

Leadership Style and Organizational Citizenship Behavior: The Mediating Role of Organizational Politics

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Transactional leadership and organizational citizenship behavior (OCB) remained at a peak in the arena of organizational behavior research for decades. It also attained significant consideration from scholars who are tracking to define multi-layered leadership dynamics and their influence on followers' behavior at work. The voluntary behavior of organizational citizenship improves organizational effectiveness, and it goes beyond formal job duties. This study explores the association between transactional leadership, perception of organizational politics (POP), and OCB of employees in the private sector. Transactional leadership has a negative influence on POP. The results indicated that POP positively influences the OCB. The findings also showed that transactional leadership negatively affects OCB via POP, whereas it has a positive direct effect.

Keywords: *transactional leadership; organizational politics; OCB*

In the next century, leaders of the future will create a culture and system that give attention to employees (Covey, 1996). But creating such a type of culture will be a tough challenge in the new era. It will be created by a leader who has a wide vision, courage, and know-how about constant learning and the future market. Organizational success also depends on leadership (Bemowski, 1996; Covey, 1996). Typical leaders are the persons who lead toward the target, takes different decisions, and motivate their subordinates (Senge, 1990). But it is also a fact that leaders required new skills and abilities to access the situation. According to Conger (1992), a big flaw in organizations is that they lack effective leadership skills. Leaders may have the ability to lead, but due to the absence of opportunities and investments, the process does not allow them to take the next step. Instead, to overcome these drawbacks, they ignore leadership skills. These types of organizations finally pay for their negligence. It impacts the organization's growth as well. Universal managers are always desirable (Landrum et al., 2000). Different leaders have different abilities, and their abilities should be matched with organizational needs (Conger, 1992). Sadler said there is a need for competent leaders to compete with the rapidly changing business environment, the latest technological

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equipment, global competition, different phases of markets, and consumers' new tastes and expectations.

Many researchers give stress to different leadership styles and behaviors. Other scholars have done various researches. Euwema et al. (2007) find out the impact of leadership styles on OCB. Studies (Vigoda, 2006; 2007) show the effects of leadership styles on the perception of OCB. And found it lowers the impact of OCB and enhances the OCB. Transformational leadership and transactional leadership have been studied with different variables like employee's performance, commitment, cultural orientation (Avolio et al., 1999), employee's engagement, and intention to quit, job characteristics (Avolio, 1999b; Grant et al., 2008; Stogdill, 1950). Task Performance, core job characteristics. Motivation, goal commitment (Piccolo & Colquitt, 2006) studied the "strategic behavior, self-interests and shared organizational goals to individuals' benefits.

The study of leadership styles with different variables is the continued research topic. It has been researched with OCB. This area shows a dramatic increase from the last few years. This trend also shows many publications in OCB from prior years. Primary research in the field of job satisfaction, perceptions of fairness, and personal factors. In my study, OCB relation will be found out with leadership styles and OCB. A heavy bank of knowledge on OCB has been gathered from the last few years in OCB and their relationship with the different variables like performance, satisfaction, commitment, OCB, etc. Studies focus on the perception of the employees about the OCB. Ferris et al. (1989) Measured in many ways, for example, the size of the relationship among justice dimensions, different justice ways, and the effect of the justice magnitudes on the outcomes. Different research has been conducted in this prospect, and a review of 183 justice's studies shows justice dimensions are moderately highly linked to fairness perceptions. These studies also show the different and unique relationships between job satisfaction, organizational commitment, assessment of authority, OCB, and performance. Many researchers give stress on different leadership styles and behaviors. Researchers also provide a focus on ethical leadership and organizational fairness acts. (Bello, 2012) said Starbucks corporate culture focuses on ethics and quality. To create an ethical environment employee, play a major role. Ethical leadership has a direct effect on the organizational outcomes, for example, in-role performance (Kalshoven et al., 2011), OCB (Walumbwa et al., 2011), willingness to help (Kalshoven et al., 2013; Mayer et al., 2009), ethical environment (Mayer et al., 2010). There are many characteristics which are related to the ethical leadership (Brown & Treviño, 2006).

To compete in today's competent region, it is necessary to understand the organization's behaviors and leadership styles. Except this, the factors that have deep involvement in these styles and behaviors should be considered. In response to this call, my study focuses on the impact of leadership styles on OCB. And transactional leadership effect on OCB.

Theoretical Contribution

There is ample research on different leadership styles; very little literature is available on cumulative inputs and outputs with other organizational effects. Organizations today are facing plenty of challenges regarding employee's workplace attitudes and behaviors. There are different levels of challenges that an organization faces. At the first level, organizations have to face the challenge regarding the employee's unethical behavior as in some cases, the unethical activities are associated with individual-level (Brass et al., 1998). At the second level, organizations face management-level unethical workplace behavior (Nielsen, 1987). In the recent past, we have observed some corporate scandals, Enron in 2001, World com in 2002, and New York Stock Exchange scandals 2020 are top of the list. So, organizations need to cope up with this level of

On the other hand, third-level organizations need to face challenges at the structural level. If the organization structure is so rigid due to its working requirement, employees in the organizations face very hectic working hours than ultimately indulge in deviant workplace behavior. With the inclusion of technology at a massive level, the organizations were expecting to reduce the employees' working hours. It was expected to reduce working weekly hours up to 15 hours per week until 2030 (Fry & Cohen, 2009). But the conditions will be worst because their working hours will be tough. The reason for this is, although technology is playing an essential role in industrial development, organizations are facing stiff competition, so the organizations are becoming more customer-oriented and service-oriented. The employees working for the companies must work hard for customer satisfaction. Working in such a materialistic environment, employees face many ethical and moral issues.

Moreover, employees feel as they are working like a machine. So, working in such an environment, employees need to have such a climate where they can enjoy their work and workplace, feel a sense of community at the workplace, and satisfy themselves. In other words, they need the best ownership workplace.

So, this study explores various dimensions of the leadership styles and their effects on employee outcomes. Transformational leadership and transactional leadership has been studied with different variables like employee's performance, commitment, cultural orientation (Jung & Avolio, 1999), employee's engagement, and intention to quit, job characteristics (Stogdill, 1950; Grant et al., 2008), task performance, core job characteristics, motivation, goal commitment (Piccolo & Colquitt, 2006). I have made my research specific to determine the impact of leadership style on OCB via OCB mediation. OCB is an important outcome of the organization. And the perception of OCB has its effect on outcomes (Ferris et al., 1989; Vigoda-Gadot, 2007). Fairness and unfairness in work affect the outputs (Wayne & Ferris, 1990; Pillai et al., 1999). This study was conducted in the Pakistani context. Research data focus on the public sector while the private sector was absent. The business environment in South Asian countries is challenging due to many limitations (Khilji, 2012). And when we talk about Pakistan, the business environment in Pakistan is tough as compared to other developed countries (Jeswani et al., 2008). This Study will contribute to understand the relationship of transactional leadership with OCB which is not shown in previous and frame-based articles. My study will show impact of leadership style on OCB via mediator perception of OCB. No doubt that OCB, find their roots from social exchange theory. It will also help leaders to play the different leadership roles in the different conditions.

Theoretical Framework and Hypotheses

Mediation of POP between the relationship of Transactional Leadership and OCB

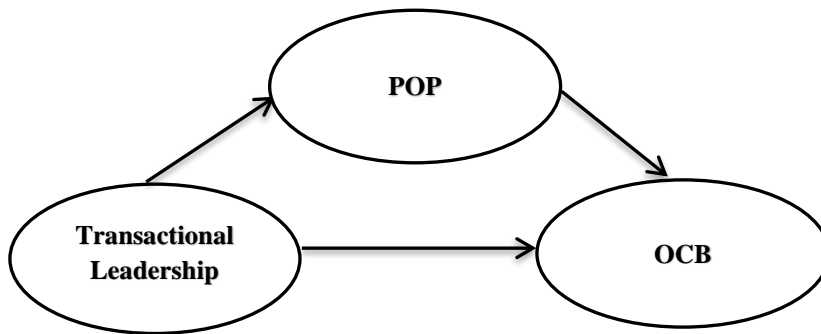
Transactional leaders are those leaders who find out the employees' required behavior to achieve the goals for teams and organizations. They motivate them by the reward system. Transactional leadership behavior also got their importance because few targets are temporary and establish for the instant of the accomplishment. As the complete goal team also adjudged. To motivate them and attain the target, they set the rewards and at the end of their task. Significant work is done (Avolio et al., 2004). Transactional leaders provide all the resources which are required for the accomplishment of the tasks. Leaders set the boundaries and standards for achievement. The rewards can be different like promotions, punishment, increment in salaries, strict actions, job termination, etc.

In my studies, I used the definition of (Hater & Bass, 1988). "The typical manager who is a transactional leader tends to identify employees' lower-level needs by determining the goals that subordinates need to achieve and communicate to them on how successful execution of those tasks will lead to getting desirable job rewards." Our work is consistent with the work

done in this area. My work is based on the leader-member exchange theory. That theory helps to understand the relationship of transactional leadership with Politics and OCB. The hypothesized model is presented in Figure 1.

The relation between leader-member exchange and leadership styles has been studied (Graen & Uhl-Bien, 1995). He said when a highly effective relationship builds between leaders and subordinates than give and take relationship built between them. Studies of leader-member exchange as a mediator for transformational leadership in different organizations have been studied (Wang et al., 2005). He also inter-relate the transformational and transactional leaders with more work commitment, task performance, increased OCBs, less political effects, and increased motivational level for the extra work to change their job roles. Leader-member exchange makes transformational and transactional leaders more efficient (Wang et al., 2005). Wang et al. (2005) study was also supported by another study (Truckenbrodt, 2000); which shows that high levels of LMX are antecedents for increased behavior of organizational commitment and OCB.

Figure 1
Proposed Theoretical Model



Note: POP = organizational politics; OCB = organizational citizenship behavior

Transactional leadership strengthens the POP (Pillai et al., 1999). This type of leadership needs dealing skills that are mostly moving favorably in the political environment. The exchange relationship of management, a reward system, always leads to employees increased motivational level. Transactional leadership styles support the development of the interest-based relationship between employees and management. That process is typically supporting the political process. It motivates employees to talk about interest and price about everything and task. This leads an employee to complete a task either negatively or positively for the reward. Transactional leadership has a positive relationship with politics (Pillai et al., 1999). POP is also related to fairness and justice at the workplace.

Hypothesis 1: Transactional leadership positively influences POP.

Transactional leaders provide support and help to the employees to achieve the goals; these leaders mostly failed to attain the targets (Avolio et al., 1999). Because in their rewards, they have an equal level of reward and punishment, employees fear that if they fail in achieving the task or do not attain the required target, they will get punished or terminated. They did not take part in it. When employees believe that their organization is behaving reasonably, they will be ready to increase their OCB behavior and formal performance. On

the other hand, if the organizational environment is not dealing fairly, they will show reluctant behavior towards OCB. If leaders behave unfairly, unprofessionally, employees will be demotivated. This behavior is mainly due to transactional leadership. It is a direct rewarding system; when the reward system is not managed appropriately, then hardworking employees will show less effort to affect their performance ultimately and that of their organizations (Organ, 1988).

Hypothesis 2: POP negatively influences the OCB.

Hypothesis 3: POP negatively mediates the relationship between Transactional leadership and OCB.

Research Design and Methodology

This research aims to determine the relationship of leadership styles with different organizational factors like OCB and OCB in Pakistan and to explore that these factors are related to employee behavior. In this study unit of analysis were individuals working in the private sector of Pakistan. Data was collected from employees of the multinational company Nestle Pakistan SKP. These employees were working in every segment, including top management, middle management, and line management. This company is accompanied by all my variables like justice, politics, and leadership styles. So, it was an excellent opportunity to collect data from employees living in the same scenario.

Data was collected from non-management and management both for the correct and true scenario. Sample size was off 400 employees. Manufacturing company employees are under the same behavior. Their hierarchy consists of the following manner. A plant manager's guide to team leaders. Team leaders guide business support staff and floor shop employees.

A survey was conducted to get the response of the participants through a questionnaire. A close-ended questionnaire was designed, which contains the questions about Transactional Leadership, OCB, and OCB. Our questionnaire comprised a seven-point Likert scale; it ranges from 1 for "strongly disagree" to 7 for "strongly agree." This questionnaire consisting both English and Urdu language. This questionnaire was also translated into the national language of respondents as the national language of Pakistan is Urdu.

This study used data that was collected from a multinational Company (Nestle LTD). The data set contains multi-actor data of managers, their subordinate. The sample was consisting of employees included managers and subordinates. The sample was collected from 400 employees from 7 different departments of the company. Among 400 employees, there were only 26 females, and 374 were males. The majority of the sample was quite young, 177 employees, 44.3% of the total sample. Next major was between 31-40 age groups, which makes the 42% of the total sample. The remaining 13% were more than 40 and 50 age.

The sampled employees were performing their duties in different departments. And the ratios show that 77% (309) employees were engaged in the manufacturing department because nestling is a manufacturing company. And these employees were indifferent manufacturing departments like water production plants, dairy and juice plants, cereals manufacturing, etc., and 19% (75) belong to different departments, including the engineering department, logistics, material distribution departments, and instrumentation departments. After that remaining 4% people from different departments like the quality assurance department, safety, and human resource management department. This distribution shows that employees are included in all departments. And data is strongly diversified.

Measures

To retain the consistency of the questionnaire, all items were administered on a 5-point Likert- scale ranging from 1-5 (1 = strongly disagree to 5 = strongly agree).

For measuring *transactional leadership*, a multifactor questionnaire was used. It consisted of 5 Likert scale. This scale was first developed by Bass (1985) and then further modified by Bass and Avolio (1993). Example item includes “My supervisor talks about special rewards for good work”.

OCB measures were adopted from Podsakoff et al. (1989). This measure consisted of 4 items. Example item includes “I participate in activities that are not required but that help the image of my organization”.

POP was measured by the six question items developed by (Kacmar et al., 2003). Example item includes “my organization does favoritism rather than merit determines who gets ahead around here.”

Data Analysis and Results

Descriptive Statistics and Correlation Matrix

The descriptive statistics and correlation matrix are presented in Table 1 that showed the relationships among the variables. The results indicated that there is not any significant relationship of Gender, age, and experience with the study related variables.

Table 1
Descriptive Statistics and Correlation Matrix

<i>Variable</i>	Mean	SD	1	2	3	4	5	6
Gender	1.07	0.25	1					
Age	1.72	0.77	-.13**	1				
Experience	2.94	1.21	-.20**	.53**	1			
Transactional Leadership	3.41	0.81	.05	.01	.03	1		
OCB	3.91	0.50	.04	-.01	.00	.33**	1	
POP	3.13	0.61	.01	-.05	.02	-.43**	-.29**	1

Note: *p<0.05; **p< 0.01; POP=*organizational politics*; OCB=*organizational citizenship behavior*

Reliability and Validity Analysis

To determine the data's reliability, we examined the Cronbach Alpha values of all the studied variables. The results indicated that all the variables have a value greater than 0.70 (See table 2). In the validity analysis, it has been found that rescaled factor loadings of all the items were in the range of 0.50-.86 (Table 2). These findings revealed that measures adopted from Western studies enjoyed good validity in the study's current context.

Model Testing

To test the model, we performed regression analysis in SPSS. To test the mediation, we used the PROCESS developed by Hayes, 2011. The results are presented in Table 3. The interpretation of the hypothesis is as under.

Hypothesis 1 stated a positive relationship between transactional leadership and POP, which could not be supported by the findings. Our study results revealed a negative and significant relationship between transactional leadership and POP (-.43, $p < .001$). These findings indicated that due to cultural variations, in Pakistan, people did not develop the perception of politics. People in Pakistan are facing different problems. Like leader's influence can be vital that employees cannot tell the real picture.

Hypothesis 2 was about the relationship between POP and OCB, which was accepted by the data. The findings showed a negative relationship between POP and OCB (-.19, $p < .001$).

Table 2
Reliability and Validity Analysis

<i>Variable</i>	<i>Item</i>	<i>Factor Loading</i>	<i>Reliability</i>
<i>Transactional Leadership</i>	TL1	.84	.87
	TL2	.60	
	TL3	.86	
	TL4	.55	
	TL5	.61	
	TL6	.84	
	TL7	.81	
<i>POP</i>	POP1	.62	.81
	POP2	.80	
	POP3	.70	
	POP4	.83	
	POP5	.71	
	POP6	.69	
<i>OCB</i>	OCB1	.50	.74
	OCB2	.51	
	OCB3	.85	
	OCB4	.81	

Note: POP = organizational politics; OCB = organizational citizenship behavior

The mediation hypothesis (i.e. hypothesis 3) proposed that POP negatively mediates transactional leadership and OCB. The findings showed a negative and significant indirect effect of Transactional leadership on OCB via POP (indirect effect = -.11, $p < .001$). However, it is also found the direct impact of transactional leadership on OCB (.25, $p < .001$), which showed transactional leadership could develop OCB directly and via POP both.

Table 3
Direct and Indirect Effects

<i>Independent variable</i>	<i>Dependent variable</i>			
	<i>POP</i>	<i>OCB</i>		
	Direct Effect	Direct Effect	Indirect Effect	Mediation
<i>Transactional Leadership</i>	-.43***	.25***	-.11***	Partial
<i>POP</i>		-.19***	-	
<i>R²</i>	0.18	0.14	-	

Note: * $p < 0.05$; ** $p < 0.01$; POP = organizational politics; OCB = organizational citizenship behavior

Discussion

This study was conducted to test the effect of OCB between transactional leadership and OCB. Transactional leadership, POP, and OCB relation also found support from previous studies (Ilies et al., 2007; Zellars et al., 2002). This study demonstrates the advanced knowledge regarding the relationship between leadership styles and OCB. Studies of the (Parry & Proctor-Thomson, 2002; House & Aditya, 1997) support the same direction of research and political theory of leadership. One of our study's good hinges is that we are examining the POP as the mediating variable. So, this study also provides information about the OCB and OCB.

While according to our data analysis result, it is also cleared that transactional leadership also play an essential role in the OCB. It means the reward system shows an economic exchange process. Valuable rewards are given at the end of the task. So, by choosing the best leadership style according to the situation and environment and trend and interest of employees, OCB can be enhanced. Leadership styles and POP and OCB relation also found the support of previous studies (Ilies et al., 2007; Zellars et al., 2002). Transactional leaders should also perform their best to lower the impact of OCB because politics lowers the morale of the employees. When employees did not find equal rights and opportunities, they will not perform well; as a result, OCB will also be affected.

The results show that perception of OCB is an influencing mediator between leadership styles and OCB. According to Ammeter et al. (2002) and many others, a continuous tension flow among employees for involvement in politics. Transactional leadership would positively influence employee's performance if they became able to make an environment less political and highly justices. This type of performance triggers the employees to give their best output. As a result, the OCB of employees increases. OCB makes the employees put in their best effort for collective group goals. The leaders make and communicate different and extraordinary strategies, visions among the subordinates to understand and then follow them. This behavior develops the great trust of subsidiaries on their leaders.

Analyses results explained that OCB and organizational justices have a direct relation with leadership and OCB. Pillai et al. (1999) focussed on trust, procedural and distributive justice as mediation between leadership styles and OCB. According to (Andrews & Kacmar, 2001), fairness and OCB play different roles in one workplace, but these variables are still very close to each other. Among them, one theory can be feasible for the other also. According to Ferris et al. (1989), procedural and distributive justice perceptions might be a useful tool for de politics in the organizations. This support was also found in the studies (Vigoda-Gadot, 2006).

Organ (1988) said that, as the employees think that leaders are managing the organization's affairs and workplace fairly, they will improve their formal performance. While on the other hand, if in the organization politics will be high, they will be reluctant to perform ethically and pay less attention to the workplace activities.

Practical Implications

OCB can contribute to organizational effectiveness and success. It helps to enhance co-worker and managerial productivity and increase resources to be used for more productive purposes. It helps to coordinate within and across work groups, strengthening the organization's ability to attract and retain the best employees, increasing the stability of the organization's performance, and enabling the organization to adapt more effectively to environmental changes. Such behaviors are necessary for effective organizational functioning and, therefore, should be attained by managers.

When practically justices' practices are implemented, employees become more satisfied with their jobs, more committed to their organizations, and perform OCB. The present study showed that higher levels of leader's behaviors are associated with increased job satisfaction, commitment, and OCB. The contribution of leadership styles can enhance organizational justice and reduce the OCB in the workplace.

Leaders should focus on fair practices to increase the level of OCB at the workplace. Managers should fully understand the significance of OCB, its antecedents and take precautions to attain and enhance OCBs within their organizations. They should also motivate and guide leaders to perform fairly, ethically at the workplace. In hiring, assessment, and compensation, managers should be evaluated in terms of fairness. If leaders understand the importance of transactional and transformational leadership styles at the workplace, they can handle situations and motivate and regulate the employees. Organizational justices always play an essential role in motivating the employees.

Limitations and Future Directions

No one is entirely perfect. This research also has some limitations, which I found during my research. *First*, I collect data only from one multinational manufacturing company. Other multinational companies should be considered. And government secretor should also be taken into consideration for generalization of results. *The second* limitation is that the sample size should be larger. For better results, 400 sample size may not be ideal. In this study, a variable POP is present. It is a delicate matter, so most employees did not provide the actual result. By this, the results can be biased, which can change our findings. A great level of trust should be built for the actual findings to make this type of variable.

Important determinants of organizational justice should be investigated in future research. There is the potential for researchers to cross different mediating or moderating variables. Another potential area that can be developed in the future is the interrelationships among other leadership forms, job satisfaction, organizational commitment, OCB, and organizational justices. To increase OCBs to attain the organizational goals, organizations' antecedents should be carefully studied by organizations in the future. The Previous research has confirmed the relevance of organizational identification (John et al., 2019), phycological capital (Qadeer & Jaffery, 2014), harmonious passion, work engagement (Qadeer et al., 2016) in explaining OCB. Future research should include boundary condition to have in depth understanding about the conditional consequences of other leadership styles also.

This study is conducted in the private sector and one company. This should be conducted in multi companies and government sector also. Much of the research on transformational leadership, transactional leadership, organizational justice, and OCB is done in the US. In the literature, cultural issues like collectivism, individualism, etc., have not been widely considered. More research in the South Asian context is still needed.

Conclusion

To carry out empirical research, data from 400 employees was collected from a multinational company. The study finds out the relationship of leadership styles with different variables like OCB and POP. This study's objective was to determine different relationships among other variables in the Asian context. Results show that transactional leadership style has a positive influence on OCB if OCB becomes low. It also examined that OCB plays a significant role in enhancing the OCB by decrease the POP. POP may play its role as a mediator in the leadership styles and OCB. For this research, a western instrument was used. That instrument before usage was tested by the pilot study. This research adds to the literature on OCB, OCB, and transactional leadership.

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