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***The Role of Organizational Politics on Employees Performance with Mediating
Role Organization Citizenship Behavior***

A study is conduct on Public Universities in Peshawar



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Abstract

This study is based on the findings the “Role of Organizational Politics on Employee’s Performance” with an added emphasis on the mediating role of “Organizational Citizenship Behavior” in Peshawar city. The current study refined a model of the on the base of previous researchers’ studies so, it was tested to handover a verifiable information toward the variables. This study targets the Public sector Universities in case of Pakistan. By taking the sample of Universities operating in Peshawar city, therefore, the data were collected from 170 employees from various government sector universities in Peshawar and employees give their responses regarding Role of organizational politics on employee’s performance. The data is analyzed through frequency and graphical analysis and then the regression analysis. The results indicate that there is negative impact of Role of organizational politics on the employee performance. The result of the current study indicate that the management must to assimilate the perception of their employees about organization politics and improve the employee’s performance. In the last, there are some recommendations for different stakeholders from the results of this study.

Key Words:

Role of Organizational Politics, Organizational Citizenship Behavior, Employees Performance

Declaration

I, hereby declare that the research submitted to RCD by me is my own original work. I am aware of the fact that in case my work is found to be plagiarized or not genuine, RCD has the full authority to cancel my research work and I am liable to penal action.

Muhammad Zeeshan

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Dedication

This research is especially dedicated to my Beloved Parents, my Friends and my Teachers whose support and encouragement made this work possible.

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Chapter: 1

Introduction

1.1 Background of the study:

The study focuses mainly on discovering the relationship and role played by the organizational politics and an added factor of organizational citizenship behavior has been added as a mediator, in Peshawar City. The main focus is on the universities of Pakistan and how these variables play their roles in such environment. There have been studies on the political environment of organizations by several public administration and political science related scholars in past. Although, the chapter one encloses the background of subject under study, the main objectives of research, the questions posed and answered by the research and the significance of conducting this study.

Presently, the idea of organizational politics and the performance of employees in general in respect of the public sector (mainly universities pertaining to the same section) is not well studied and lacking. There is an imminent need to have some research in this area, in order to generate empirical data related to the variables of this study. There also exists a stern need to make an idea about the integration of the concepts of this study, so that employees can be better managed and the organizations become well-equipped with the introduction of occasional management interventions which are in line with the ultimate targets of the organization as well. This study aims to contribute in the mentioned knowledge area, so that ample contribution can be made in this field. Therefore, the government sector universities have been selected to analyze the ongoing organizational politics with a subsequent impact on employees' performance in the mentioned organizations. The performance of employees' is vital in the success of all

organizations, but somehow it gets ignored by even the biggest, oldest and the most successful company. Therefore, a disaster is always waiting to happen for such organizations. Considering the perceived negative impact of organizational politics on the performance of employees, the subject has received very little attention from the researchers as well. The job satisfaction, employees' performance and the impact of organizational politics have not been viewed through the same lens but different perspective have been formed through independent analysis of these variables. This study contains a diverse overview of the same along with a deep analysis of the work in literature, in order to examine the variables and construct a conceptual framework of the study.

There are three ways in which the organizational politics can be viewed and defined. The change in structure or the overhaul the reorganizations related the structure are directly associated with the power and authority exercised in the organizations. This rigorous use of power and authority and its relationship has a far-reaching impact on the underlying power grounds of the strategic probabilities which can lead to a situation of chaos and ultimately results in an explosion of political activities (Galbraith, 1977). Management succession is the other view which can be explained as the change caused in any organization in the form of promotions of employees, routine staff transfers and hiring of the new staff members, contain a huge element of politics in them. The impact may not be of much significance in the lower level management of the organization but the situation is quite different with the top management where there are many networks built on trust, cooperation and a level of communication and the level of persisting uncertainty is quite high as well. Another area of political impact is the resource allocation which pertains to the decisions made in order to determine the required level of resources to achieve an optimum level of performance of an organization. Some of the resources include the capital and

operating budgets, the payroll expense related to the compensation of staff, operational expenses related to the working capital on day to day basis, investment in fixed assets and equipment etc. This resource allocation is highly exposed to the political involvement and there exists a series of misconceptions, mistrusts, dilemmas, conflicts and agreements (Daft, 2010).

According to the Organ (1983) Organizational citizenship behavior (OCB), explained that it deals with the movements and behaviors that are not required by using people. They're no longer important to the task, however it is advantage to the group and encourage them even extra organizational functioning and performance. However, the unexceptional ordered as a worker "lighting out well farther" or "hand over their all thing". Therefore, they looking at their specific employment as more or less outside and check their effort to do everything they force out to make their workplace go faster and clearly, anyhow regardless it has an inconsequential connection with their present obligations. Therefore, most employees remember the fact that their essential duty is to accomplish the work this is assigned to them, avoid practices that could be considered problematic, and the channel work that is satisfactory and high-end to the company. For the most part, these practices are examined by management leaders and their administrator as positively, and the results and the effect of these pattern ought to be take down.

Job satisfaction is considered to contain a significant relationship with many variables that relate to the employees of a firm. The HR researchers have given numerous workable perspectives on the linkup of job satisfaction with various phenomenon of an organization. There is a direct confederation between the performance of the employee and job satisfaction. If the performance of an employee is high, the job satisfaction would be high, but if the performance is low, the satisfaction would be vice versa. The process of measuring job performance is also very

important because you would not want an employee to feel bad about himself / herself while doing their best at the job (Colquitt, Lepine & Wesson, 2017). Job satisfaction can also be a good presage of the future aspects of an employees' relationship with the organization. A satisfied employee is very less likely to leave an organization and also is more likely to achieve the best performance. While the dissatisfied employee irrespective of the competency is most likely to leave the organization at any point in time and can leave the organization in a disarray. Job satisfaction has a moderate but significant correlation with the performance of employees. Which means that the degree to which an employee is satisfied with the job defines the performance of the employee at that position. But the satisfaction can only predict the outcome related to the performance of employees, rather than guaranteeing it. The heavy probability of satisfied employees performing at their best compared to the dissatisfied employees performing at their least is an indicator that organizations should put all their efforts in making sure that their employees are well satisfied and their needs are well taken care of (Wibowo, 2013).

There's another study related to several variables that influence the performance of employees at a workplace. These variables include the employees' in-role performance, the employees' extra-role performance (such as organizational citizenship behavior) which play a mediating role in defining the performance and the level of satisfaction attained by the employees. Considering the in-role performance, there are a list of activities performed by the employee in direct, specific and required manner which is in accordance with the job description signed by the employee while getting a role in the organization. (William & Anderson, 1991). Extra-role performance refers to the performance of the employees in respect of the activities that are assigned to them out of their role and are not often welcomed by the employees if they are assigned in parallel to the in-role activities. OCB on the other hand refers to the behavior displayed by each employee

individually which are subject to the discretion of the appraiser and are not considered mainstream while evaluating the performance of employees and setting up a reward scheme to compensate and pay them for their performance in their role (Organ, 1988).

1.2 Objectives of the Study:

The main objective of the current study is to examine “the Role of organizational politics on employee’s performance” by using the mediating role of organizational citizenship behavior in Public sector universities in Pakistan Peshawar city. This study also helps in to find out the importance of organizational citizenship behavior as mediating effect Role of organizational politics and employee performance.

1.3 Research Questions:

This research has the following research questions which are addressing in current study are as below:

Q1- Is there any impact of organizational politics on employee’s performance in government sector universities in Pakistan Peshawar city?

Q2. How organizational citizenship behavior helps as a mediating the effect of organizational politics on employee’s performance?

Q3. Is there employee performance are significantly affected by the organizational politics?

Q4. How the organizational politics has affected the employee performance in the Public sector Universities in Pakistan Peshawar?

1.4 Significance of study:

This study is very important in knowing the impact of organizational politics on employee's performance mediating role of organizational citizenship behavior in Pakistan Peshawar city. The organizational politics might be affective or it can create problems for the employees for their better performance. This study is importance in knowing all those factors which affects the employee Performance due to organizational politics.

1.5 Problem Statement:

The current study is to identify that the given the inconsistency of empirical research related to “the Role of organizational politics on employee's performance” with the mediating role of organizational citizenship behavior (OCB). Although current writing will initially examine the impact of organizational politics on employee's performance and then eventually, test the mediating role organizational citizenship behavior (OCB) relation proposed by Ahmad Abloush (2019) in public sector universities in Peshawar city. Therefore, in this context up until now, researches investigate that the organizational politics will be adversely link up to organizational citizenship behavior and employee performance. We presumed that and similarly extend it by proposing the mediating role of organizational citizenship behavior (OCB).

1.6 Scheme of the Study:

The current study is systematized in such direction that the chapter 1st is about Introduction, and the 2nd chapter is about previous Literature Review in which describe about the variables in more detail from various literature. Similarly, the 3rd chapter is about Research Methodology, 4th chapter is about the Data Analysis and Last chapter is about the Conclusion and recommendation and then references.

Chapter: 2

Literature Review:

2.1 Organizational Politics and Employees Performance:

This study is based on the finding the impact of organizational politics on employee performance as a mediating role of organizational citizenship behavior. In this portion explained about the different researcher's literature explanation of previous scholars in the current study.

From the previous studies, the Employee Performance, and their job satisfaction has been affected by the organizational politics. According to Hochwarter, Witt and Kacmar (2000) in most of the American organizations, the Employees Performance is negatively affected by the organizational politics. They further indicate that those employees which are having low level of conscientiousness are being more effected from the politics in their respective organizations. Their analysis shows that those employees who perceived mediate level of the organizational politics have variance in their outcomes of job performance. Their most of the study is targeting the private sector organizations in USA however in public sector organizations this effect is slightly changed due to management mechanism against organizational politics.

The public sector universities in Pakistan are less explored area when it comes to the study of the politics that exists in the organizations and how much is the impact of this prevailing politic on the performance of the employees within these universities. The main reason behind that is the inability to access data, which if provided, can prove significant for the organizations themselves in the processes such as management of employees' performance, management of the politics in the organizations, integration of various functions of the performance of an employee. In this way, organizations are placed in a better way to in-line the actual output of the work of the employees with the ultimate objectives and goals of the organization that it has set for itself. It is

established through the study that the existing politics in the organizations has a significant impact on the commitment shown by employees towards the main cause of organization and their own objectives. Moreover, the same politics can also have a huge impact on the performance of employees in a way that the employees become more prone to become victim of dissatisfaction, laziness, lack of trust etc. As a result, there is a huge probability that the performance of the organization would also suffer and everything at some point in time may come to a situation a complete halt. (Sali'ma Ki, 2010).

The beliefs about the organizational politics and the parallel existence of fairness in the form of fair practices can be effectively and demonstratively foretold by the operation and performance of a proper pay and reward system in the organization. Whether the 'pay and reward' system is able to achieve its objectives in the presence of politics is a big question mark. The study has shown that whenever there is existence of politics and influence within the organizations, it becomes inevitable to set up a system of fairness. There can be a huge role of politics in influencing the reward system and significant hard evidences have been found in the study to prove that the politics has a negative influence on the fair system in the firms, irrespective of the type of business. The major product of this politics emerges in the form of favoritism (Ja'mse'n, 2010).

In an environment affected by the presence of politics and influential mechanisms, the proper pay system is subject to the compromise. The degree of effectiveness of a pay system in such an oblivious environment is tantamount to non-existence. It varies as a mechanism of the stages of distributive justice which is also nowhere to be found in such organizations. The employees' chances to get a fair evaluation, appraisal, reward and promotions is bound to exist only in the environments which are not rigged through the influence of organizational politics. While the

non-existence of politics is a far-reaching thought, even a low level of organizational politics is ample to construct a fair and just system of pay and reward (Karadal & Arasli, 2009).

The existence of organizational politics has been observed at all levels including the top management, middle management and lower management. The influence of politics in the power structures and any kind of informal activities taking place in the organizations is a proven fact and cannot be denied. Research has shown that the women in organizations are less likely to be influenced by the gender discrimination to their counterparts in a male-dominant organizational structures and hierarchies. But they are equally likely to face organizational politics at some stage of their career. The women in the workplaces have concluded that they are more exposed to the risk of being affected by the prevalent politics in the hierarchies of the organization as compared to the gender discrimination in favoring the male members of the organization in appraisal and other aspects of the job. These women have also described politics as an unbreachable barrier unless you decide to become a part of it and ultimate beneficiary to the outcomes generated by this politics (Davey, 2008).

A study has viewed organizational politics at all level with the perspective of an interrelationship with the in-role employee performance and the organizational citizenship behavior (OCB). The results show that the efficiency and effectiveness on job in the form of job performance is impacted badly by the presence of politics. As a result, the negative impact just not stay with the employees but spread throughout the organization and goes even beyond that. This behavioral description has impact on the society as well. Therefore, organizations expect their employees to stay away from any kind of negative activities, especially the organizational politics. This organizational politics is venomous to the interests of employees as well as the overall objectives

of the organization. This politics questions the validity of the very existence of the organization in the first place which could lead to a path of no return. (Vigoda Gadot, 2007).

One of the most popular and relevant area in the world of industrial and organizational psychology is organizational politics. The importance of the topic of politics is due to the diverse and undisputed impact that it has on the outcomes of various goals and objectives set by the organizations in defining their strategic directions. The existence of politics can right away sabotage the completion of the ultimate strategic position set by the organization through its planning and strategic mechanism. It can also result in several unwanted outcomes in the form of job dissatisfaction, high and continuous rate of employee turnover, lost interest in the work and the workplace, disloyalty to the primary purpose of job, lowered levels of perceived innovation, negative image of the organization in the prospective employees for the future, bad word of mouth, lowered job performance etc. However, the study of organizational politics specially in the last 20 years has also revealed certain new perspectives and brought them to the limelight. This has made organizational politics a proper subject of study with well-defined phenomenon and concepts that can be used to explain, detect and counter the politics in the organizational settings (Byrne, 2018).

A descriptive review of the literature brings various definitions of organizational politics into the perspective. Many researchers have defined organizational politics according to their own researches and their outcomes. The reason for various definitions is the degree of diversity in the analysis, impact and literature of the organizational politics. Initially, in the early days of the definition of organizational politics as a phenomenon, Allen et. Al (1979) has explained it as a collection of deliberately performed acts which is influential in nature and has a primary motive to safeguard the interest of certain specific individuals or groups working in an organization.

Pettigrew (1973) has given a different perspective to the organizational politics by defining it as the illegitimate use of influence and power to alter and amend the outcomes of decisions or to have a direct impact on the whole decision-making process itself, so that some desired objectives can be achieved. Pfeffer (1981) has also given a different view to the organizational politics by defining it as the combination of power packed activities which are performed with an intention to eliminate the existence of any uncertainty or to eradicate any doubts that can arise from the organizational actions and objectives. The sole purpose of this activity is to keep things under control. There are three main activities related to the organizational politics that can be used to curtail the deviation of outcomes from expectations and politics directly impacts those activities which include management succession, changes in organizational structure and the allocation of resources in various forms (Daft, 2010).

Employee performance can be elaborated as the specified process of making some inputs in the form of skills, labor and ability to convert them into desirable outputs in the form of production which is subject to some certain standard of quality or quantity already specified in the standards. Along with this, the struggle and continuous strive for the achievement of personnel and organizational goals always works side by side in the organization. Employee and customer satisfaction are both equally important to the success of organization. In short, employee performance is the record about the output produced by employees in a specified time with a specified standard (Williams, 2011).

In the opinion Galbraith (1977), point out that organizational politics can be described primarily based on those three points of view. Such as structural remodel or basic rearrangement identifies with force and authority collaboration with a regard to affect the basic power base from methodology contingencies that prompts a blast of political action. Similarly, the management

progression consults to organizational changes such as transfers, new recruiting staff and promotion which as indicated by Daft (2010) however, it has an outstanding political impact particularly at upper level management with regarding system of trusts, cooperation and verbal exchange where doubt is blind. Therefore, in the meantime resource portion narrate to decision made to decide required resources for employer overall performance for instance running budgets, pay rates, workplace centers and equipment, and employees which require political procedures to clear up issues because of conflicts and disagreement (Daft, 2010).

If the performance is viewed at a very small scale, it is the ability to apply the skills, knowledge and abilities whether tacit or explicit during the job and through that, accomplishment of the laid down goals is made possible. The inputs are used to shape the outputs and the human behavior is also placed in the perspective (Cascio, 1995). Organizational performance is also described as the combination and overall collection of the behavior of all employees working in an organization over a period of time for the purpose of achievement of various objectives. To be more specific, employee performance is nothing but an aggregate estimate of the behaviors that an employee engages into over the course of his time of employment (Jex, 1988). Employee performance can be elaborated as the result of two varying factors which are the ability and motivation to work the job. Conventional approaches on the other hand view performance as the outcome that singularly enlightens the overall deviations in the outcomes. (Campbell M., 1993)

Job satisfactions has significant relationship with numerous variables when taken into perspective within an organization. These many perspectives and variables have been explained differently by different researches through a series of researches performed and a number of industries made as the subject of study. Colquitt, Lepine and Wesson (2017) bring the attention towards the existence of an undeniable link up between the job satisfaction and the performance

of employees. According to this research, there is high correlation between the level of satisfaction attained by the employees and their performance as a result of that satisfaction. The study has also placed an emphasis on the fact that the job satisfaction can act as a predictor for the future performance of the employees, if the other things are kept constant in the future while analyzing the performance. Wibowo (2013) has made an argument that the degree of job satisfaction can be used to forecast the future performance of the employees by finding the correlation between the current indicators of the performance and making sure that those indicators are not compromised in the future. If the organizations make uniform work environment possible, there is a high probability that the employees won't go astray in the future. This is due to the fact that the satisfaction level of employees at any level within the organization is the true determinant factor of their vision about their upcoming assignments. Referring to these phenomena, it can be determined that higher the level of job satisfaction amongst the employees of any firm in the industry, higher would be the performance of those employees in their respective roles and responsibilities. But if the level of satisfaction of employees is not at par with their fair expectations, then their performance would see a situation of decline and they would become less efficient. If the employees are comfortable in working independently, organizations should make sure that enough arrangements are ensured to provide the employee with that environment. In this way, the performance of employee can increase with a sense of autonomy and an ultimate sense of satisfaction. But if the ample arrangements are not made to cater the necessary needs of an employee, the satisfaction levels would go down and as a result, the performance of employees would also see a phase of decline.

While analyzing the employee performance in the view of their performance as in-role performance and extra-role performance and organizational citizenship behavior with a

mediating factor of the creativity skill present in the employees, a different view can be seen. The in-role performance, which is directly related to the core and primary activities of the employee as mentioned in the job description as well, is less likely to impact the satisfaction of employees. While the extra-role performance consisting of the activities specifically assigned by the organization beyond the actual assignments mentioned in the job description, are supposed to influence the performance and satisfaction of employees in a more diverse manner, (William and Anderson, 1991). Organizational citizenship behavior, (OCB) describe that individual behaviors which are unrestricted in nature and they are not specifically assimilate in the dignified appraisal or reward system (Organ 1988; Williams and Anderson, 1991).

However, gone are the times when employees were not considered as the best resource for any organization. The recent studies have shown that employees are the only resource in defining the success and failure of an organization. Organizations with modern technologies and up to date assets with low performing employees are more likely to face challenges than the organizations with less physical resources and more stable human resources. This means that the organizations that have well-performing employees are more stable than the others. If employees are given proper motivation and guidance, they would perform their duties with pride, honor and irresistible dedication. The loyalty of such employees would be higher as well and they are less likely to leave the organization as well (Asghar Ali & Muhammad Naseem, 2013).

The performance of an employee can be summarized as the activity performed by the group of people which is subject to the achievement of certain tasks, goals, aims and objectives set by the employees for themselves and for the organization. An established human resource division in an organization can do wonders in bringing out the best out of the organizations. The top performing employees seem satisfied with the performance of their HR department and tend to

be more professional than the others. A tendency has been noticed in employees that the combination of high performing employees and satisfaction with the working of their human resource department is high. While the low performing employees often blame their own shortcomings upon the human resource department in the same environment. This is called self-attribution in psychological terms in which the employee refers his/her success to the personal competencies while the failure is blamed upon the external factors such as the HR in this case (Zazai L, 2016).

The performance of employee is the second name of the performance of the organization on the whole. It is very least observed that the employees in an organization are performing but the organization is failing to achieve its objectives. Organization itself is nothing but a group of people working towards achievement of certain common goals and objectives. Unless there is organizational politics or other such factors, the performance of employees is tantamount to the performance of organization. The management that views employees as different from their overall existence is largely mistaken and is following in the paths of destructions and a point of no return for them (Hansel & Gabbana, 2014).

There are a series of motivational factors that can act as boosters in the performance of employees. According to a study, there is a strong positive correlation between motivational factors and the performance of employees in the education sector. These motivational factors can be used to handle the employees as the organization desires according to its needs. One of the key factors is the level of income of an employee compared to the workers doing the similar work and the industry averages. Research has proven that there exists a positive relationship between the level of income that an employee makes and the performance of employee at the job. If the level of income received by the employee is at par with the coworkers and industry,

employee would be satisfied and as a result, the performance of employee would improve. But if the organization is unable to maintain a certain standard in defining the levels of income, then the performance of the employees would be compromised. It is in the nature of most of the employees to pass their time in the organization with their pride and honor remaining intact. If the organization makes it a habit to adopt such practices that ensures the pride and honor of employees, then the employees are more likely to perform better and be satisfied with what has been provided to them by the organization (Bayrone et. al., 2015). Employees have their career preferences carved out as well. The three main areas which act as defining factors in bringing out the best out of employees are the ability to work subject to the skills transferred by the organization, the work environment in which they are working and the capabilities to tackle various situations arising from the daily work routines. Maslow believed that the sense of achievement is the thing that satisfies any human being and it is no different in case of the employees working in any organization (Elia Combia, 2016).

According to Kacmar and Baron (1999) define that an organizational politics (OP), is also relate to those action which are linked to individual goals and they achieved these targets tor their own self-interest without regard for their well-being of others workers or their company. On the other side it is notable for each to their core and their strength to distract organizational approaches and poorly impact the overall performance and welfare of people (Chang et al. 2009; Miller et al. 2008). Similarly, organizational politics (OP), has clearly been considered on the person-degree, and former study has concentrated on recognizing the backgrounds and results of individual discernments of OP as well as on whether or not it changed into a low or a high-quality phenomenon. Therefore, it has been recognized that organizational politics (op), can be both a man or woman-stage notion and a team-stage reality (Darr and Johns 2004; Dipboye and Foster

2002; Treadway et al. 2005). On the other side Ilgen et al (1993) study point out that a team are organizations of individuals working interdependently to acquire an inferior goal. As a result, when (OP) is exist in the company as a shared wisdom of the group members, then the common intellect of working about a shared team intention can be lost and go through as an end result. However, until now be that as it may, by far most of organizational politics (op), studies have neglected the multilevel nature and impact of organizational politics (op), in organizational settings for the uncommon special cases. Nevertheless, one probable cause for this false impression is the absence of a notable component mechanism and encouraging the association between group level organizational politics (op), and individual-level employees' performance (Dipboye and Foster 2002; Darr and Johns 2004 and Treadway et al. 2005).

According to various studies define that the frightful, harming, and terrible impacts of organizational politics on results, for example, turnover purposes, work fulfillment, stress, exhaustion, and organizational pledge were well-hooked up with idea and research. Although, be that as it may, just an insufficient measure of exploration has examined the impact of basic legislative issues on worker commitment, and a belief an increasing number of recognized as critical to structural fulfillment and competitive advantage (Macey and Schneider, 2008; Albrecht et al., 2015; Barrick et al., 2015).

In the view of Hochwarter and Thompson (2010, p. 1372), indicate that an organizational politics (op), has historically been described as a behavior this is "self-serving, opposite to organizational targets, and planned to cause people, gatherings or substances hurt". So also kept up that organizational politics "entails actions by people that are coordinated toward the objective the purpose of encouraging their personal self-pursuits without respect for the prosperity of others or their organization" (Landells and Albrecht (2016). In the primarily based on their qualitative

research and their five basic purpose and dimension of organizational politics that could include each positive and unenviable outlook, such as directing selections and resources, development of individual status, the utilization of correspondence channels, production of private repute, and lastly the swaying selection-making. Those degrees each overlay with, and spread, beforehand authenticated trials of executive politics.

Although Burns (1961) earlier describe that understanding the importance organizational political so therefore initially we should know about the constitutes of organizational political. However, we first declare the concept of organizational politics as sorting out people to utilize their organization for more impact, rights and solace. So, the resources sabotage the fair rivalry inside the organization's behavior. Nevertheless, societal politics exists in the social order, moreover organizational politics is define that the channel of organizational politics (op) denotes to the intensification of egocentricity during the affiliates of the association exploit the resources and they did not assimilate by the official rulebooks of the company to affect the dispersal of windfall inside the organization. For instance, the anomalous of criticism, tattle, and station group, in the company are all records of organizational politics. Therefore, explained the organizational team of worker's focus on the political wonders, for example station group, criticism, and tattle is known as the organization political belief (Sun Hanyin, 2004). Throughout, the workplace vitally phenomena as hatchet job, position, and ingratiation have to be ubiquitous inside the place of business. So, if the person in the place of job is not properly treated, then it will be vulnerable. However, the organizational political (op) knowledge is increasing step-by-step in public sector universities and it will affect their human resource management and organizational behavior and it has become a very important issue for organization now a days.

According to Vigoda-Gadot (2007), the contextual performance of the employees has been negatively mock by the organizational politics in the private sector organizations. They narrate that the organizational politics most of the time plays a negative part in employee's performance. He studied the Israeli companies and found that the organizational politics is negatively involve in the employee's performance roles in their respective organizations. The organizational politics come up with biasness and it create level of low self-esteem among the employees. The politics results in favoritism and it destroyed the meritocracy. The employees which are affected by the organizational politics shows less productivity in their work.

At pointed out by Witt et al., (2012), the organizational politics is necessary in the organizations. According to their analysis, the organizational politics is positively affecting the employees in Australian manufacturing industries. The organizational politics is necessary in those industries where there are less diversity and people mostly belong to same area. They revealed that if there is lack of organizational politics in the company then employees will not unite and shows collective performance and outcomes in their jobs. However, their study is not significant with the results of the previous studies.

According to Vigoda-Gadot and Meisler (2010), emotional commitment of the employees is also affected by the organizational politics. They explained that there is some sort of emotional commitment of the employees with their work place and organization. According to their analysis, they constitute that the organizational politics is negatively affecting the job satisfaction of the employees and emotional commitment. They targeted their study on the municipal employees and establish the organizational politics is counter affecting the job satisfaction and emotional commitment of the employees in the municipal level corporations.

Abbas and Raja (2014) studied the outcome of organizational politics on the employee's job performance, and organizational citizenship behavior (OCB), in case of Pakistan. They targeted the non-financial listed firms in stock exchange and revealed the role of organizational politics. Therefore, breakdown expose the organizational politics have negatively affecting the employee's organizational commitment and employee performance and their organizational citizenship behavior. Other factors that are affected by the organizational politics are negative perceptions. Work participating of the employees in their work place. They concluded that in Pakistan, the employees are facing huge amount of organizational politics which is affecting their positive attributes towards their jobs and decreasing the innovative performance of the employees.

According to Karatepe, (2013), the organizational politics plays a negative role in employees' commitment and their role performance. In those organizations where there is high level of the organizational politics, the employees seem to be less confident, show less interest in their respective jobs, it reduced their work participation, and come up with the negative perceptions in their work place. He also explained that if the organizational politics is affecting the fair job promotions and incentives then as a result of this, the employees feels less motivated, there is some kind of frustration and shows less participation in their work.

2.2 Organization politics and Organization Citizenship Behavior:

According to the Bernard's compositions in (1983), explained the idea of Organizational Citizenship behavior (OCB), in the field of the current wants of people and their needs to offer appropriate work and administrations, are viewed as the achievement point in anglicizing the premise inspiration of the organization behavior, which became later a represent Katz in (1964). In the view of Katz (1964), decided that three primary kinds of the rousing premise of

organizational citizenship behavior. In the late 1970's the term of Organizational Citizenship Behavior (OCB), was made by Organ in (1977) to identify the self-imaginative and helpful practices via the connection between worker's fulfillment and overall execution.

Nadeem, Ahmed & Batool, (2015) explained that in case of public sector organizations, the organizational politics play inverse impact on the performance of the employees in Pakistan. They explained that from their analysis, it is clear that if the organizational politics is there in the firms, then there is a lot of absenteeism, higher turnover ratio, low satisfaction of the employees. On the other hand, if there is low number of the organizational politics in the firms, the employees feel motivates, committed to their work, the rate of absenteeism and turnover will be reduced. They further elaborate that the organizational goal's achievement is negatively affected by the organizational politics. Meeting the organizational goals, the firms must reduce the level of organizational politics in their respective organizations.

In the opinion of Christian et al. (2011), explained that the certain factors such as Organizational Politics, job satisfaction, turnover intentions are negatively affected by the organizational politics. They studied the organizational citizenship behavior with certain the variables and found that the organizational citizenship behavior has also affected the Organizational Politics, job satisfaction and turnover intention. According to their analysis, they found that the high level of the organizational citizenship behavior creates employees more productive, committed to the organizational and their attitude is less attracted towards the turnover.

However, different researchers rethought about the (OCB) study describe that there was no consequential connection among the work fulfillment and efficiency, therefore the job satisfaction is connected near the practices of organization citizenship, since the last is less confused and less reliant on both the capacity of individual and the pre-owned innovation in the

activity contrasted with the profitability. Although Batman and Organ (1983) the investigates and studies on the practices of organizational citizenship hypothetically and applied kept on commuting. As per the previously mentioned, it gets real to handle the conduct behavior of organizational citizenship, since it influences unmistakably and straightforwardly the administration of the organization.

According to Schaufeli and Bakker (2004) who studied the impact of the organizational citizenship behavior on the turnover intentions of the employees. They narrate that the in case of Netherland, the turnover intentions are unified with the organizational citizenship behavior (ocb). They studied a different services sector organization and found that the employees' turnover intention is found very slow in those organizations where there is huge level of the organizational citizenship behavior by the employees in their respective jobs and organizations. They also revealed that the high organizational citizenship behavior level enhances the organizational commitment of the employees in their workplace. They also narrate that the extra role customer service is also been increased with the high level of organizational commitment.

In the opinion of Dr. Mohammad A. Al-Mahasneh (2015), describe that the Organizational citizenship behavior (OCB), is a term that enclose whatever has certain and valuable to that personnel do, that endure the co-worker advantage of the organization or any company will get profits by motivating their employees to participate in OCB, to boom the performance, consumer loyalty and decrease the figure of turnover and non-appearance. Hence, the organization must encourage OCB in the working environment through worker's inspiration, in addition to creating work environment in the organization which encourage the (OCB).

According to Hochwarter et al., (2013), explained the concept of the organizational politics. They explained that the political work environment creates several hurdles and certain factors

which are negatively affecting the employee's attributes in different ways. They explained that the political work environment creates the favoritism and unfair management decisions. The organizational politics creates biasness and unfair promotion. They explained that in such type of organizations where there is politics, work context might be threatening and uncertain. However, as a outgrowth of the political work environment, the employees are not given preferences over their problems, and as a result employee feel less secure and low level of commitment is ensured by them.

In the view of Rich et al.'s (2010) explained that the organizational politics results in the negatives attributes. According to their analysis, the political workplace the employees feel less comfortable, shows negative job outcomes and as a result negative job experience leading to the less affective job commitment to the organization is displayed in their behavior. They also explained that the in political environment, the employees do not show positive attributes towards their jobs. Most of the high turnover ratios are found on those organizations where there is huge number of the organizational politics.

On the other side Organ and Konvsky, and Lingl (1989,1994,1988) define that separately , characterized the organizational citizenship as "that individual and deliberate behavior that lies overdue the principle useful jobs and relies absolutely upon the agreeable views by individual inside the organizations without any reinforcement or motivating forces while it prompts increment organizational performance of the organization.

According to Karatepe, (2011) organizational citizenship behavior (ocb) has played a mediating role in organizational justice and positive job outcomes. He explained that the organizational citizenship behavior affects the procedural justice, and it's also affects the extra role customer service. He explained that the procedural justice helps in affecting the employee work

performance and commitment towards the organization in a positive and significant manners. He studied the firefighter's organizations as sample study and his analysis revealed that the in-firefighter industry, the supervisors leads his teams and perceived organizational support, self-evaluation and Organizational politics are all affected and interfuse with the organizational citizenship behavior of the employees and employee's performance.

According to Miller et al., (2008) organizational politics has been affected with several factors. They narrate that the employees can be motivated if the management of the company creates trust among them by ensuring them that there is no politics and there is fair system of justice, promotion and other attributes. This will create positive effects on the employee's performance, they will show high level of commitment, display high motivation towards their jobs. The turnover intention will be low, but if there is politics in the organizations, the employees will feel unfair means of promotions, and working condition at their work place resulting in lowering their self-esteem, and this unfair treatment to the employees will reduced their creativity, organizational citizenship behavior, and influenced job out comes.

In the opinion of Melly Blaise (2015) in today's business word, the organizational politics is epidemiological phenomena. He explained that there are many empirical studies which are related with this concept because this is very common phenomena found in the organizations affecting the job satisfaction level of the employees. As employees are the key assets for any organization and their involvement in their work is very necessary. In today's business world, organizations actually focusing on how to keep their employees motivated, they do a lot of research on this for maintaining their employees productive. He explained that the organizational commitment is very necessary by the employees to achieved the organizational set goals and targets.

In the view to Elbanna, (2010), organizations decisions are always affected by the organizational politics. He explained that the organizational politics is used to achieved the goals set by the organizations. The organizations get short term and long-term benefits from the organizational politics but most of the time this politics results in negative behavior of the employees. Organizational politics is used to achieved the organization short term and long-term benefits set by them through their employees. But most of the time the politics are not fairly managed as a result employee feel less motivated and their commitment to their work is fall down the required criteria. He explained that the organizational politics has influenced the promotions, rewards, and decision making. Organizational capabilities and productivity have been affected by the organizational politics.

In the opinion of Kacmar and Ferris (2011) narrates that the organizational politics can be divided in to three main dimensions. Such as general political behavior as it represents the behaviors of employees for achieving the valid outcomes by self-serving manners. In this dimension, when there is organizational politics in the organizations, the induvial employees can achieve their self-interest by their own as the employees are required to achieved their goal by their own interest. The other dimension they explained was Going along too get ahead. In this dimension, the employees are remained silent in order to achieved the valued outcomes. In this dimension, the employees are acting politically for gaining their personal interest. The third dimension is the Pay and Promoting policies in which organizations set policies to achieved its goals.

Nevertheless, Goodman & Friedman, (2009), studied the association between the employee outcomes and organizational politics. According to their analysis there is inverse association among the organizational politics and employee outcomes. They elaborate that the employee's

outcomes will affect when there is internal politics involved in the organization. The empirical studies revealed that the organizational performance has been negatively affected by the organizational politics. The studies also explained that the employee satisfaction and their commitment is negatively associated with the organizational politics as the organizational politics creates inferiority complex among the employees. They explained that the main conflict arises within the organizations when the personal interest is different than the organizational interest. This leads to harm the organizational goal's achievement as the employees focused on their personal interest.

According to Mpofu & Hlatywayo, (2015) the emotional commitment of the employees is also affected by the organizational politics. They explained that there is some sort of emotional commitment of the employees with their work place and organization. According to their analysis, they discovered the organizational politics is counter affecting the job satisfaction of the employees and emotional commitment. They targeted their study on the municipal employees and establish the organizational politics is destructive affecting the job satisfaction and emotional commitment of the employees in the municipal level corporations. Organizational performance has been negatively affected by the organizational politics.

2.3 Employees Performance and Organizational Citizenship Behavior:

In the opinion of Marchington and Wilkinson (2005), studies indicate that the present rivalrous environment, and particularly risky worldly status, so it has wax crucial for the businesses to search as better approaches to build the profitability of their workers. On the similar side the current circumstance impacts the mentalities of interpreter, and their pattern about their work and

further have a charm on their performance. There are multifold organizations they understood that encompass approach for the gain of the employees which has delegate them a great deal of advantage consequently (Zivnuska et al., 2004).

In the context of different researchers describe that the execution forces out to improve by utilizing capacities of employing to bring a new thought, and capitalize the capability to make a relations and approaches of work (De Jong, Den Hartog, 2007 & McAdam, McClelland, 2002). Although, overall performance of the firm put up to improve by utilizing the proper employees inside the organization. On the other side an empowered employee is not best competent and prominent appearing (Davidson, 2003). However, these are either accountable and are capable of proportion and similarly to the achievement of the company. Furthermore, it has equally recommended by Sonnentag and Frese (2004) describe the mental ability of an employee put up most effective and multiplied if leadership represent its function in employee exploitation.

Although these employees can be engaged in organizational citizenship behavior (OCB) and might be prepared to remain through the good and bad of the companies. As well as organizational citizenship behavior (OCB), is a particular sort of work behavior that are characterized as individual behaviors which can be useful to the company and are discretionary, not straightforwardly or expressly identified via the formal reward system. These behaviors are fairly a matter of individual decision, such that their omission isn't usually understood as punishable. Therefore, organizations couldn't endure or succeed without their participants behaving as productive members of society by participating in a wide range of positive practices (Anil Kumar Gope 2014).

According to Hochwarter et al., (2013) indicates that different services sector organizations and found that the employees' turnover intention is found very slow in those organizations where

there is huge level of the organizational citizenship behavior by the employees in their respective jobs and organizations. They also bring out that the high organizational citizenship behavior level enhances an organizational commitment of the employees in their workplace. They also narrate that the extra role customer service is also been increased with the high level of organizational commitment.

In the view of Duffy and Lilly (2013), study has main concentrated on perceiving the effect of inward (core) motivation on the OCB by utilizing the theory of needs by McClelland with the three components of (belongness, achievement, and force needs) as mediating roles among OCB and both organizational trust and perceived organizational aid). The outcomes demonstrated that both achievement and force needs assume essential job in motivating OCB and assume a mediating position between (OCB) and each organizational trust and aid unexpectedly. Similarly, Yaghoubi, et al. (2013), attempted to research the performance of organization via the productiveness of its employees and the relationship among achieving productiveness and OCB practiced by way of employees. The performance showed that a near connection between OCB measurements and the profitability of human resources.

In the opinion of Day, Gronn and Salas (2004), studies describe that there is another component which can allows and represents an essential function which enhancing the performance is modifiable. Although component of versatility is the outcome of gaining knowledge of a personal and disclose a remodel in the society. Similarly, the teamwork encourages people to function with adaptability, and an acknowledge remake and out-of-pocket a majority of these fantastic factors, respective goals may be accomplished. Therefore, it as a spread-out correspondence condition, line of work choices, and subjects are talked about straightforwardly

in the company, it guarantees the reliance of the representatives and conveys a content to them that they are hope for the corporation (Marchington and Wilkinson, 2005).

In the view of Yang and Choi (2009), define that it is ordinarily realized that worker put up an act as a superior way if it is character attributes, and motive are properly compatible to organizational dreams. Similarly, organizational stipulation has an impression on people behavior and it is an ability of management to engage and lead their workers creativity with business motive (Day, Gronn and Salas, 2004; McLean, 2005). According to Podsakoff, and Ehrhart, (2004), explained that organizational citizenship behavior (OCB), has collected a lot of educational attention considering its origination. It has seen to come down fairly unidentifiable that (OCB) is not permanently, and an officially perceived or compensated, an idea similar 'support' or 'cordial' is likewise tough to measure. Similarly, on the other side define an organizational citizenship behavior (OCB) have an optimistic effect on organizational degrees, throughout a various measurement of an organization strength that show the improvement in percentage from 18% to 38%. (Paine & Bachrach, 2000).

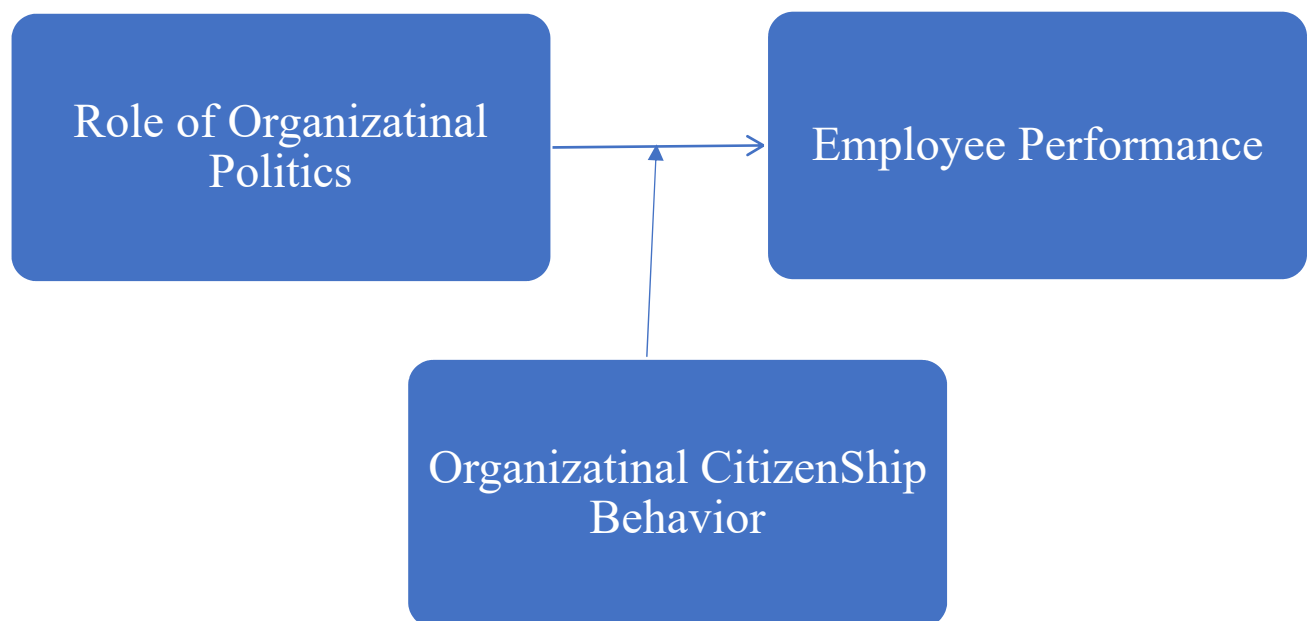
While different previous studies describe that It is enormously feasible that invention may not preserve seeing as an old frame once an employee build up a sense that whenever they will work greater, although then a worker will comprise unsuccessful in their task (Meyer, Becker, and Vandenberg he, 2004). Similarly, it is common that employees can convince their co-workers in the event that they emphatically feel about the activity and impact others just as to be progressively creative. Therefore, in a domain that described by high intensity of an organization should be increasingly creative and powerful. Therefore, it is mandatory through means of the people to be more revolutionary and creative in instances times when a fast change happens in a company. First appearance put up along started by the representatives by producing the thoughts

regarding exploration of possibilities regarding worker overall performance and solutions for the issues (Jeroen and Deanne, 2007). Along these lines, employees displaying flexibility, critical thinking, obligation and creation are thought of stepped execute (Watson, 2006).

2.4 Research Gap:

The above explained is some of the previous literature in the context of effect of organizational politics on employee outcome: mediating role of organizational citizenship behavior. For instance, of Pakistan especially the Peshawar city there is no previous literature or study conducted in this regard. The current study main direction on the role of organizational politics on employee's performance: mediating role of organizational citizenship behavior

2.4 Theoretical Framework:



The above-mentioned theoretical framework is based on the Spenkuch and Toniatti (2015) model of study. In the theoretical framework model, the variables of study are taken under consideration. The model indicates that organizational politics is affecting the employee performance while the organizational citizenship behavior mediating the role of organizational politics in affecting the employee's performance.

2.5 Research Hypothesis:

On the Basis of assumptions, the first alternate hypothesis of the study is:

H₁: The Role of organizational politics has negative impact on employees' performance.

H₂: Organizational citizenship behavior is positively impact on employee's performance to Public sector Universities employees.

H₃: Organizational citizenship behavior has mediated the effects the Role of organizational politics on employees' performance.

Chapter: 3

Research Methodology

3.1 Research Methodology:

The purpose of the current study is to find out “The Role of organizational politics and employee performance, the mediating role of organizational citizenship behavior in Pakistan Peshawar”.

The current research philosophy for this study is positivism and the approach were deductive in nature because the knowledge was being as the already developed and tested. Although survey method was used for collection of data from the respondents. The questionnaire was sanded to respondents through email and personal survey Population included all the employees in Peshawar Pakistan area that are employed in public sector universities in Peshawar. The organizational politics was measured through scale provided by Kacmar, K. M., & Ferris, G. R. (1991). and employee’s performance scale was adopted from Wiedower, K. A. (2002), and for the mediation role organizational citizenship behavior scale was provided by Muhammad Butt (2016). However, after the satisfactory results of pilot testing and having Cronbach alpha higher than.7 for all variables. However, there was no sampling frame provided so, the data was collected on convenience of the researchers. The sampling technique used for the study was non-probability convenience sampling.

This study is based on the finding the Role of organizational politics and employee performance, the mediating role of organizational citizenship behavior in Pakistan Peshawar.

3.2 Population Sampling:

The aim of the current study is based on quantitative analysis, and primary data source which includes survey analysis is used in this study. The population of the study includes all an employee’s whose working in Public sector universities Peshawar.

The sample population includes 170 employees which are citizens of Peshawar city and working in Public sector Universities. Samples are selected on the basis of non-probability-based sampling techniques such as convenient based and judgmental based sampling. The sample population includes both genders, different age groups and different educational background.

3.3 Research Design:

Pure primary data is used in this study. The data is obtained through standardized, self-administered questionnaires.

The data is then analyzed through the frequency and graphical analysis and that Simple Linear Regression model is used in statistical tool which is SPSS.

3.4 Questionnaire Development:

The research questionnaire is used to get the data from the population sample. The questionnaire is well structured and self-administered. There are two parts of the questionnaire. One is about the demographic variables such as gender, age and education.

While the second part consists of closed ended questions with five options starting from strongly disagreed to strongly agreed and it is also called Likert-scale.

3.5 Operational Definition:

Following variables are measured by the research questionnaire:

3.5.1 Organizational Politics:

In the research questionnaire, first part consists of questions which are associated with the Organizational Politics political advertisement. Political work environment creates several

hurdles and certain factors which are negatively affecting the employee's attributes in different ways. They explained that the political work environment creates the favoritism and unfair management decisions. The organizational politics creates biasness and unfair promotion. They explained that in such type of organizations where there is politics, work environment might be threatening and uncertain. The conclusion is that the political work surround, employees are not given preferences over their problems, and as a result employee feel less secure and low level of commitment is ensured by them.

3.5.2 Employee Performance:

In the research questionnaire, 2nd part consist of questions which are associated with the content of information given in the employee employees. Karatepe, (2013), the organizational politics plays a negative role in employees' outcome and their role performance. In those organizations where the prominent level of the organizational politics, the employees seem to be less confident, show less interest in their respective jobs, it reduced their work participation, and come up with the negative perceptions in their work place. Organizational politics is affecting the fair job promotions and incentives then as a result of this, the employees feels less motivated, there is some kind of frustration and shows less participation in their work.

3.5.3 Organizational Citizenship Behavior

In the research questionnaire, last part consists of questions which are associated with the organizational citizenship behavior; therefore, it has been a relation to different job performance such as job satisfaction, organizational politics, and turnover intentions (Christian et al. (2011), organizational politics has been affected with several factors. Employees can be motivated if the management of the company creates trust among them by ensuring them that there is no politics

and there is fair system of justice, promotion and other attributes. This will create positive effects on the employee's performance, they will show high level of commitment, display high motivation towards their jobs. The turnover intention will be low. Melly Blaise (2015) in today's business world, the organizational politics is epidemiological phenomena. He explained that there are many empirical studies which are related with this concept because this is very common phenomena found in the organizations affecting the job satisfaction level of the employees.

Chapter: 4

Data Analysis

4.1 Variables Reliability:

The reliability of the variables is confirmed by the test known as Cronbach Alpha. The questionnaire for this research is based on the two sections. One is based on the demographic section which includes Gender, Experience etc. The other section includes all those questions which are based on finding the impact of Role of organizational politics and Employee Performance, the mediating role of organizational citizenship behavior. The result of Cronbach Alpha is given below in table:

	Cronbach Alpha
POPQ (Role of Organizational Politics Questionnaire)	0.761
EOQ (Employees Performance Questionnaire)	0.699
WEQ (Organizational Citizenship Behavior Questionnaire)	0.721

Table 3.1, * $\alpha > 0.7$ hence, instruments are reliable.

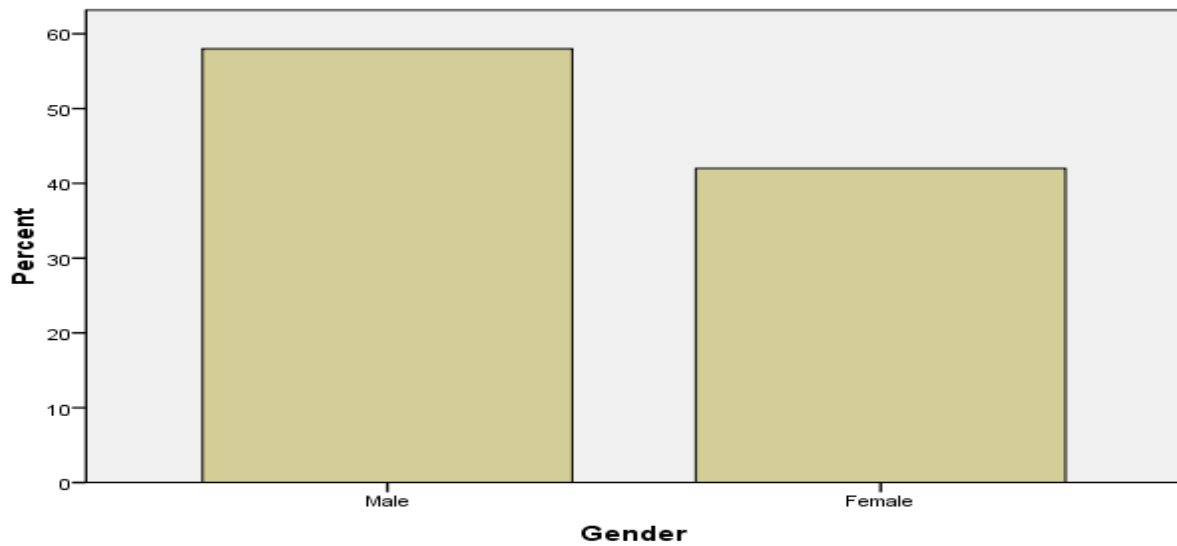
According to Cronbach value set criteria, if the value of Alpha is greater than 0.7 than all the variables are considered to be reliable. Here the value is greater than 0.7 which implies that all instruments are reliable.

Table 1:

Gender

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Male	126	73.0	73.0	73.0
Female	44	27.0	27.0	100.0
Total	170	100.0	100.0	

Gender



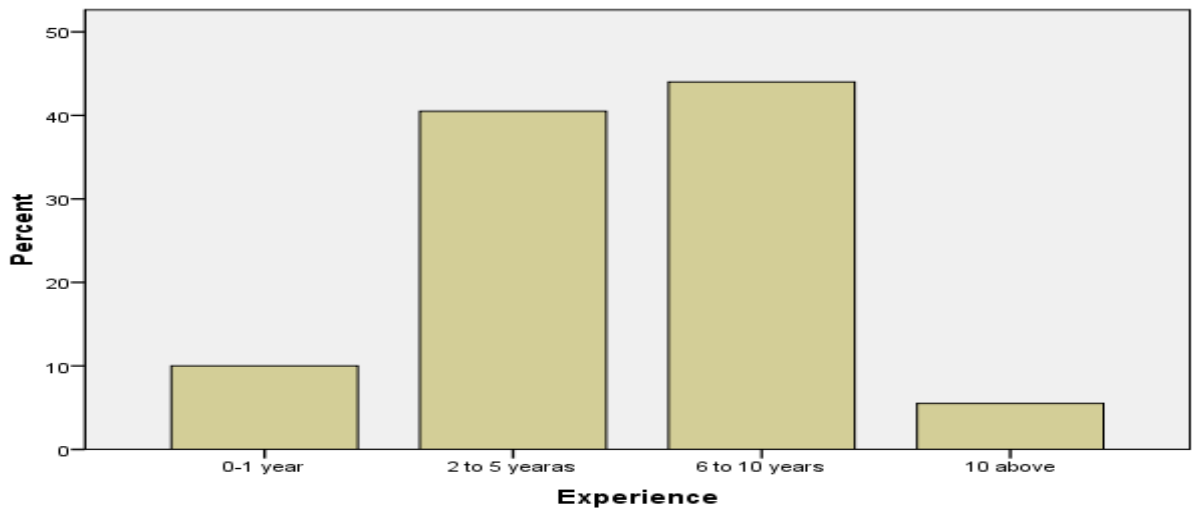
The first table is describing the gender frequency of the respondents. Out of 170 respondents, 126 respondents are male, and 44 respondents are females.

Table: 2

Experience

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 0-1 year	20	10.0	10.0	10.0
2 to 5 years	61	30.5	30.5	40.5
6 to 10 years	78	34.0	34.0	84.5
10 above	11	5.5	5.5	100.0
Total	170	100.0	100.0	

Experience



The above table is about the experience level of the respondents. According to frequency analysis, 20 respondents are those who are in 0 to 1 Year of work experience group. 61 respondents belong to 2 to 5 years of experience group. 78 respondents are those which are from 6 to 10 years of experience. 11 respondents are those which are above 10 years of experience.

Table: 3

Correlation

		Organizational Politics	Employees Performance	Organizational Citizenship Behavior
Organizational Politics	Pearson Correlation	1	.111	.262**
	Sig. (2-tailed)		.117	.000
	N	170	170	170
Employee Performance	Pearson Correlation	.111	1	.165*
	Sig. (2-tailed)	.117		.020
	N	170	170	170
Organizational Citizenship Behavior	Pearson Correlation	.262**	.165*	1
	Sig. (2-tailed)	.000	.020	
	N	170	170	170

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

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

The above table is about the correlation analysis of the data set. According to table Organizational Politics, Employee Performance, organizational citizenship behavior sharing is positively correlated with competitive advantage and firm performance.

Table: 4**Descriptive Statistics**

	Mean	Std. Deviation	N
Organizational politics	4.2700	1.27878	170
Organizational citizenship behavior	3.7100	1.10545	170
Employees Performance	3.2550	1.35245	170

The above table no 4 shows about the current dimension descriptive statistics which provide brief information about the responses to measurement tool questions the Table 4 describe that the descriptive statistics (mean, and standard deviation) on respondent perspectives on current study dimension shows the findings of descriptive statistics of mean (OP = 4.27, EP = 3.71, and OCB = 3.25).

Table: 5**Residuals Statistics**

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	1.3354	3.3628	2.2700	.77690	170
Std. Predicted Value	-2.490	1.407	.000	1.000	170
Standard Error of Predicted Value	.088	.240	.140	.035	170
Adjusted Predicted Value	1.3495	3.4452	2.2717	.77833	170
Residual	-3.36277	3.01362	.00000	1.01573	170

Std. Residual	-3.286	2.945	.000	.992	170
Stud. Residual	-3.326	3.024	.000	1.004	170
Deleted Residual	-3.44518	3.17865	-.00172	1.03921	170
Stud. Deleted Residual	-3.415	3.089	-.003	1.012	170
Mahal. Distance	.483	9.942	2.798	2.067	170
Cook's Distance	.000	.125	.005	.014	170
Centered Leverage Value	.002	.050	.016	.010	170

A. Dependent Variable: Role of organizational politics

Table: 6

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.821 ^a	.807	.808	.00353

A. Predictors: (Constant), Role of organizational politics, organizational citizenship behavior, employee's performance.

The above table is model summary of regression analysis for dependent variable which is Employees Performance. The value of R is near to 1 which implies that there is strong positive relationship among the dependent and independent variable. The value or R square indicating there is over all 80% effect of the independent variable on the dependent variable.

Table: 8

Coefficients

Table: 7

Anova^b

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1.778	1	1.778	.313	.024 ^a
	Residual	.362	148	1.354		
	Total	.140	149			

A. predictors: (constant), role of organizational politics, organizational citizenship behavior

B. Dependent Variable: Employees Performance

The above ANOVA table is indicating the goodness of fit test. The P-value is less than 5 percent which implies that the model is significant enough to analyze the data.

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Correlations			Collinearity Statistics		
	B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF	
	1	(Constant)	.951			.241		3.949	.000		
	Employees Performance	.636	.063	.583	10.110	.000	.583	.583	.583	1.000	1.000
2	(Constant)	.636	.285		2.234	.027					
	Employees Performance	.622	.063	.570	9.900	.000	.583	.576	.567	.988	1.013
	Organizational Politics	.124	.061	.118	2.041	.043	.181	.144	.117	.988	1.013
3	(Constant)	1.178	.378		3.118	.002					
	Employee Performance	.594	.064	.545	9.347	.000	.583	.555	.530	.947	1.056
	Organizational Politics	.163	.063	.154	2.591	.010	.181	.182	.147	.907	1.103

Organizational Citizenship Behavior	-0.150	0.069	-0.129	-2.157	0.032	-0.179	-0.152	-0.122	0.893	1.120
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A. Dependent Variable: Role of
organizational politics

The above table is the coefficient results of the regression model. The beta value of independent variable which is Role of organizational politics is negative and implies that 1 time increases in Role of organizational politics brings 1.054 times decrease in the Employees Performance.

The beta value of Controlling variable which is organizational citizenship behavior is positive and implies that 1 unit increases in organizational citizenship behavior brings 0.550 times increase in the employee's performance.

The interpretation of the regression results can be summarized as the among the predictor variable which is organizational politics and mediating variable which is organizational citizenship behavior have the significant relationship. Also, the relation is also significant among the organization politics with the criterion variables such as Employee Performance, Organizational Politics and turnover intension. Results also implies that the relationship among the mediating variable which is the organizational citizenship behavior has significant relationship with the criterion variables such as Employee Performance, Organizational Politics and turnover intension.

Chapter: 5

Conclusion

The current researched study examines the impact of organizational politics on employee's performance the mediating role of organizational citizenship behavior of public sector universities in Pakistan Peshawar. The study demonstrates that organizational politics is popular in public organizations, but its association however its relationship with workers performance is powerless. Moreover, organizational politics issues statistically huge but it has a weak impact on workers performance. The outcomes are critical from develop nation point of view. The not unusual perception is that public sector organization employees to utilize their own political impacts and show of capacity to accomplish their interests particularly as far as professional successes. However, the outcomes suggest that this isn't so, the impact of politics is there but it is susceptible and not according to basic observation. Although there are various studies which have been finished in developed country point of view, notwithstanding, little proof is there of ways organizational politics affect worker overall performance specially inside the context of public sector within the developing nations.

Although, organizational politics is one of the usually practice inside the organization. If the individual employee use politicking abilities for you to maximize their self-interest. As indicated by the literature, organizational politics can be positive or destructive but when the individual employee desires are synchronized with the organizational goals then it'll improve the employee performance and help the corporation so that it will create the competitive area inside the market. At the point when the individual objectives strife with the organizational objectives then in such case use of politicking competencies will produce a non-effective pastime for the agency and many of the individuals. Therefore, this investigation is useful to administrative level as they can understand that in presence of politics employees' performance deteriorate that in the long run

impacts the level of overall performance of employer. However, this investigation has clarified that in Pakistan politics separately is a negative factor for employees' performance. For this reason, with regards to this examination, it is able to be inferred that higher degree of inner organizational politics (e.g. pay and promotion) amongst universities employees (i.e. Peshawar). Therefore, cause them to consider their condition as a hazardous location to investment specifically in term of efforts they put in on their jobs for positive rewards. This imbalance in efforts and rewards cause them to work for their own objectives rather than organization and therefore, it hampers their efforts to work above and beyond their call of responsibility.

This study is very important in knowing the impact of organizational politics on employee outcome: mediating role of organizational citizenship behavior in Islamabad city. The organizational politics might be affective or it can create problems for the employees for their better performance. This study is importance in knowing all those factors which affects the employee outcome due to organizational politics.

The target population for this study is all the Public sector Universities of Pakistan, however, the sample population includes Banks operating in Peshawar City. The sample data is primary in nature which is collected through the research questionnaire. The questionnaire is distributed to 170 different employees of Public sector Universities industry. The collected data is then analyzed through the SPSS software. The techniques used to analyze the data are graphical and frequency analysis, and then regression analysis for both dependent and independent variables of the study separately.

The results of the study are first measured through graphical and frequency distribution of the responses from the respondents. The results indicate there is a significant relationship between the predictor variable (Role of organizational politics) and the mediator (organizational

citizenship behavior). The interpretation of the regression results can be summarized as the among the predictor variable which is organizational politics and mediating variable which is organizational citizenship behavior have the significant relationship. Also, the relation is also significant among the organization politics with the criterion variables such as Employee Performance, Organizational Politics and turnover intension. Results also implies that the relationship among the mediating variable which is the organizational citizenship behavior has significant relationship with the criterion variables such as Employee Performance, Organizational Politics and turnover intension.

Recommendation:

The results of this study are very beneficiary for different stakeholders. The aftereffects of this investigation give a few valuable ramifications relating to the minimization of authoritative legislative issues and maintenance of representatives with raised degrees of work commitment in the association. To start with, the nearness of a politically charged workplace decreases forefront representatives' work commitment. With this acknowledgment, it is significant that top administration of the inns spends impressive endeavors for building up and keeping up a workplace as reasonable and evenhanded as could be expected under the circumstances. It would be valuable on the off chance that they could discover the underlying drivers of such a politically charged workplace and give potential cures.

The results of this study also recommend the future scholars and researchers about the potential in this case. The future scholars can get the idea about the framework and variables from this study and can evaluate more effecting and significant variables with some other sectors in order to find the Role of organizational politics and employee performance; the mediating role of organizational citizenship behavior organizational citizenship behavior. First of all, the usage of

convenience sampling approach itself renders the outcomes of the study ungeneralizable. Hence, future research has to awareness on probability sampling techniques. Secondly, the study focused on public region corporations located KPK city in the Peshawar. The outcomes may also vary if large pattern size and public corporations located inside the provincial Peshawar are included inside the observe. A comparative evaluation among public and personal sectors or among countries may additionally enhance the information of organizational politics and overall performance in developing international locations. The outcome of the observe factor down that there are different elements that could have an effect on organizational politics and employee's performance. However, further recommendation for early studies must be look at such as organizational culture, leadership, and human resource practices and as well as demographic context for better understanding an organizational politics and employee performance relationship.

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Questionnaire

The Role of Organizational Politics on Employee Performance

The Mediating Role of Organizational Citizenship Behavior

Dear respondent

I am student of MBA at Bahria University Islamabad, I am conducting research on the topic “**The Role of Organizational Politics on Employees Performance**” with **Mediating Role of Organizational Citizenship Behavior** and for this purpose I will need your cooperation with regard to fulfill of the questionnaires. This is the structural questionnaire; I confirm you that full confidentiality will be maintained of your response, which will be used only for academic purpose.

Department: Management others.

Designation: Assistant Professor Lecturer Administrative Staff others.

Gender	Age	Experience
Male	20-30 Years	0-1 Year
	31-40 Years	2-5 Year
Female	41-50 Years	6-10 Year
	50 and Above	10 and Above
Role of organizational politics (Kacmar and Ferris (1991))		

Questions	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
There is a group of people in this department who always get things their way because no one wants to challenge them					
There has always been an influential group in this department that no one ever crosses					
I have seen changes made in policies here that only serve the purposes of a few individuals, not the work unit					
There is a group of people in this department who always get things their way because no one wants to challenge them					
People in this Bank attempt to build themselves up by tearing others down					
Favoritism rather than merit determines who gets ahead around here					
People here usually don't speak up for fear of retaliation by others					

Promotions in this department generally go to top performers					
Employees are encouraged to speak out frankly even when they are critical of well-established ideas					
When it comes to pay raise and promotion decisions policies are irrelevant					
Rewards come only to those who work hard in this Bank					
There is no place for yes-men around here; good ideas are desired even when it means disagreeing with superiors					
In our bank, pay and promotion policies are not politically applied					
When it comes to pay raise and promotion decisions policies are irrelevant					
Organizational Citizenship Behavior (Schaufeli et al. (2006))					
At my work, I feel bursting with energy					

At my job I feel strong and vigorous					
I am enthusiastic about my job					
My job inspires me					
When I get up in the morning, I feel like going to work					
I feel happy when I am working intensely					
I am proud of the work that I do					
I am immersed in my work					
I get carried away when I am working					

Employees Performance (Netemeyer and Maxham (2007))

Questions	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
How often did this employee go above and beyond the “call of duty” when serving customers?					
How often did this employee willingly go out of his/her way to make a customer satisfied?					
How often did this employee help					

customers with problems beyond what was expected or required?					
I often think about leaving this bank					
It would not take much to make me leave this bank					
I will probably be looking for another job soon					

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Dear All,

I approve the thesis of Zeeshan Afridi. Zeeshan, please correct the table of contents, before finally submitting your thesis.

Best Regards,

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