

Relationship between Perceived Transformational Leadership and Organizational Citizenship Behavior in University Teaching Faculty

Mohsin Atta
University of Sargodha
&
Muhammad Jahanzeb Khan
Department of Psychology, University of Peshawar

Abstract

Present study was executed to examine the moderating effect of organizational politics (POP) in relationship of perceived transformational leadership (TRF) and organizational citizenship behavior (OCB). A sample of public sector university teachers ($N = 494$) from Khyber Pakhtunkhwa and Punjab provinces of Pakistan was selected through convenient sampling procedure. Present study operationalizes the constructs through Multifactor Leadership Questionnaire (MLQ-5X; Bass & Avolio, 1997), Organizational Politics Scale (Kacmar & Carlson, 1997), and OCB Scale (Lee & Allen, 2002). Hierarchical regression analysis demonstrated that organizational politics and its facets i.e. general political behavior (GPB) and pay and promotion policies (PPP) significantly moderated between perceived transformational leadership and OCB and strengthened the positive relationship between them. Certain limitations and suggestions have also been discussed to convene future research.

Keywords: Organizational politics, transformational leadership, organizational citizenship behavior.

Intellectual input of universities has been indisputably recognized for the growth and development of the various segments of society. Teaching faculty, one of the most important entity that contributes to the span of knowledge, is assumed as substantial force for the improvement and progress of society. There are unquestionably various individual and organizational concerns that necessarily should be addressed to comprehend so that to facilitate the attitudes and behaviors of teaching faculty. Among others factors leadership and political behaviors are those that exert intense impact on employees' loyalties with organization other than the formal roles and responsibilities. It is therefore present study tends to find out the individual effects of perceived leadership styles and perceived organizational politics besides their interactive effects on organizational citizenship behavior (OCB) in university teachers.

Perceived Leadership Style

Leadership has been widely conceived as a process of influencing the group members, in various job-related situations, so that to achieve common goals and objectives (Stoner, Freeman, & Gilbert, 1996), whereas leadership styles denote to the behaviors used by the leaders to influence followers in order to motivate them to perform effectively in work settings (e.g., Duta, 2011; Gozukara, Hatipoğlu, & Gunes, 2017).

Although much work on leadership previously has been done on its styles or types but researchers, in recent years, have been focusing on leaders' perception of employees. For example, Shah, Shah, and Pathan (2017) examined the impact if perceived leadership (PL) on employee satisfaction with job and job performance in teaching faculty of the public sector universities of Pakistan. Mitonga-Monga, Coetzee, and Cilliers (2012) found relationship in PL and participation of employees in typical manufacturing organizations. Likewise, Mester, Visser, and Roodt (2003) attempted to find out the relationship of PL with job involvement, satisfaction with job, organizational commitment, and OCB. They also found varied results when compared the actual and perceived leadership styles. These empirical evidences propose that employees' perception

regarding the leadership style has gained essential value in organizational settings. It is therefore examining PL empirically in indigenous perspective may yield valuable findings of practical utility.

Theories of Leadership

Many theories of leadership have been proposed viewing leadership from different perspectives. These theories are assumed to be distinctive on the bases of who leads, under certain circumstances, and who follows. For example, *Trait leadership* considers personal characteristics to differentiate leaders from the individuals who are not leader (Robbins & Coulter, 2005). The theory suggests that the leaders generally inherit the traits, which distinguish them from others (Cleveland, Stockdale & Murphy, 2000). While trait theorists focused on traits the leaders possessed, *behavioral theorists* emphasized upon the relationships with others, output, and performance (Bolden, Gosling, Marturano, & Dennison, 2003). The shift towards behavior school was the result of McGregor's *Theory X and Theory Y* (1960). According to this theory manager are divided into two groups who have different assumptions towards human nature. The managers of theory X consider that individuals dislike work and want to avoid it. Therefore, in order to achieve organizational goals, most of the times others should be directed, punished, and controlled.

Situational leadership theories neither focus on particular traits nor behaviors instead these theories suggest that no leadership is effective in all situations. These theories suggest that effective leadership style is dependent on situational factors, the followers, the tasks, the individuals, and the organization (Bolden, Gosling, Marturano, & Dennison, 2003). *Fiedler's contingency approach* to leadership (1967) is an example of situational leadership which postulates that there is situation to make effective leadership and that there is no single best way of leadership. The *Hersey-Blanchard Model* of Leadership (1977) is another situational approach that suggests leadership styles as

determined by the developmental levels of the followers. *Full Range Model of Leadership*, originally proposed by Burns (1978), has also been labeled as cutting-edge leadership theory (Robbins & Coulter, 2005). This model states that three types of leadership behaviors can be found including transformational, transactional and laissez-faire leadership style. The theory postulates that the transformational leaders transform the followers through encouraging them, making more helpful, harmonious and caring not only for co-workers but also for their organization as a whole, and thus bring positive change among them. They are proactive and make their followers aware of collective interests and help them to achieve organizational goals (Bodla & Nawaz, 2010). In order to transform employees they practice various essential techniques of transformational leadership that may include inspirational motivation, individualized consideration, idealized influence, intellectual stimulation, and idealized attributes (Bass & Avolio, 1994).

On the other hand, transactional leaders tend to exercise exchange of rewards to increase their work efficiency and interest in work. This leadership style involves an exchange of leader's interest and follower's expectations (Northouse, 2016). These leaders are suitable for making deals that may bring a desired change in employee, and thus can quickly achieve the short term goals of an organization. A leader can bring loyalty among the employees to the extent that they go beyond their duties and perform favoring behaviors, which are not part of their formal roles, towards the organization. Leaders may also influence their followers to display organizational citizenship behaviors (Banu, Amudha, & Surulivel, 2012).

Organizational Citizenship Behavior (OCB)

Organ (1988) mainly introduced the OCB concept while reconsidering the traditional notion of job performance. He found that job performance elucidated some qualitative characteristics besides quantitative work aspects, whom he termed OCB that involves those behaviors which are more than the actual call of duty but aid the development of the organization. Hence, OCB has always been considered as a constructive construct while observing organizational behavior. OCB involves a number of voluntary organization-facilitating behaviors that enhance the social and psychological context of performance, whereas they are not considered under formal reward system (Organ, Podsakoff, & MacKenzie, 2006). Within organizational context some of OCBs include helping to recruit appropriate individuals to particular tasks, contributing to improve the workplace facilities through valuable suggestions, or ready to be available for unpaid overtime (Pickford & Joy, 2016). Although, as compare to typical organizations, universities have their own unique and distinct organizational context but OCB may also be observed in teaching and administrative employees over there. These OCBs varies in employees depending upon the leadership vision usually reflected by VCs.

Leadership and Organizational Citizenship Behavior (OCB) Leadership has been found associated with OCB. For instance, Johnson (2008) studied the effects of perceived charismatic leadership among a sample of school teachers and their heads and found that attribution of charismatic leadership style results in an increase in OCB among the teachers. Similarly, Malik, Saleem, and Naem (2016) found democratic and autocratic leadership styles as positive predictor of employees' OCB in a sample of telecom employees in Pakistan. Majeed et al. (2017) carried out research on teaching faculty of higher education institute in Pakistan and found that transformational leadership positively predicted OCB, where EI moderates between the both. Keeping in view these empirical endeavors it seems reasonable to assume that extra role behaviors add progressive value to

employees, e.g. procurement of appreciation and acknowledgement, which lead them to practice them more even without looking for formal reward.

Previous inconsistent results for the relationship of perceived leadership styles and OCB suggest that researchers should try to focus more paths of relationships between these two variables including some possible third variable effect which perhaps acts as a moderator or mediator. This scarcity of literature was discussed by Boerner, Dutschke, and Wied (2008), who stated that little information is available on the contextual factors which affect the relationship of charismatic leadership and OCB.

The discussion postulates that previous researchers have inconsistent findings regarding the relationship of leadership styles with OCB. This suggests the possible presence of some third variable, possibly a mediator or moderator. Organizational politics might be an important intervening variable, in relationship of perceived leadership and OCBs, because it is supposed to be the integral part of organization. Acts of politics for instance, struggles for power, making alloy groups, planning strategically and pulling legs are as common in the organizations as other more visible acts of management for instance, planning, controlling and managing.

Perceived Organizational Politics (POP) Organizational politics specifically is conceived as tactics used by the employees, which are meant to enhance or protect the interests of oneself or of the group. These are the acts of seeking, developing and using power in order to gain required and desirable outcomes in the organization specifically when there is uncertainty (Pfeffer, 1981).

Politics within organization is an important dimension of leadership behaviors. Leaders often indulge in political acts such as making lobbies, struggle of power for resources, and allocating informal rewards. Thus, organizational politics plays an instrumental role in clarifying the ambiguity in organization as well as constructing shared meanings around those issues which are not properly defined hence (Ammeter et al., 2002). Because of its inevitable presence within organizational settings, the researchers have also been interested in the exploring factors, which contribute to POP.

Moderating role of POP between perceived leadership styles and OCB. Social exchange theory (Blau, 1965) elucidates that when employees do have the favorable and positive perception of organization, they give back through encouraging responses. Likewise, when employees distinguish the organization unfavorable to them, they respond by reducing favorable stance towards the organization. Inverse relationship of POP with OCB is one of the example of such transaction. When we compare these two constructs on definitional level, we find that OCB involves organization-serving behaviors that are always positive for the organization, in contrast POPs include those self-serving behaviors that might put organizational interests into stake. Therefore, a negative relationship between these two variables does sound logical.

Although there is empirical evidence that explains positive relation between POP and OCB, for example Din, Iram, and Farooq (2018) found strong positive relation between both when studied in a sample of textile industry employees but more often POP has been perceived as negative by the employees, the first thing what an employee can do in response to POP is that; he/she can reduce his/her voluntary, organization facilitating behaviors. This is so because these behaviors do not bring any direct reward to the employee, as they are not part of formal job description; and their reduction does not result in any direct negative impact on the employee. Therefore, it is safer for the employee to reduce OCB level in response to POP. This has been supported by many researchers. For instance, Afshardoust, Feizabadi, Zakizadeh,

and Abdolhoseyni (2013) studied a sample of sports employees and observed inverse relationship between OCB and POP. Atta and Khan (2016) also observed negative relationship of POP and its factors with OCB in faculty members of public sector universities in Pakistan.

On the other hand, there is TRF which has been associated positively with OCB as it involves encouraging the employee, inspiring him, and communicating clearly with him regarding his duties, roles, and what the leader expects more than the actual call of duty. When employees do perceive the atmosphere as highly political the level of their positive work behaviors tend to decrease.

In such highly political situations, in order to get more and more rewards, the employees lean towards increasing their voluntary positive acts, which are more than their assigned duties. Leadership also uses certain tactic to keep the employees committed to their duties and thus they are inclined to demonstrate citizenship behavior. Therefore it is safer to suppose that organizational politics acts as moderator for the relationship of TRF and OCB by strengthening their existing positive relationship. In conclusion of aforementioned discourse is hypothesized for preset study that:

H: Perceived organizational politics would moderate between perceived transformational leadership and organizational citizenship behavior such as the high level of perceived organizational politics will strengthen their positive relationship.

METHOD

Research design

Keeping in view the context and nature of study correlational survey research design deemed appropriate.

Sample

A convenient sample of university teachers ($N = 494$) was drawn from various universities of Punjab and Khyber Pakhtunkhwa provinces and capital city of Pakistan. Participants did belong to the different departments of social and natural sciences. Only those regular teachers of public sector universities were including in the study who were having minimum job experience of two years. Sample comprised $n=234$ female and $n=260$ male teachers with the age range from 24 to 61 ($M = 36.39$, $SD = 9.02$) years.

Measures

Perceived organizational politics (POP). POP was measured using 15-items measure, developed by Kacmar and Carlson (1997). It included 3 sub-scales namely Go-along-to-get-ahead, Pay and Promotion Policies and General Political Behavior. Reliability coefficients for the subscales were .77 General Political Behavior, .78 for Go-along-to-get-ahead and .73 for Pay and Promotion Policies reported by Danaeafard, Balutbzeh, and Kashi (2010). Present study incorporated not only overall scores of POPS but also the accounted for its three sub constructs to accomplish results.

Multifactor Leadership Questionnaire (MLQ 5X, Short). Scale was developed by Bass and Avolio (1997) was adopted for present study to measure the construct of perceived leadership among university teachers. MLQ was self-report measure with Liker type response format. Reliability coefficients as reported by authors for the MLQ sub-scales ranged from .63 to .92.

Organizational Citizenship Behavior (OCB). OCB Scale developed by Lee and Allen (2002). Scale was composed of five constructs i.e. altruism, courtesy, conscientiousness, civic virtue, and sportsmanship. Danaeafard, Balutbazeh, and Kashi (2010) has reported satisfactory reliabilities that ranged .75 to .88 for sub-scales. Response format is anchored on 5-point Likert scale. Current study operationalized the pertinent constructs through scores obtained by aforementioned scales, where high score corresponded with higher level of construct and vice versa.

Procedure

Participants were approached directly, by the researcher, in their respective universities. In order to guarantee the confidentiality of the information the provision of participant's personal and university's names were optional in demographic sheet. This act of anonymity was a deliberate attempt to encourage their true and free responses on measurement instruments. Informed consent and confidentiality of data was ensured in accordance with APA guidelines besides briefing participants about the study purpose. They were provided with questionnaires dossier along with essential written and oral instructions pertaining to their response. Successfully completed questionnaires from participants were collected back by the researcher himself or on his behalf by the assistant. Participants were also individually thanked for their cooperation and volunteer participation in study.

RESULTS

Table 1. Inter Scale Correlations ($N=494$)

Variables	1	2	3	4	5	6	<i>M</i>	<i>SD</i>	α
1	--	.10	-.12	-.16*	-.09	.27**	76.92	10.59	.90
2	--	--	.53***	.78***	.32***	-.14*	41.34	4.51	.76
3	--	--	--	.48**	.22*	-.23*	47.85	7.05	.74
4	--	--	--	--	-.28**	-.16*	7.11	2.04	.71
5	--	--	--	--	--	-.17*	25.47	4.99	.76
6	--	--	--	--	--	--	15.26	3.40	.70

Note. 1 = transformational leadership; 2 = perceived organizational politics; 3 = general political behavior; 4 = go-along-to-get-ahead; 5 = pay and promotion policies; 6 = organizational citizenship behavior.

* $p < .05$. ** $p < .01$. *** $p < .001$.

Table 1 depicts means, standard deviations, correlation matrix and alpha reliabilities for all variables of present study. Table 1 shows that all main scales achieved satisfactory alpha that

ranged between .70 for OCB to .90 for Transformational leadership.

Table 2. Summary of the Results for Moderating Role of POP and General Political Behavior in Relationship between Leadership Styles and OCB (*N* = 494)

Model 1	Predictors	Organizational Citizenship Behavior	
		ΔR^2	β
Step 1	TRF	.04	.20***
Step 2	POP	.05	-.13***
	TRF		.20***
Step 3	POP \times TRF	.06	.08*
	Total R^2	.15	
Model 2			
Step 1	TRF	.047	.20***
Step 2	GATGA	.076	-.18***
	TRF		.20***
Step 3	GATGA \times TRF	.074	-.02
	Total R^2	.197	
Model 3			
Step 1	TRF	.04	.20***
Step 2	GPB		-.15***
	TRF	.06	.20***
Step 3	GPB \times TRF	.07	.14**
	Total R^2	.17	
Model 4			
Step 1	TRF	.038	.20***
Step 2	PPP		-.13***
	TRF	.052	.18***
Step 3	PPP \times TRF	.075	.17***
	Total R^2	.162	

Note. TRF = transformational Leadership; POP = perceived organizational politics; GPB = general political behavior; GATGA = go-along-to-get-ahead; PPP = pay and promotion policies.

* $p > .05$. ** $p > .01$. *** $p > .001$.

Table 2 summarizes the results for moderating role of POP and general political behavior (GPB) in relationship between leadership styles and OCB.

Model 1 shows hierarchical regression analysis for predicting OCB moderated by POP in relation with transformational leadership (TRF). Step 3 of model 1 accounted for product of independent and moderator variables on outcome variable. The step was found to be statistically significant $\{F(3, 491) = 9.76, p < .05\}$. Product of TRF and POP significantly predicted OCB ($\beta = .08, t = 2.53, p < .05$). This interactive effect added 1% variance in 3rd step $\{\Delta R^2 = .06, \Delta F(1, 490) = 2.28, p < .05\}$. The Figure 1 presented below shows the moderation analysis with its significant interaction effect.

Model 2 shows hierarchical regression analysis for predicting OCB moderated by GATGA in relation with TRF. Step 3 was found to be non-significant $\{F(3, 491) = 14.28, p = n.s\}$ and does not yield additional significant variance $\{\Delta R^2 = .077, \Delta F(1, 490) = .22, p < .05\}$.

Model 3 of Table 17 shows hierarchical regression analysis for

predicting OCB moderated by GPB in relation with TRF.

Step 3 of model 3 accounted for product of independent and moderator variables on criterion variable. The step was found to be statistically significant $\{F(3, 491) = 11.55, p < .05\}$. Product of TRF and GPB significantly predicted OCB ($\beta = -.14, t = 1.09, p < .05$). This interactive effect added 1% variance in 3rd step $\{\Delta R^2 = .07, \Delta F(1, 490) = 2.99, p < .05\}$. The Figure 2 illustrate plot below showing the moderation analysis with its significant interaction effect.

Model 4 of Table 2 shows hierarchical regression analysis for predicting OCB moderated by PPP in relation with TRF. Step 3 of model 4 accounts for product of independent and moderator variables on criterion variable. The step is found to be statistically significant $\{F(3, 491) = 14.30, p < .001\}$. Product of TRF and PPP significantly predicts OCB ($\beta = .17, t = 3.60, p < .05$). This interactive effect added significant change variance in 3rd step $\{\Delta R^2 = .075, \Delta F(1, 490) = 13.00, p < .001\}$. The Figure 3 in given below shows the graphic display of significant interaction effect.

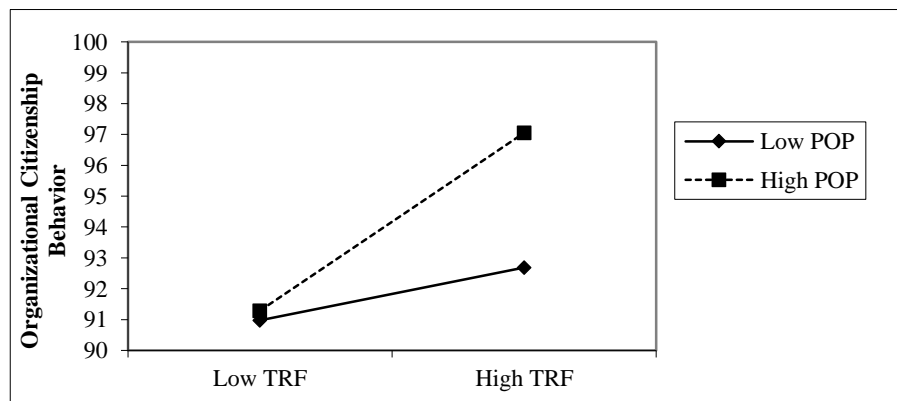


Figure 1. Interactive effect of transformational leadership and perceived organizational politics on organizational citizenship behavior.

Figure 1 is showing the moderating role of POP, where slope of the regression line shows that high level of POP as moderator strengthens the positive relationship between TRF and OCB.

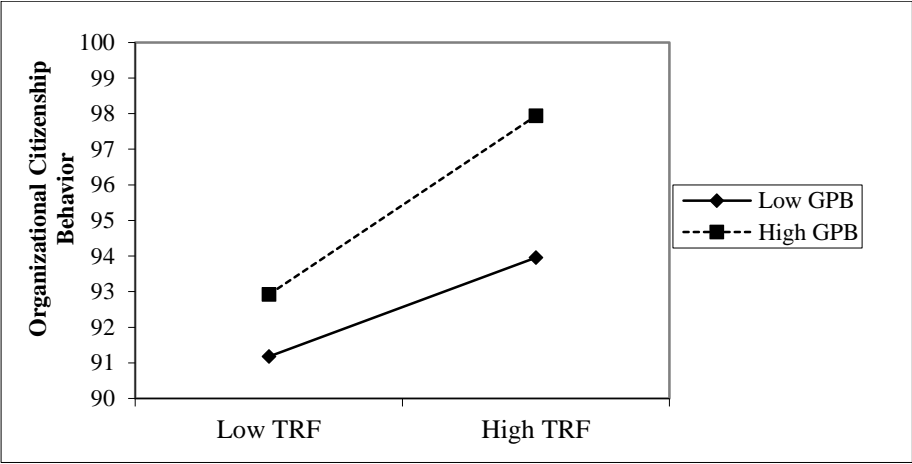


Figure 2. Interactive effect of TRF and general political behavior on OCB.

It is evident from Figure 2 that general political behavior (GPB) is moderating the relation between TRF and OCB. The plots are revealing that the positive relationship between TRF and OCB is relatively much stronger when GPB is high as moderator.

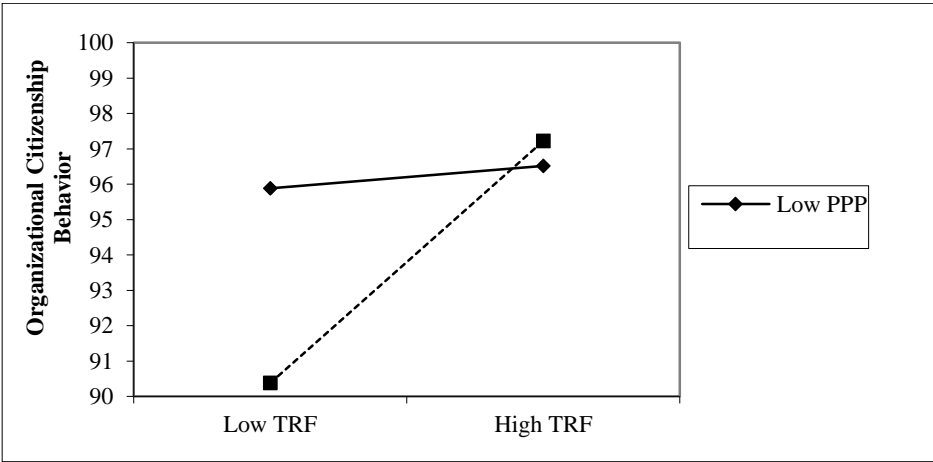


Figure 3. Interactive effect of TRF and pay and promotion policies on OCB.

Figure 3 indicates the moderating role of pay and promotion policies (PPP) and regression slopes are illustrating that the positive relationship between TRS and OCB is quite stronger when level of PPP is high as moderator.

DISCUSSION

Psychometric soundness of the instruments measuring certain construct was scanned prior to compute the correlation matrix for study variables (see Table 1). Results demonstrated an adequate index of alpha reliability i.e. greater than .70 as recommended by Nunnally and Bernstein (1994). Standard deviation entailed low to moderate values for various scales that provided the evidence for the good approximation in relation to parameters.

Zero order correlation (see Table 1) was initially accounted for peeping into relationship pattern among variables of the study. A desired pattern of relationships i.e. positive correlation between TRF and OCB; inverse between POP and OCB, provided researcher assurance to move further for analyses to test hypothesis of the study.

Our finding revealed that perceived transformational leadership (TRF) was strongly correlated with OCB and demonstrated weak and non-significant relationship with POP. OCB on the other hand exhibited negative association with POP. The initial relationship pattern in the expected directions fulfilled the basic assumptions of moderation model thus researchers attained confidence to further test the moderating role of POP in relationship between TRF and OCB.

For the present study statistical procedure recommended by Baron and Kenny (1986) was carried out to test the possible moderating effect of POP in relationship to leadership styles and criterion variables. As we discussed earlier that the leadership behaviors not only exert a direct influence on OCB but they may also affect OCB in combination with POP. When organizational politics is perceived from the employees at workplace, it has often been taken as a negative precursor that possibly produces negative behaviors among them, those results in dampened effectiveness in the organization.

Results of the present study revealed that POP, general political behavior (GPB), and pay-and-promotion-policies (PPP) significantly moderated between TRF and OCB such that the

interaction of POP and TRF strengthened the positive association of TRF and OCB (see Table 2). There are certain explanations that endorse these findings.

Specifically it was surmised, based upon the notion of social exchange theory (Blau, 1965), that when employees do perceive positive and favorable image of organization towards them they tend to reciprocate in the same vein. On the other hand, when employees perceive organization's image as contrary to their expectations, they respond reciprocally to the organization. It is also logical to assume that when a university teacher receives positive and healthy feedback in the form of the recognition of his / her work, appreciation, and words of motivation from his head, it is perceived as inspirational and internally satisfying thus leading him / her to strengthen extra role behaviors. Negative relationship between POP and OCB has been the evidence of such transaction. When we compare these two constructs on definitional level, we find that OCB involves organization-serving behaviors which are voluntary in nature and are always found to be positive for the organization. Whereas, there are POPs which include those self-serving behaviors that may put organizational interests at stake. Therefore, a negative relationship between these two variables should not be seen as unusual. When employees conceive organizational environment highly political they, in response to this situation, tend to sense insecurity or feelings of injustice which ultimately spawn reactivity among them and force them to decrease various positive attitudes like affective commitment, involvement in job, and citizenship behavior.

Moreover, as POP has always been perceived as negative by the employees, the first thing what an employee can do in response to POP is that s/he can reduce her/his voluntary, organization facilitating behaviors. This is so because these behaviors do not bring any direct reward to the employee, as they are not part of formal job description; and their reduction does not result in any direct negative impact on the employee. Therefore, it seems conceivable for the employee to reduce OCB level in reaction to POP. This has been supported by many researchers. For instance, Afshardoust, Feizabadi, Zakizadeh, and Abdolhoseyni (2013) studied a sample of sports employees and observed a significant negative relationship between OCB and POP. In university settings political involvement in certain things like promotions, selections, assignment of administrative responsibilities may strengthen perception of political maneuvering and breach of fairness which may lead employees to alleviate their loyalties and OCBs.

In Pakistani context, Atta and Khan (2016) carried out a study on university teachers and found causal relationship in TRF and OCB; Ahmad (2010) further studied the individual and interactive effects of POP on OCB and examined a strong negative relationship between these variables; and Naseer, Ali, and Summan (2019) found inverse causal relationship between POP and OCB in supervisors of touring companies in southern China. Similarly, Vigoda (2000b) studied the relationship of POP with altruism and compliance (the two forms of OCB) and observed that increase in OCB was associated with two forms of OCB.

Whereas, in western organizational settings Randall et al., (1999) studied the relationship of POP with OCB within individual and organizational context and concluded a strong negative relationship between these variables. Similarly, Vigoda (2007), Vigaoda and Drory (2006) observed a strong inverse relationship between POP and OCB.

However, on the other hand, leadership theory originally projected by Burns (1978) yields an understanding that the TRF and OCB are positively associated because of potential behaviors of transformational leaders implied directly or

indirectly to change or transform the followers by encouraging them, bring positive change among them through motivation. They turn their subordinates to be more caring, helpful, and harmonious not only for other coworkers but also for their organization as a whole. TRF also involves encouraging the employee, inspiring and communicating clearly with him/her regarding his/her duties, roles and what the leader expects more than the actual need of duty. When the employees perceive the atmosphere as highly political, the level of their positive work behaviors is decreased e.g., decrease in OCB, but at the same time, because of the well-recognized organizational effectiveness of OCB, transformational leaders become more vigilant and concerned to enrich OCB among them. They motivate the employees for innovativeness and goal clarification through idealized influence; energize them by an optimistic view of the future through inspirational motivation; inspiring the followers to use their creativity and problem solving ability through intellectual stimulation and caring for the employees' needs and respecting him through individualized consideration. These TRF behaviors surmise to play critical role in molding and consequently enhancing employees' citizenship behaviors and give them confidence to be favorable toward organization.

A more logical explanation of strong positive TRF-OCB relationship in the presence of high POP resides in the notions of social exchange theory proposed by Blau in 1965 and norms of reciprocity, suggested by Gouldner (1960) that the employees incline to increase their positivity towards the organization when they find that, even in highly political environment, the leader is being involved in such positive encouraging acts as TRF. A recent study of Bodla and Danish (2013) also support our assumption, in which they examined the mediational role of social exchange perceptions between POP and employee morale in Pakistani students working part time (during day time) in various organizations and enrolled in MBA classes in the evening. Regression analysis and structural equation modeling elucidated that social exchange perceptions significantly mediated in the relationship of POP and employees' morale, and contributed for almost 70% of the total effect.

More specifically existing literature also witness to the fact that TRF demonstrates individualized consideration to listen employees attentively, deliberately acts as mentors to pay close attention to the employees' growth and achievement needs, and helps them to develop their full potential (e.g. Nohe & Hertal, 2017). Thus, they create and escalate positive behaviors and attitude and increased level of OCB, in particular, among employees even when they have been perceiving high political activity around them

IMPLICATIONS

Standing of leadership in organizational settings is well-known fact and current findings also endorsed that organizational politics in combination of transformational leaders have key role in promoting OCBs among faculty members. Finding further emphasize the need of training and development to strengthen specifically transformational leadership skills and insightful discernment of OCBs along with suitable political tactics to enhance effectiveness in universities.

LIMITATIONS AND SUGGESTIONS

Present study merely concentrated on the perceived TRF of university teachers, whereas combined data of teachers and departmental heads could be of valuable to generalize and validate the findings. Moreover, facets of OCB are also suggested to be explored in further studies within the social,

cultural, and demographic perspective. Multi method approach may further enhance the researchers' empirical understanding of phenomenon

CONCLUSION

In conclusion it is elucidated that POP and its facets i.e. general political behaviors and pay-and-promotion-policies function as moderator such as their high level strengthens the positive relationship between perceived TRF and OCB. Moreover a positive relation between TRF and OCB and inverse between POP and OCB was also elucidated

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Received: Aug 14, 2017
Revisions Received: March 18, 2021