnaire. Out of two hundred (200) questionnaires given out, 160 were properly filled. Of this, 143 were given out manually and 17 electronically. Out of the 17 questionnaires given out electronically, 11 were returned via the same means representing 65% response rate. Appropriate statistical analysis was performed on the overall 160 usable questionnaire representing 80% response rate.

## CHAPTER FOUR

### RESULTS

#### 4.1 Introduction

The results of the study are reported in this chapter. Inferential statistics were used throughout the study and analyses of the data obtained. This is because the measurements were captured on the interval scale. Descriptive Statistics, Correlational test and Regression tests were used to analyse the data. Data analysis was done using SPSS (Statistical Package for Social Sciences version 18).

#### 4.2 Descriptive Statistics.

Below is the summary of Maximum and Minimum Scores, Means, Standard Deviation, Skewness and Kurtosis for the study Variables.

*Table 4.1. Summary of the Means, Standard Deviation, Skewness and Kurtosis*

	Minimum	Maximum	Mean	Std. Deviation	Skewness	Std. Error	Kurtosis	Std. Error
Organizational Commitment	30	61	52.76	6.94	-1.33	.192	1.48	.38
Organizational Citizenship Behavior	51	130	94.21	15.09	-.04	.192	1.34	.38
Perceived Organizational Politics	15	45	28.89	4.83	.53	.192	1.25	.38

A data is said to be normal when the skewness and kurtosis values fall within 2 and -2 (Tabachnick & Fidell, 2007). An observation from table 4.1 shows that all the skewness and kurtosis values were within the normal range. Table 4.1 also shows that perceived Organizational

politics had a mean score of 52.76 with a standard deviation of 6.94, individual scores ranged from a minimum of 30 to a maximum of 61. Respondents' scores on organizational citizenship behavior reported a mean of 94.21 with a standard deviation of 15.09 and showed a minimum score of 51 with a maximum of 130. Furthermore, the distribution of perceived organizational politics scores ranged from a minimum of 15 to a maximum of 45, with a mean score of 28.89 and a standard deviation of 4.83.

### **4.3. Testing of Research Hypotheses**

#### ***4.3.1 Correlation Analysis of Variables***

Pearson correlation analysis was conducted in this study to determine the relationship between the demographic variables, independent variable and the dependent variables since this is a requirement for performing regression analysis. Interpretation of the results is shown below;

**Table 4.2: Inter- correlation among all variables understudy**

Variables	1	2	3	4	5	6
Tenure						
Gender	.41**					
Educational Level	-.39**	-.18*				
OC	-.12	-.09	-.10			
OCB	-.13	-.23**	-.05	.77**		
POP	.33**	.36**	-.18**	-.19**	-.54**	

\*\* . Correlation is significant at the 0.01 level (1-tailed).\* . Correlation is significant at the 0.05 level. Gender 1=males, 2 =Females. 1=Tenure, 2= Gender, 3=Educational Level,4= Organizational commitment,5=Organizational citizenship behavior, 6=Perceived organizational politics

From Table 4.2, the demographic variables, Tenure ( $r = .33, p < .01$ ) and Gender ( $r = .36, p < .01$ ) related positively with perceived organizational politics. The result suggests that women and respondents who have worked for more years (High Tenure) perceived more politics than their male counterparts and those with less years of service (Low Tenure). Whilst educational level ( $r = -.18, p < .01$ ) had a negative relationship with perceived organizational politics. This shows that higher education resulted in lower perception of organizational politics.

Perceived organizational politics had a lower negative correlation with organizational commitment ( $r = -.19, p < .01$ ), and organizational citizenship behavior ( $r = -.54, p < .01$ ). This shows that as employee's perception of organizational politics increases, there is a decrease in organizational commitment and as perceived organizational politics increased, organizational citizenship behavior also decreased.

The table also shows that organizational commitment had a moderate positive relationship with organizational citizenship behavior ( $r = .77, p < .01$ ). This shows that an increase in organizational commitment resulted in an increase of organizational citizenship behavior. This supports

hypothesis four which states that organizational commitment will have a significant positive relationship with organizational citizenship behavior.

#### 4.3.2 Hypotheses One and Two

Hypotheses 1 and 2 stated respectively that Perceived organizational politics will significantly negatively predict organizational commitment and perceived organizational politics will significantly negatively predict organizational citizenship behavior. For these two hypotheses, the hierarchical multiple regression analysis was used to test them. The steps provided by Baron and Kenny (1986) for hierarchical multiple regression was used. All variables were centered prior to being entered into the regression analysis to avoid multicollinearity. Summary of the hierarchical multiple regressions is presented below.

***Table. 4.3 Summary of the Hierarchical Multiple Regressions of Perceived Organizational Politics as Independent Variable and Organizational Commitment as Dependent Variable .***

Model 1	B	Std. Error	Beta	T	P
Constant	-1.80	.07		.00	1.00
Perceived Organizational Politics	-.19	.07	-.193	-2.48	.01*

Dependent Variable: Organizational Commitment. \*  $p < .05$  Model 1 reported adjusted  $R^2$  of .031

The result of the analysis shows that the model accounted for 3.1% ( $R^2 = .031$ ) of the variance in organizational commitment and this was significant. As observed from Table 4.3 above, Perceived organizational politics significantly predicted organizational commitment ( $\beta = -.193$ ,

$p = .01$ ). This means that as employee's perception of organizational politics increases, their organizational commitment can be predicted to decrease. Thus hypothesis 1 which stated that perceived organizational politics will significantly negatively predicts organizational commitment was confirmed.

**Table. 4.4 Summary of the Hierarchical Multiple Regressions of Perceived Organizational Politics as Independent Variable and Organizational Citizenship Behavior as Dependent Variable.**

	B	Std. Error	Beta	T	P
(Constant)	-2.480	.067		.00	1.00
Perceived Organizational Politics	-.544	.067	-.54	-8.16	.00

Dependent Variable: Organizational Citizenship Behavior. \*  $p < .01$  Model 1 reported adjusted  $R^2$  of .292.

Perceived organizational politics was added to the equation in the first step. The model was significant and accounted for 29.2% ( $R^2 = .292$ ) of the variance in organizational citizenship behavior. Perceived organizational politics significantly and negatively predicted organizational citizenship behavior ( $\beta = -.54$ ,  $p = .00$ ). This means that, when one's perceived organizational politics increases organizational citizenship behavior can be predicted to decrease. This confirms hypothesis 2 which states that perceived organizational politics will significantly negatively predict organizational citizenship behavior.

#### **4.2.3 Hypotheses Three and Four**

The hierarchical moderated multiple regression analysis was used to test hypotheses 3 and 4 which stated that the interaction between perceived organizational politics and organizational commitment will significantly predict organizational citizenship behavior and secondly, there

will be a significant positive relationship between organizational commitment and organizational citizenship behavior respectively. The steps provided by Baron and Kenny (1986) for moderated analysis was used. The steps in the relationships are between: first, the independent variable and the dependent variable; second, the moderator and the dependent variable; and third, the interaction of the independent and moderator variables with the dependent variable. Summary of the hierarchical moderated multiple regression is presented below.

**Table. 4.5 Summary of the Hierarchical Moderated Multiple Regressions of Organizational Commitment and Perceived Organizational Politics as Independent Variables and Organizational citizenship Behavior as Dependent Variable.**

	<b>B</b>	<b>Std. Error</b>	<b>Beta</b>	<b>t</b>	<b>P</b>
<b>Model 1</b>					
Constant	-5.84	.39		-14.94	.00
Organizational Commitment	.11	.01	.77	15.06	.00
<b>Model 2</b>					
Constant	-5.24	.31		-16.86	.00
Organizational Commitment	.100	.01	.69	17.00	.00
Perceived Organizational Politics	-.41	.04	-.41	-10.16	.00
<b>Model 3</b>					
Constant	-5.27	.31		-16.96	.00
Organizational Commitment	.10	.01	.69	17.09	.00
Perceived Organizational Politics	-.42	.041	-.42	-10.27	.00
Interaction	-.06	.04	-.05	-1.33	.19

Dependent Variable: Organizational Citizenship Behavior.  $p < .01$  Model 1, 2, and 3 reported adjusted  $R^2$  of .587, .749 and .750 respectively

Organizational commitment was added to the equation in the first step. The model accounted for 58.7% ( $R^2 = .587$ ) of the variance in organizational citizenship behavior. Organizational commitment significantly predicted organizational citizenship behavior ( $\beta = .77, p = 0.00$ ).

When perceived organizational politics was added to the equation in the second step the model accounted for 74.9% ( $R^2 = .749$ ) of the variance in organizational citizenship behavior.

In Model 3, the interaction term of organizational commitment and perceived organizational politics was added to the equation. The interaction term did not significantly predict organizational citizenship behavior ( $\beta = -.05$ ,  $p = .19$ ). The interaction between organizational commitment and perceived organizational politics to the equation accounted for 75% ( $R^2 = .750$ ) variance in organizational citizenship behavior. Therefore, hypothesis 3 which stated that the interaction between organizational commitment and perceived organizational politics will significantly predict organizational citizenship behavior was not supported.

#### ***4.3.3 Hypothesis Five***

Hypothesis five proposed that the demographic variables, gender, tenure and educational level will predict perceived organizational politics. The simultaneous multiple regression analysis was used. This test is used when there is no theoretical consideration or previous findings to specify the order to enter the variables into the model. Here the researcher specifies the set of predictor variables that makes up the model. All demographic variables were entered into the model at stage 1. Summary of the simultaneous multiple regression analysis is presented below.

**Table. 4.6 Summary of the Simultaneous Multiple Regression Analysis of all Demographic variables understudy.**

	B	Std. Error	Beta	T	P
<b>Model 1</b>					
(Constant)	-1.02	.35		-2.94	.00
Gender	.55	.16	.27	3.41	.00*
Tenure	.22	.20	.20	2.31	.02**
Education Level	-.06	.08	-.06	-.78	.43

\* $p < .01$ , \*\* $p < .05$ . Model 1 reported adjusted  $R^2$  of .16. Gender 1=males, 2= Females

All the variables were entered in the model in one step. The model was significant [ $F_{(3,156)} = 11.089, p < .00$ ] and accounted for 16% ( $R^2 = .16$ ) of the variance in perceived organizational politics. Gender ( $\beta = .27, p < .00$ ) and Tenure ( $\beta = .20, p < 0.5$ ) significantly predicted perceived organizational politics. This means that, as employees stay longer in their organization, their perception of politics within the organization increases. Gender was also a predictor of perceived organizational politics. Educational level was not a significant predictor of perceived organizational politics ( $\beta = -.06, p = .43$ ). Hypothesis five which was proposed that the demographic variables; gender, tenure and educational status will predict perceived organizational politics was partially supported.

#### **4.3.4 Hypothesis Six**

Pearson correlation analysis was used to determine the relationship between the dimensions of Perceived organization politics on organizational commitment. Interpretation of the results is shown below;

**Table 4.7: Inter- correlation Among Perceived Organizational Politics Dimension and Organizational Commitment.**

	Go along to get ahead	General political behavior	Pay and Promotional policies
Go along to Get Ahead			
General Political Behavior	.55**		
Pay and Promotional Policies	.56**	.61**	
Organizational Commitment	-.22**	-.23**	-.27**

\*\* . Correlation is significant at the 0.01 level.

Organizational commitment had a low negative correlation with Going Along to Get Ahead ( $r = -.22, p < .01$ ), General Political Behavior ( $r = -.23, p < .01$ ), and Pay and Promotional Policies ( $r = -.27, p < .01$ ).

To test hypotheses 6 which stated that Perceived Organizational Politics dimensions Go along to Get Ahead, General Political Behavior and Pay and Promotional policies will significantly predict perceived organizational politics was also tested with the simultaneous multiple regression analysis. All the dimensions were entered into the model at stage 1. Summary of the simultaneous multiple regression analysis is presented below,

**Table. 4.8 Summary of the Simultaneous Multiple Regression Analysis of Dimensions of Perceived Organizational Politics as Independent variables and Organizational Commitment as the Dependent Variable**

	B	Std. Error	Beta	T	p
<b>Model 1</b>					
(Constant)	69.05	7.03		9.82	.00
Going alone to get Ahead	-.59	.79	-.07	-.75	.45
General political Behavior	-.62	.811	-.08	-.77	.44
Pay and Promotional policies	-1.38	.79	-.18	-1.73	.08

Dependent Variable: Organizational Commitment. Model 1 reported adjusted R<sup>2</sup> of .064,

As observed from Table 4.8 above the results shows that the model was significant and accounted for 6.4% of the variance in organizational commitment. Perceived organizational politics dimensions Go along to Get Ahead ( $\beta = -0.7, p = .45$ ), General Political Behavior ( $\beta = -.08, p = .44$ ) and Pay and Promotional Policies ( $\beta = -.18, p = .08$ ) did not significantly predict organizational commitment. Hypothesis six was thus not supported.

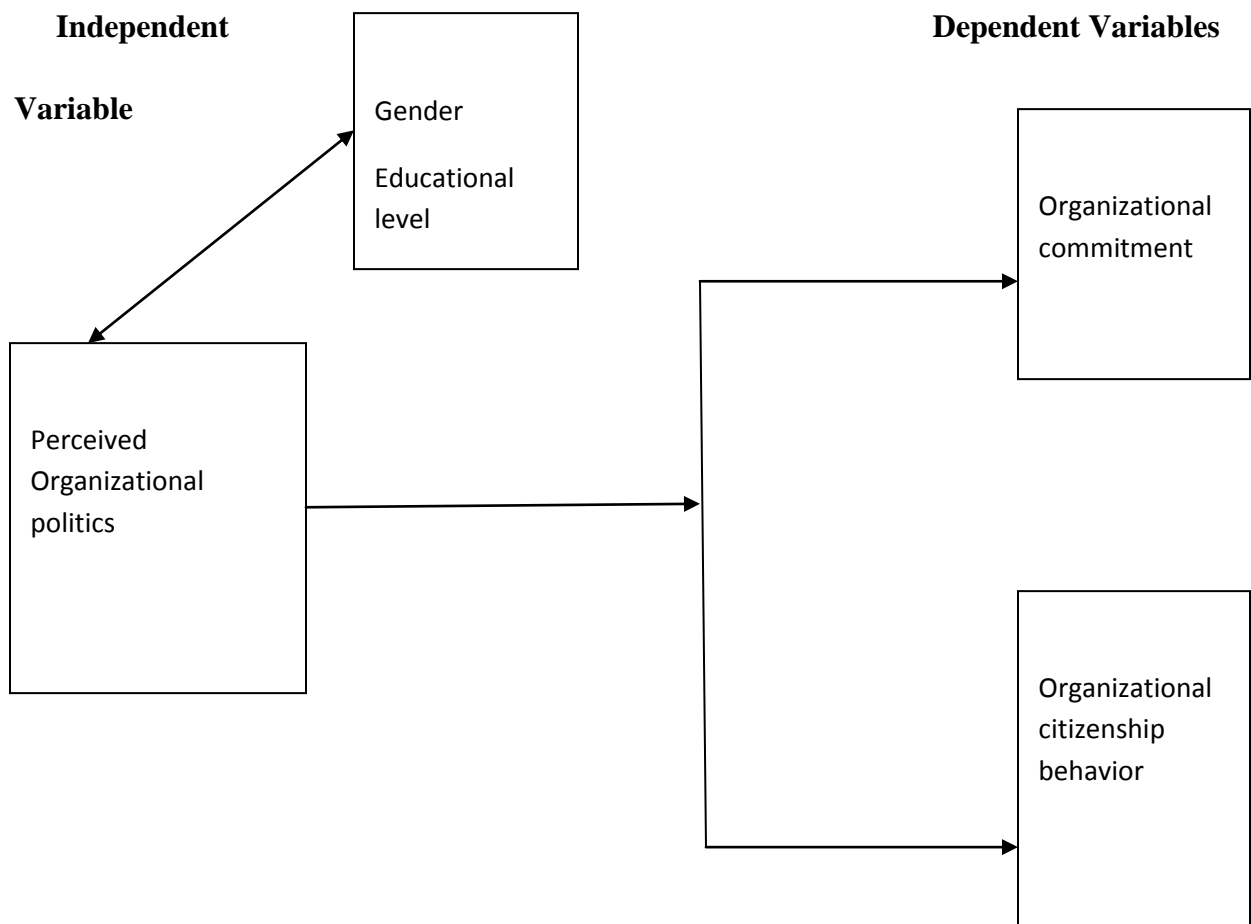
### 4.3 Summary of Results

Results from the data analysis shows that

1. Perceived organizational politics significantly negatively predicted organizational commitment and organizational citizenship behavior.
2. The interaction between organizational commitment and perceived organizational politics did not predict organizational citizenship behavior.
3. There was a significant positive relationship between organizational commitment and organizational citizenship behavior

4. Gender and Tenure significantly predicted Perceived Organizational Politics whilst Education did not predict.

5. Perceived Organizational Politics dimensions Go Along to Get Ahead, General Political Behavior and Pay and Promotional Policies did not significantly predict Organizational commitment



**Figure. 2. Observed relationship between the independent and dependent variables**

## **CHAPTER FIVE**

### **DISCUSSION**

#### **5.1 Introduction**

The study investigated the relationship between perceived organizational politics, employee commitment and organizational citizenship behavior among some selected public sector organizations in Accra. The present chapter presents a discussion on the findings derived from the study. The observed relationships between the variables under study are presented. All hypotheses have been discussed in relations to their related literature and where they do not support studies, possible explanations are given. The next part of this chapter discusses the general implications of the study to organizations as well as the necessary recommendations to help address problems found in organizations. The chapter also addresses the strengths of the study as well as its limitations. Future research ideas are also presented for further studies. The chapter finally ends with the summary and conclusion of the research.

#### **5.2 Discussion of main findings**

##### **5.2.1 Relationship between Perceived Organizational Politics and Organizational Commitment.**

The first hypothesis which stated that perceived organizational politics will significantly negatively predict organizational commitment was confirmed. The study confirmed that employees who are less committed perceived their organizations as unfair and those who showed more commitment perceived their organizational climate as fair. This finding suggests that the perception of politics in any organization has a dire consequence on the organization as a whole. Previous studies on the perception of organizational politics - commitment relationship found

similar results. Drory (1993) found that perceived organizational politics was negatively related to employee commitment. This finding is thus consistent with Lewin's (1936) theory of perception where individuals respond to what they perceive to be there. Here, when an employee perceives his work place as unfair, they respond or react accordingly on what they perceive to be there (Cialdini, Green & Rusch, 1992). Chang, Rosen and Levy (2009) also found that perception of organizational politics was negatively related to affective commitment; a component of employee commitment as categorized by Allen and Meyer (2007) when they tested a theoretical model linking the perception of organizational politics to employee work outcome. According to Kim (2005), the most important factor in achieving balance in goals among employees in organizations is to improve employees performance by increasing their commitment level in the organization and this can be fostered by reducing politics to its minimum in organizations. This can be promoted by improving justice in the organizations. Chang et al (2007) emphasized that employee affectively committed strongly to their organizations, identified with it and desired to remain a part of the organization when they perceived the organization as fair and just as well as generally supportive. Chugarti and Zafar (2006) add that work characteristics like clear and laid down internal promotion policies, perceived organizational support, perceived organizational justice and job security foster organizational commitment among employees.

Vigoda's (2000) study of perceived politics and its relationship with work outcome on two municipalities in the north of Israel also confirmed these results. Vigoda (2000) added that individuals who perceived higher politics do not only commit less or detach themselves from the organization but more often indulge in destructive practices like negligence and absenting

themselves very often or may have the intentions to turnover therefore may start job searching behaviors. This invariably leads to low customer satisfaction and a very negative perception of the organization in the eyes of employees (Yazicioglu & Topaloglu, 2009). In sum, when employees agree with the organization's objectives and principles or feel they are treated fairly in terms of equity and receive care, concern and support from their organization they respond positively to it by attaching with the organization, staying with it and feel obligated towards it (Meyer, Stanley, Herscovitch & Topolnytsky, 2002). This relationship was further confirmed by Vigoda-Gardo and Kapun (2005) among samples from both private and public sector organizations. The result of this relationship suggests that the effect of organizational politics whether perceived or actual should not be underestimated in organizations as it can negatively affect the employees' commitment to the organization and consequently affect organizational performance as a whole as well. Employees perceiving this may not audibly utter their disgust towards it but may show some withdrawal behaviors that may affect their performance which in the long run may affect the organization and this affect the individual towards their career progression and success in future. Yazicioglu and Topaloglu (2009) adds that it is totally impossible for employees to feel committed or adapt themselves to organizations that they perceive as unfair.

### **5.2.3 Relationship between Perceived Organizational Politics and Organizational Citizenship Behavior.**

Hypothesis 2 which stated that perceived organizational politics will significantly negatively predict the performance of organizational citizenship behavior was also supported in the study. Consistent with previous findings, this study also found significant negative relationship between perceived organizational politics and organizational citizenship behavior among the study sample. This finding again reflects the exchange relationship between employees and their organizations where employees put in more effort and perform discretionary roles that are not explicitly stated in their formal job description but do them anyway just to support their organizations. The norm of reciprocity obliges individuals to return favorable treatments done to them ( Eisenberger, Armeli, Rexwinkel, Lynch & Rhoades, 2001). This reciprocation may involve money, service or information. On the basis of this, when employees realize that procedures, processes and distribution are fair and the organizations are sensitive to their grievances, in other words when they perceive a supportive work environment, they increase the performance of discretionary behaviors as the evidenced in the perception theory of Lewin (1936). This finding is in line with Vigoda (2000) and Eisenberger et al, (2001). They emphasize that as long as employees perceive fairness in their organization, they engage in acts that protects the image of the organization. They also tend to offer suggestions and go a step further by improving themselves through the gaining of skills and knowledge for the benefit of the organization. When employees are unsatisfied with their work climate, they may not be willing to forfeit their personal interests to help the organization thus decreasing the performance of organizational citizenship behavior (LePine & Van Dyne, 2001).

Afshardoust, Feizabadi, Zakizadeh and Abdolhoseyni (2013) studied the relationship that exists between organizational citizenship behavior and organizational perceived politics among sport organization experts of Tehran municipality in India. Findings confirmed this negative relationship between organizational citizenship behavior and the perceived politics. Afshardoust et al (2013) point out that employee's perception of the political climate of their work environment has a strong negative relationship with their voluntary behaviors. This negative relationship has further been confirmed by Chang, Rosen, Siemieniec and Johnson (2012). Organizational citizenship behavior has been shown to increase organizational effectiveness and efficiency in both public and private sector organizations (Farrel & Finklestien, 2007) and promotes innovations and creativity among employees (Eisenberger et al., 2001). These findings thus highlight the fact that perceived negative organizational climate among employees decrease the performance of organizational citizenship behavior.

#### **5.2.4 Interaction between Perceived Organizational Politics and Organizational Commitment on Organizational Citizenship Behavior.**

The third hypothesis stated that the interaction between perceived organizational politics and organizational commitment will significantly predict organizational citizenship behavior. This hypothesis was however not supported. Upon review, it was found that no study had looked at the interaction of these two variables on organizational citizenship behavior. This finding is however surprising because if perceived organizational politics predicted organizational commitment and organizational commitment also predicted organizational citizenship behavior then it is intuitive to think that the interaction between perceived politics and commitment should predict organizational citizenship behavior. The reason why this hypothesis was not supported may be that an individual's perception of their organization as fair or unfair is related

to how they form attachment with their organization. The components of organizational commitment according to Allen and Meyer (1997) are affective, normative and continuance. However, an individual's affective attachment or dedication may not necessarily be as a result of how they perceive their organization but may be as a result of inherent tendencies (like the type of personality) to be committed. On the other hand, individuals may perform organizational citizenship behavior not necessarily because of their perception of their organizational environment but as a result of personality characteristics that predisposes them to engage in discretionary behaviors. Borna, Penner, Allen and Motowidlo (2001) identified some organizational correlates of organizational citizenship behavior as job satisfaction, leadership style, organizational justice and organizational commitment. However, Borna et al (2001) emphasized that some personality traits are very influential in predisposing an individual to perform organizational citizenship behavior and these were conscientiousness and agreeableness. Thus even though the organizational setting can determine an individual's performance of citizenship behavior, personality is a better predictor of this behavior. In sum, some individuals whether they perceive unfairness or not within their organizations may neither commit or perform discretionary behaviors. On the other hand, some people may demonstrate commitment at the workplace without necessarily engaging in organizational citizenship behavior and this may not necessarily relate to how they perceive their organization. Thus the interaction between perceived organizational politics and organizational commitment does not necessarily predict employee's organizational citizenship behavior.

### **5.2.5 Relationship between Organizational Commitment and Organizational Citizenship Behavior**

The study further supported the proposed hypothesis that there is a significant positive relationship between organizational commitment and the performance of organizational citizenship behavior among the sample studied. Thus employees who are committed to their organizations are more likely to perform organizational citizenship behavior. This finding further emphasizes the theories reviewed. When individuals within organizations establish that their organization is sensitive to their grievances and thus very supportive, they react by showing more commitment and further performing other discretionary roles. Mowday, Porter, and Steers (1982) acknowledge that commitment predisposes individuals to prosocial behaviors. Yilmaz and Cokluk-Bokeoglu (2008) put it in a much simpler way; that organizational commitment is a premise to organizational citizenship behavior.

Moskal (1995) reports that employees who are promoted most frequently or earn high marks in performance appraisals and engage more frequently in good corporate-citizenship behavior are viewed as more committed to the organization.

The principle of identification points to the fact that when employees identify and attach themselves to the goals and values of the organization and internalize its goals, they tend to define their in-roles by including discretionary behaviors that are not explicitly stated as being part of their formal roles to be performed. Thus the higher the commitment level of employees, the higher they perform organizational citizenship behaviors. O'Reily and Chatman (1986) points to the fact that Identification and Internalization which are aspects of organizational commitment are positively related to organizational citizenship behaviors.

These findings have been confirmed by Guatam, Dick, Wagner, Upadhyay and Davis (2001) and Kim (2006). Yilmaz and Cokluk-Bokeoglu (2008) pointed out in a sample of Turkish teachers that there was a significant positive relationship between organizational commitment and the performance of organizational citizenship behavior. However, this relationship was moderate in the sample they used. In effect, “organizational commitment as a practical concept renders solutions for special behaviors in the workplace like the employees’ turnover and absenteeism” (Allam, Amiri & Asadi, 2011, p- 361). Thus the higher the degree of employee commitment, the lesser employees’ exhibit negative behaviors like absenteeism, negligence and apathy and the more likely they are to engage in positive behaviors like citizenship behavior or contextual behaviors are exhibited.

Ozdem (2012) acknowledged that organizational citizenship behavior is most often shaped by the worker’s commitment. This study defined organizational citizenship behavior as workers putting in extra effort and commitment as giving more in order to achieve organizational goals. A significant positive relationship was established in the sample of teachers in Turkey. Alsharafi and Rajiani, (2013) also observed that organizational citizenship behavior was high among committed employees especially when leadership within the organization was supportive.

#### **5.2.6 Dimensions of perceived organizational politics and employee commitment**

The hypothesis which stated that the dimensions of perceived organizational politics; Go Along to Get Ahead, General Political Behavior and Pay and promotion Policies will significantly negatively predict organizational commitment was however not supported. The whole scale however predicted organizational commitment in hypothesis 1. Pay and Promotion Policies, a

dimension of organizational politics represents organizations behaving politically through actions that it enacts. Go Along to Get Ahead involves inactions by individuals like remaining silent or overlooking certain kinds of behaviors in order to be accepted and General Political Behavior represents actions by individuals to secure value outcomes. These individual dimensions on its own did not predict commitment among the sample studied. The possible reason why this hypothesis was not supported could be that for each of the dimensions on the scale, there were only five items. Thus these items on the various dimensions were few and not many enough to predict commitment. However, the composite construct, perceived organizational politics (POP) was a good predictor of organizational commitment. The closest relationship however to organizational commitment was Pay and Promotion Policies. Which means that employees who perceived that their pay was related to their output and perceived that policies within organizations were fair were more likely to be committed to their organization.

### **5.2.7 Relationship between Perceived Organizational Politics and demographic variables**

The study also revealed that tenure and gender predicted perceived organizational politics. In cases where individuals perceived politics, it was realized that those who had been with the organization for longer perceived more politics than those who had been with the organization for a shorter period. This result is however contrary to previous finding by Valle, Harris & Andrews (2004) and Cohen (1993) who explain that high tenure individuals may have familiarized themselves with their organization in terms of processes and procedures, may have acquired the skills necessary to maneuver the organizational setting therefore may not perceive much politics as compared to lower tenure individuals. On the other hand because of little experience in lower tenure employees, they may perceive more politics. The possible explanation from this finding is that in Ghana almost every change of government comes with change in

most vital and sensitive positions in some public sector organizations. The Ghana Standards Authority and West African Exams Council are no exception to this norm and these organizations have witnessed lot of these changes in sensitive positions and this comes with further changes in some policies, processes and procedures. Therefore employees who have been with the organizations for a longer time and have witnessed these changes may perceive the organizational setting as more political because of their familiarity with these changes than employees who have witnessed very few of these changes.

The study further showed that there are differences in how men and women perceive politics within their organization. Women in the sample studied perceived their work environment as more political than their male counterparts. These findings confirmed the study of Bodla and Danish (2012). The result of their study showed that perceptions of organizational politics differ significantly for males and females; women perceived a higher level of politics in their workplace and thus reported higher level of stress and burnout than their male counterparts. Heilman (2001) emphasize that women within organizations still experience the glass-ceiling effect because most women find themselves at the bottom of the organizational ladder and therefore may not actively be involved in decision making processes. This may invariably affect the way they perceive their organizational setting. The implication of this result is that even though women's participation in the labor force has increased over the years, women are still not proportionately represented up the organizational ladder.

Educational level of employees however was not a predictor of the perception of organizational politics. This result is contrary to findings from Drory & Beaty (2001) who emphasized that employee who have higher education are often on the top of organizational ladder and therefore most often abreast with policies and procedures. Due to this, they are often part of decision

making therefore may perceive less politics in their organizations. The possible explanation why this hypothesis was not supported was that with the exception of the category A/O level, all other categories used in this study were tertiary levels and therefore there were no strict distinctions between these categories. Future study may look at other educational levels below A/O level education for better analysis.

### **5.3 Implications of the study**

The main difference between effective and non effective organizations dwell on the employees that exist in those organizations ( Afshardoust, Shariati Feizabadi, Zakizadeh & Abdolhoseyn, 2013). With the change in conditions, competitions within organizations and with changing environment of organizations, there is the need to have a new generation of employees who can maintain and improve organizations effectiveness in such conditions (Nehmeh, 2009). Such individuals must be committed and willing to go the extra mile for the organization like working longer hours and performing other voluntary works that are hallmarks for successful organizations. This cannot be achieved when the organizational climate is not friendly.

Political climates in organization leads to negativity and employees tend to spend time resolving conflicts, searching for answers to questions, planning the next move to outwit or get ahead of a colleague or planning to retaliate an action done against them. These actions tend to pull the organization back instead of moving forward. Findings from the study imply that when employees perceive unfairness in processes and procedures and unfairness in distribution processes, it affects how they are willing to sacrifice and go the extra mile for the organization.

Furthermore politics may also be perceived by employees in terms of how promotion policies are implemented, in unstructured chains of command and this hinders normal functioning of organizations and in some cases it leads to open confrontations or inaction among employees.

Findings from this study could be used by management of these public sector organizations and others to create a much more conducive work atmosphere for its employees by clearly stating how things are done in order to prevent ambiguity. This will contribute in reducing the perceptions of politics in organizations; promote organizational commitment and organizational citizenship behavior in these public sector organizations.

Another implication of the findings from the study is that commitment is positively related to extra- role activities or organizational citizenship behaviors which have been shown by some researchers to be hallmark of successful organizations. Managers can ensure that their employees have the zeal to go the extra mile by motivating them through incentives like bonuses, recommendations and praise. This will promote commitment and organizational citizenship behavior among employees and ensure success of the organization.

Furthermore findings from the study showed that gender was a higher predictor of organizational politics than tenure and educational level. Women tend to perceive their organizational sector as more political than their male counterparts. The findings imply that even though women continue to occupy positions in organizations, they are often not seen in managerial positions where most decisions are made. Therefore may perceive their organizations as more political. Thus women's leadership training and empowerment programs can help encourage females into higher positions

within organizations. Empowering women in organizations will reduce the perception of politics and consequently promote commitment and organizational citizenship behavior.

#### **5.4 Strengths and limitations of the study.**

The primary contribution of the study is in enhancing, the applicability and meaningfulness of the concept of perceived organizational politics, employee commitment and organizational citizenship behavior in the Ghanaian context. This study also looked at the various dimensions of organizational politics as defined by Kacmar and Carson (1997) on commitment of employees which had not been investigated by previous studies. The study also went further to investigate the interactive relationship between perceived organizational politics and commitment on organizational citizenship behavior among the sample studied which had not been looked at.

Despite the contribution of this study, there are some limitations that were noted. Firstly, the sample size used in the study was not large considering the number of public sector organizations employees in Ghana. This is as a result of the limited time frame in conducting this research. The second limitation that was observed in the study is the overreliance on self reported measures of participants. One disadvantage of this method of data collection is that it is subject to a common method or the source error. Even though self reports measures have been found to be reliable (Zechmeister & Zechmeister, 2003), most participants normally answer questions based on what they perceive as a socially desired response and this may bias responses of participants and consequently affect the actual relationship between the variables. This is particularly evident with a sensitive questionnaire like the perceived organizational questionnaire (POP). Notwithstanding this, the researcher ensured that the identities of participants were protected by ensuring anonymity of the participants.

Another limitation of the study is that the correlational nature of the study makes it impossible to establish cause and effect relationships between variable as establishing relationships are not informative enough. Future research may take a longitudinal approach to look at time lapse effect on perceived organizational politics and its relations with work outcome.

This research not withstanding contributes to literature on organizational politics, commitment and organizational citizenship behavior in the Ghanaian context and contributes in the study of the dimensions of organizational politics on organizational commitment.

### **5.5. Recommendations for future studies**

In spite of the limitations observed in the study, the research may prove useful in guiding further research on organizational politics, organizational commitment and organizational citizenship behavior in the Ghanaian context. However the following recommendations are made for future research.

Firstly, future research should conduct a comparative study in both public and private sector organizations. In the Ghanaian Public sector organizations, politics may be presumed to be higher because of the over bureaucratic nature of processes and procedures, the political involvement in the administrative processes and political appointment to head various public sector organizations. This appears less so in private sector organizations. Thus findings from the public sector cannot be generalized to include private sector organizations. Furthermore, commitment and the performance of organizational citizenship behavior may be different in both sectors. This is because reward systems and chain of command processes are better structured in private sector organizations. According to Perry and Rainey (1988), organizational constructs and behaviors must be studied in specific sectoral context rather than generally as this will often

result in overgeneralization of findings. Thus a comparative study will help identify which sector perceives politics more and its relationship with various organizational behaviors. By so doing, findings derived will be better fit for that particular sector to avoid overgeneralization of findings.

## **5.6 Summary and Conclusion**

Behaviors of individuals do not occur in vacuum. People's behaviors are shaped and determined by their experiences, values, beliefs and expectations (Allameh, Amiri & Sadi, 2011) and these are related to the perception they form around them. The study sought to establish the extent of relationship between perceived organizational politics, organizational commitment and organizational citizenship behavior among two selected public sector organizations in Accra. Based on Lewin (1936) theory of perception, the theory of norms of reciprocity and review of related literature, six hypotheses were proposed. The main theoretical model used in the study predicted that commitment and organizational citizenship behavior will negatively account for the perception of politics of employees in the two organizations. Relevant studies based on the different ways in which the various variables have been studied were reviewed. Findings from the study showed that employees tend to evaluate their organizational setting and consciously make logical choices from what they experience in their organization. Perceived organizational politics negatively predicted organizational commitment and organizational citizenship behavior. This means that employees who perceived their work environment as fair were committed and engaged in organizational citizenship behaviors than those who did not. However the dimensions of organizational politics did not predict organizational commitment among the study sample.

Findings from the study further revealed that employees who were more committed to their organizations were more likely to engage in organizational citizenship behavior emphasizing on Podsakoff, Whiting, Podsakff and Blume (2009) assertion that commitment predisposes individuals to engage in citizenship behaviors.

Furthermore, the study also revealed that the different gender respond differently to perceived organizational politics. Precisely, women viewed their work setting as more political as compared to their male counterparts. The study also showed that employee tenure predicted perceived organizational politics. That is, long tenure employees perceived more politics as compared to short term employees. The individual dimensions of organizational politics were however not related to organizational commitment among the sample studied. There was also no relationship between the interaction between perceived organizational politics and employee commitment on organizational citizenship behavior in the sample participants.

The main implication of the study is that perceived organizational politics is a reality in the public sector organizations studied and this needs to be addressed as it influences the way these employees relate to their organization and how involved they are to it. Perceived organizational politics also have an effect on how organizational members are willing to go extra mile and put in more effort for their organizations. Thus employees who are committed and perform much citizenship behavior are more likely to perceive less politics than those who perceive their organizations as very political. Commitment and organizational citizenship behavior have been shown to lead to innovations, creativity and high performance. However if employees do not perceive their work setting as fair, supportive and just, they detach themselves from the organization and this will lead to negative consequences like turnover, absenteeism, negligence among others (Vigoda, 2000).

In modern organizations, employers need individuals who are committed and willing to go the extra mile for the success of their organization as a result of competition between organizations and the need to succeed. However, this cannot be achieved in organizations that are seen as unfair by its employees. Therefore management as well as employers must try as much as possible to reduce politics within organizations as much as possible by putting proper structures in place so that procedures and processes of doing things in the organization are communicated well to employees. This is likely to reduce tensions and conflicts that are characteristic of politics within organization. Furthermore, as women in labor force increase, (especially in the formal sectors), the increase should be reflected in their representation in managerial positions. This is because as women begin to feel represented in their organizations, they may feel empowered thereby reducing their perception of politics. This will enable them freely give their best in the organization.

It is hoped that findings in this research will not only be useful in these selected organizations but may also be extended to other public and private sector organizations so as to put measures in place and motivate workers to be committed to their organizations and engage in organizational citizenship behavior

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## CONSENT FORM

**Title:** The Relationship between perceived organizational Politics, employee commitment and organizational citizenship behaviour among some selected public sector organizations in Ghana.

**Principal Investigator:** Gifty Timah Mensah

**Principal Supervisor:** Dr. Akuamoah- Boateng

**Address:** Department of Psychology, University of Ghana, Legon

### General Information about Research

You are invited to participate in an academic research project which is aimed at examining the relationship between perceived organizational politics, employee commitment and the performance of organizational citizenship behaviour among some selected public sector organizations in Ghana. People's perception of their immediate environment more often than not informs the way they behave or react in a particular situation (Lewin, 1936). Thus it is therefore assumed that people's perception of their work environment (as whether positive or negative can affect their work attitude). I am investigating this topic to find out public sector organization employees' attitude or behaviour toward their perception to negative or positive politics. This research will make use of a survey questionnaire and will require that you to indicate whether or not you agree or disagree with some items and whether some statements describe your behaviour at work. This questionnaire will take approximately 10-15 minutes to answer. Please feel free to ask for clarification if need be.

### Possible Risks and Discomforts

No possible risk or discomfort is likely to be associated with the answering of the questions. The questionnaire will be given to you to be filled at your own comfort or convenience. You are required to answer all questions. However there is no right or wrong answers to the questions

**Possible Benefits**

This study was not planned to benefit you directly. Nonetheless, your participation in this research will enrich the understanding of Organizational politics in public sector organizations

**Confidentiality**

This research is only for academic purpose and therefore your response will be treated with utmost confidentiality. Therefore your names will not be required on the questionnaire. Only the researcher and approved/ qualified research assistants will have access to the data you will provide. The results will be reported in an aggregated format (e.g., as averages, etc.), and under no circumstances will any individual participant be unidentified in a publication or presentation describing this study.

**Compensation**

This study will not include any compensation apart from a verbal appreciation of your valued time and efforts.

**Voluntary Participation and Right to Leave the Research**

Your participation in this study is completely voluntary and therefore you may refuse to participate in this research without any penalty. You may at any time for any reason, discontinue your participation without any negative consequences after having begun participation.

**Contacts for Additional Information**

Please contact the addresses below for further clarification.

Researcher: Gifty Timah Mensah (Tel: 0267059248)

Supervisor: Dr. Akuamoah- Boateng (Tel.0277455122)

### Your rights as a Participant

This research has been reviewed and approved by the Institutional Review Board of Noguchi Memorial Institute for Medical Research (NMIMR-IRB). If you have any questions about your rights as a research participant you can contact the IRB Office between the hours of 8am-5pm through the landline 0302916438 or email addresses:

[nirb@noguchi.mimcom.org](mailto:nirb@noguchi.mimcom.org) or [HBaidoo@noguchi.mimcom.org](mailto:HBaidoo@noguchi.mimcom.org) . You may also contact the chairman, Rev. Dr. Ayete-Nyampong through mobile number 0208152360 when necessary.

### VOLUNTEER AGREEMENT

The above document describing the benefits, risks and procedures for the research title (*Relationship between perceived Organizational Politics, Employee Commitment and Organizational Citizenship Behaviour and some selected Public sector organization*) has been read and explained to me. I have been given an opportunity to have any questions about the research answered to my satisfaction. I agree to participate as a volunteer.

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Date

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Name and signature or mark of volunteer

### If volunteers cannot read the form themselves, a witness must sign here:

I was present while the benefits, risks and procedures were read to the volunteer. All questions were answered and the volunteer has agreed to take part in the research.

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Date

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Name and signature of witness

I certify that the nature and purpose, the potential benefits, and possible risks associated with participating in this research have been explained to the above individual.

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Date

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Name Signature of Person Who Obtained Consent

**QUESTIONNAIRE**  
**UNIVERSITY OF GHANA**  
**DEPARTMENT OF PSYCHOLOGY (Industrial and organizational Psychology)**

The study is in attempt to conduct a comprehensive study on the relationship between Perceived organizational politics, Commitment and Organizational Citizenship Behavior. It would be highly appreciated if candid grading to every question is given. However, there is no right or wrong answer to the questions. The questionnaire should take approximately 10-15 minutes to fill. This study is strictly for academic purpose and therefore will be treated with strict confidentiality.

1. Gender of respondent                      Male        Female   

2. Age of Respondents:

a) 20 -24	<input type="checkbox"/>	d) 35 – 39	<input type="checkbox"/>
b) 25 -29	<input type="checkbox"/>	e) 40 – 45	<input type="checkbox"/>
c) 30 – 34	<input type="checkbox"/>	f) 45 +	<input type="checkbox"/>

3. Highest level of Education

a) O/ A Level	<input type="checkbox"/>	d) Diploma/ HND	<input type="checkbox"/>
b) JHS/ SSCE	<input type="checkbox"/>	e) Degree	<input type="checkbox"/>
c) SSCE	<input type="checkbox"/>	f) Masters/ PhD	<input type="checkbox"/>

4. Organizational Status   a) Junior Staff    b) Senior Staff  c) Senior member



**SECTION C**

Please indicate, by circling, the number that corresponds with the extent to which each of the statements below describes your behaviors at work on a scale from **(1) does not describes my behavior at all, (2) does not describe my behavior, (3) does not describe my behavior well (4) I am not sure, (5) describes my behavior, (6) describes my behavior well, (7) describes my behavior perfectly**

1.	I go out of my way to help coworkers with work related problems	1	2	3	4	5	6	7
2.	I voluntarily help new employees settle into the job	1	2	3	4	5	6	7
3.	I frequently adjust my work schedule to accommodate other employees request for time-off	1	2	3	4	5	6	7
4.	I always go out of the way of making new employees feel welcome in the work group	1	2	3	4	5	6	7
5	I show genuine concern and courtesy toward coworkers, even under the most trying business or personal situations.	1	2	3	4	5	6	7
6	For issues that may have serious consequences I express my opinion honestly, even though others may disagree	1	2	3	4	5	6	7
7	I often motivate others to express their ideas and opinions	1	2	3	4	5	6	7
8	I encourage others to try new and more effective way of doing their job	1	2	3	4	5	6	7
9	I encourage hesitant or quiet coworkers to voice their opinions when they might otherwise not speak-out	1	2	3	4	5	6	7
10	I frequently communicate to coworkers suggestions on how the group can improve.	1	2	3	4	5	6	7
11	I rarely miss work even when I have a legitimate reason for doing so	1	2	3	4	5	6	7
12	I perform my duties with unusually few errors	1	2	3	4	5	6	7
13	I perform my duties with extra – special care	1	2	3	4	5	6	7

14	I always meet or beat deadlines for completing work	1	2	3	4	5	6	7
15	I defend the organization when other employees criticize it	1	2	3	4	5	6	7
16	I encourage friends and family to utilize the organization's products	1	2	3	4	5	6	7
17	I show pride when representing the organization in public	1	2	3	4	5	6	7
18	I defend the organization when outsiders criticize it	1	2	3	4	5	6	7
19	I actively promote the organization's products and services to potential users.	1	2	3	4	5	6	7

**SECTION D**

Please indicate, by circling, the number that corresponds with the extent to which you agree or disagree with the statements (1) **No, I strongly disagree** (2) **No, I disagree** (3) **I'm not sure** (4) **Yes, I agree** (5) **Yes I strongly agree**

1.	People get promoted based on how much effort they put into their work and not based on partiality	1	2	3	4	5
2.	Rewards only come to those who work hard	1	2	3	4	5
3.	There are a group of people in this organization who always get things their way because no one wants to challenge them	1	2	3	4	5
4.	I have seen changes made in policies here that only serve the purpose of a few individuals and not that of everyone	1	2	3	4	5
5.	It is safer to agree with people than to say what you think	1	2	3	4	5
6.	In this organization, it is difficult to tell which extension employees must do in order to progress	1	2	3	4	5
7.	There are a lot of uncertainties in this organization	1	2	3	4	5
8.	Those who work hard are adequately rewarded	1	2	3	4	5
9.	People in this organization attempt to build themselves by tearing others down	1	2	3	4	5
10.	Sometimes it is easier to remain quiet than to fight the system in this organization	1	2	3	4	5
11.	When it comes to pay rise and promotion decisions, policies are irrelevant here	1	2	3	4	5
12.	Agreeing with powerful others is the best alternative in this organization	1	2	3	4	5
13.	People in this organization often use the selection system to hire only people that can help them in their future or who see things the way they do	1	2	3	4	5
14.	I have seen people deliberately distort information requested by others for purposes of personal gain, either by withholding it or by selectively reporting it.	1	2	3	4	5
15.	My coworkers help themselves, not others.	1	2	3	4	5

