sciendo

DOI: 10.2478/orga-2021-0003

Organisational Culture and Organisational Citizenship Behaviour: The Dark Side of Organisational Politics

Amro AL-MADADHA[1], Ahmad Samed AL-ADWAN[2], Fida Amin ZAKZOUK[1]

[1] Princess Sumaya University for Technology, Department of Business Administration, Amman, Jordan, a.almadadha@psut.edu.jo, (Corresponding Author), f.zakzouk@psut.edu.jo

[2] Al-Ahliyya Amman University, Electronic Business and Commerce Department, Amman, Jordan, a.adwan@ammanu.edu.jo

Background and Purpose: Organisational politics can have a substantial negative effect on employees' performance, however many organisations still do not pay attention to this organisational behaviour. In our study, we aim to examine the relationship between organisational culture and organisational citizenship behaviour through how employees perceive political behaviour within organisations.
Methods: Convenience sampling technique has been employed, quantitative data were collected from 532 employees in the Jordan banking industry via online surveys. Structural equation modelling (SEM) was employed to test the hypotheses of the study.
Results: Analyses showed that organisational culture within the banking industry has an effect on how employees perceive political behaviour. A negative perception of political behaviour by employees, in turn, has a negative influence on employees' citizenship behaviour. These findings answer previous calls to investigate the destructive effect of organisational politics on employee outcomes.
Conclusion: Organisations should pay more attention to the destructive effect of organisational politics and try to minimise such behaviour. Organisational citizenship behaviour, in contrast, benefits organisational performance, and the enhancement of this is recommended through the implementation of more effective policies and strategies.

Keywords: *Organisational culture; Perceived organisational politics; Organisation citizenship behaviour.*

1 Introduction

The success of any organisation essentially depends on the performance of its employees, in that they make an effort beyond what is expected of them in the workplace (Lee et al., 2018). This is especially true at present, given the dramatic changes in the economic environment, constant improvements in technology, and the extent of heated competition in the marketplace. Excellent performance on the part of employees is ideally voluntary and is not included in their officially contracted tasks. This phenomenon is called organisational citizenship behaviour (OCB; Khan et al., 2019). Organ (1997, p.91) has defined OCB as 'employee behaviour that is relatively discretionary and contributes to the maintenance and enhancement of the social and psychological context that supports task performance'. Management inside organisations typically welcomes this kind of altruistic behaviour because that it to organisational effectiveness. This is especially true in the service industry, where organisations need to deal with unexpected daily challenges and employees often have to exert more effort or take on extra-role responsibilities (activities performed by employees that are not included in their job description; Takeuchi et al., 2015). OCB studies

Received: 31th May 2020; revised: 27th November 2020; accepted: 16th December 2020

have tended to focus on the most effective antecedents of OCB: leader-member exchange (LMX) (Newman et al., 2017), prosocial values (Cheung et al., 2018), and impression management and organisational concern motives (Takeuchi et al., 2015). Recently, considerable attention has been paid to the influence of organisational politics and how employees perceive this (Yang, 2017; Zhang et al., 2019).

Organisational politics (OP) has been referred to as 'individual or group behaviour that is informal, ostensibly parochial, typically divisive, and above all, in a technical sense, illegitimate - sanctioned neither by formal authority, accepted ideology, nor certified expertise' (Mintzberg, 1983, p.172). These behaviours can generate a struggle between individuals within an organisation, often leading to perceptions by employees that their colleagues are motivated by self-interest (De Clercq & Belausteguigoitia, 2017). Therefore, many employees consider organisation politics to be unhealthy, unprofessional behaviour (Malik et al., 2019). However, these behaviours are sometimes necessary for employees to be rewarded or promoted within the organisation, which in turn affects OCB (Vigoda-Gadot & Beeri, 2011). Similarly, Abbas and Raja (2014) claimed that Organisational Politics is essential for an organisation's growth.

There is considerable controversy regarding the effects of OP and whether they are fundamentally positive or negative. Shoe et al. (2013), for example, stated that OP effects differ from one culture to another and that OP might be 'cultural-dependent'. This is because 'culture' entails the traditions and norms of any organisation, including basic assumptions that encourage or discourage employees to participate in OCB (Pohl et al., 2019).

Moreover, it appears that organisational politics can affect OCB, as they can prompt more effort in the workplace. This link is critical, and may be behind the inconsistent results in previous studies (Hsiung et al., 2012). However, we can conceptually trace the connection between the cultural dimensions of Hofstede (2001) and OP, as the former can make an excellent environment for employees engaging in such political behaviours. The positive outcome of self-serving behaviour (OP) makes employees exert extra effort in the workplace, as they attain rewards and recognition within an organisation by engaging in such behaviour (Khan et al., 2019). To the best of our knowledge, organisational politics has never been examined in the banking industry in Jordan. The cultural context of Jordan, as in any other country may play a key role in shaping the composition of both public and private organisations. The tribal system in Jordan is the dominant system in the Parliament, and this may have echoes within private organisations as well (Clark, 2012),

To address these gaps, the present study aims to answer the following question: do cultural dimensions make an essential contribution to OCB through POP? To the best of our knowledge, Hofstede's cultural dimensions have not been explored in relation to Jordan banking industry. Furthermore, previous studies on OCB have broadly been conducted in both western and eastern contexts (Meynhardt et al., 2020; Miao et al., 2018). Therefore, it is very important to examine this relationship in a different context (e.g., Jordan) to further clarify the relationship between these cultural dimensions and OCB. Much existing research on OCB has been aimed at psychological empowerment (Abdulrab et al., 2018). Psychological empowerment has also been considered a mediator through which other variables have an effect on OCB. However, findings have been inconsistent regarding this mediator, leading to a call for the consideration of other mediators (Taylor, 2013). Therefore, the present study considered organisational politics as a mediator between the cultural dimension and OCB. This study theorises that OP acts as a mediating variable between organisational culture and OCB.

The present study draws upon social exchange theory. The fundamental premise for this is that individuals' feeling towards any relationship rely mainly on the outcome of that relationship. Where organisations and their employees enter into a reciprocal relationship, the organisation needs high performance and loyalty from employees, while the latter desire both tangible and intangible benefits. From the perspective of the social exchange theory, individuals tend to engage in political behaviour to gain the benefits of such behaviour, putting in more effort to obtain better outcomes (Chernyak-Hai & Rabenu, 2018). The main objective for the present study is to build a model and find an empirical and conceptual linkage between the organisational culture dimension and OCB through the mediating effect of organisational politics.

2 Literature Review

2.1 Organisational Culture

Organisational culture is a broad conceptual landscape. However, organisational culture can range from well-known traditions and norms to sophisticated workplace practices. The culture of any organisation depends upon the philosophy that the organisation adopts, and both of these affect employees' behaviour unconsciously (Kawiana et al., 2018).

Hofstede (2001) proposed several cultural dimensions - power distance, uncertainty avoidance, collectivism, masculinity-femininity, and short-term vs. long-term orientation - to describe organisational culture. Power distance is the extent to which power is distributed among individuals within an organisation (Hofstede, 2001). Uncertainty avoidance is 'the extent to which the members

of a culture feel threatened by uncertain or unknown situations' (Minkov & Hofstede, 2011, p.12). Collectivism is the extent to which people prioritise group cohesiveness (Tusar et al., 2016). Masculinity-femininity is concerned with culture rather than gender, in that a 'masculine' culture pays attention to performance and outcomes, while a 'feminine' culture values the process. Cultures with a short-term orientation operate with a focus on achieving quick results. Long-term cultures, in contrast, focus on balanced development, paying more attention to future results (Bukowski & Rudnicki, 2019).

Hofstede Insights (2020) measured the scores for Jordan on each of these dimensions. On the dimension of power distance, Jordan scored 70, meaning that there is an unequal distribution of power among organisational members. Jordan scored 65 in uncertainty avoidance, meaning that 65% of Jordanian people feel threatened by the unknown. This may be due to the political situation that exists in the area. Jordan scored 30 in individualism, indicating that Jordanian people prioritise their family, their extended family, and the society around them. Along the same lines, Jordan scored 45 in masculinity, therefore, it is considered to be relatively feminine. Finally, Jordan scored 16 in long-term orientation, indicating that Jordanians tend to look for the achievement of quick results.

In this paper, we examine these cultural dimensions in the context of the Jordanian banking industry.

2.2 Organisational Politics (OP)

As with organisational culture, organisational politics can be defined in a number of ways. However, there are two main perspectives. To emphasise this point, Block (1988, p. 5) stated: 'If I told you were a very political person, you would take it either as an insult or at best as a mixed blessing'. From the first point of view, political behaviour relates to the broad domain of interpersonal relationships (Aybar & Marsap, 2018). This means that the political behaviour of employees depends on the situations that they might face within an organisation. For instance, as Fedor et al. (2008) argue, 'The contribution of positive politics to the predication of employees' reaction' means that organisational politics has positive and negative outcomes at each level (i.e., individual, group, and organisation). In the same vein, Drory and Vigoda-Gadot (2011) stress the positive aspects of organisational politics, particularly if one of the employees is acknowledged by his or her team members as being an excellent employee who wants to get promoted. Some aspects of good political behaviour require substantial interpersonal skill.

On the other hand, Kacmar and Baron (1999, p.4) define organisational politics as the '…actions by individuals which are directed toward the goal of furthering their own self-interest without regard for the well-being of others or their organisation'. In this interpretation, the activities of employees springing from their own self-interest are considered organisational politics in the workplace (Vigoda-Gadot & Talmud, 2011; Zhang et al. 2019). Similarly, Landells and Albrecht (2017) have stated that examples of organisational politics include ignoring and neglecting the hierarchy in order to obtain promotions, lobbying managers in one's own self-interest, and obtaining specific tools through inappropriate means. All of these behaviours lead to the subversion of justice and fairness within the organisation, since all employees do not have the same political abilities.

2.3 Organisational Citizenship Behaviour (OCB)

Organisational citizenship behaviour was identified by Khan et al. (2019) as essential behaviour for functioning organisations. Organisations cannot rely solely on regular behaviours. The need for innovation and constant change rely on behaviours beyond what is written in job descriptions. The need for such extraordinary behaviour is essential, not just for innovation but also for survival (Pohl et al., 2019). OCB can play another role inside organisations: it can actually accommodate social interaction inside an organisation by working as a support system for cooperation in the event of contingencies or when seeking change (Haque et al., 2019). OCB reduces conflict and encourages teamwork, thereby increasing organisational effectiveness and productivity (Devece et al., 2016).

According to Organ (1997), the dimensions of OCB are altruism, courtesy, cheerleading, peacekeeping, sportsmanship, civic virtue, and conscientiousness. Civic virtue and conscientiousness are key to mutual assistance and teamwork in the workplace, improving organisational performance. Similarly, the cheerleading, peacekeeping, and sportsmanship dimensions reflect the nature of the relationship among employees. At the same time, altruism and courtesy help prevent any miscommunication and reduce conflict (Arıkoğlu et al., 2019). As Lee and Allen (2002, p.132) state: 'central to all definitions, however, is the idea that OCBs are employee behaviours that, although not critical to the task or job, serve to facilitate organisational functioning'.

3 Development of Hypothesis

If all policies were applied to everyone within an organisation, and individuals were treated fairly, it would be difficult to observe political behaviour. According to Landells and Albrecht (2017), the political behaviour of individuals within an organisation changes according to the management philosophy. This makes organisations un-

predictable. Consequently, tangible and intangible reward distribution is based on the strength of the relationship with management.

Leslie and Gelfand (2012) suggested two main propositions based on Hofstede's culture theory. The first proposition states that OP is socially and culturally embedded, because individuals within organisations have to deal with each other on a daily basis. This leads us to the second proposition, that organisational culture influences OP. In their meta-analysis, Watkin et al. (2014) used a sample of 292 participants to examine the link between perception of uncertainty and OP. They identified a weak correlation between high power distance cultures and OP. These authors found that despite the fact that individuals generally react negatively to OP, people vary in how they perceive OP according to their culture (Lesli & Gelfand, 2012; Slawinski et al., 2019).

Organisations with higher power distance generally accept the chain of command and unequal distributions of power. On the other hand, organisations with low power distance support the concept of empowerment. Under these circumstances, employees do not feel the burden of rules and regulations, which encourages them to engage in political behaviour (Elbana, 2016). In the same way, masculine organisations are directed towards achievement and competition, therefore there is a higher chance that members of an organisation will act politically in the workplace, due to the heated competition and having to accomplish the required tasks in one way or another (Kawiana et al., 2018). Similarly, a person in an individualistic culture stands for 'I' more than 'We'. Employees perceive that people engage in political behaviour when they work hard in their own self-interest. Conversely, in a collectivist culture, employees are very cooperative with each other, tending to support and help their colleagues or subordinates. People do not prioritise their own self-interest in the workplace, so there is little opportunity for political behaviour (Bukowski & Rudnicki, 2019). Based on this, we hypothesise that:

H1: Cultural dimensions have a significant relationship with organisational politics.

H1a: Power distance has a significant relationship with organisational politics.

H1b: Masculinity has a significant relationship with organisational politics.

H1c: Uncertainty avoidance has a significant relationship with organisational politics.

H1d: Collectivism has a significant relationship with organisational politics.

Previous studies on OP have examined it in terms of negative organisational outcomes such as stress levels (Yang, 2019), work tension (Meisler & Vigoda-Gadot, 2014), and employee turnover (Rizwan et al., 2019). High OP is associated with negative behaviour on the part of employees within the workplace (e.g., employee absenteeism, intention to quit, and employee resentment). Moreover, several studies have found a strong connection between OP and negative employee outcomes such as absenteeism, intention to leave, and employee turnover (Hsiung et al., 2012; Yang, 2019). Furthermore, employee with high political behaviour can be harmful and have a negative effect on group unity within an organisation, potentially encouraging employees to work in their own personal interest (Rizwan et al., 2019). Hence, it is expected that a high level of perceived OP will have a negative influence on OCB.

A growing body of literature on how employees perceive political behaviour does indeed demonstrate a negative association with OCB (Lau et al., 2017).

On the other hand, few studies claimed that organizational politics accompanied with positive outcomes. Solís and Monroy (2015), for example, argue that individuals within organisations might engage in political behaviour and produce a positive organisational outcome if OP is the best way to get things done. Along the same lines, Fedor et al. (2008, p.78) state: 'what may make political (i.e., non-normative, self-serving) behaviours positive is the extent to which these self-serving behaviours are considered as legitimate or consistent with goals that enhance organisational effectiveness.' However, despite this argument regarding the possible positive influence of OP on OCB, the majority of the literature has examined the dark side of political behaviour (for example Khan et al., 2019; Malik et al., 2019).

Based on the research reviewed above, we expect OP to have a direct negative effect on OCB. Thus, we hypothesise that:

Hypothesis 2: Organisational politics has a negative influence on OCB.

Previous studies have examined the influence of factors mediating between organisational culture and OCB. Farzaneh et al. (2014), for example, found that empowerment, trust, organisational support, and organisational justice mediate the relationship between organisational culture and OCB. Procedural justice and employee commitment have also been found to be mediating factors between organisational culture and OCB (Chun et al., 2013). To the best of the researchers' knowledge, the relationship between Hofstede's cultural dimensions and POP has not been explored in detail in the literature

As discussed above, organisations with low power distance tend to empower their employees. This increases the opportunities for them to engage in political behaviour (Elbana, 2016). This engagement in such behaviour will affects employees OCB (Lau et al., 2017). In the same way, Malik et al. (2019) proposed that individualistic organisations that support 'I' more than 'We' - in other words 'competition' - have employees who might act politically in order to achieve some personal goal. This leads us to

believe that employee perceptions of political behaviour may affect OCB. Therefore, we hypothesise:

Hypothesis 3: Perceived organisational politics mediates the relationship between organisational cultural dimensions and OCB.

4 Methods

4.1 Participant and Data Collection Procedure

The present study was conducted in the banking industry in Amman, Jordan. Banking industry in Jordan includes 25 banks (16 national and 9 foreign). The research team obtained a permission to disrepute the survey in 15 banks (all located in the capital city Amman). Accordingly, participants were senior-level employees at 15 banks. These participants worked in different departments (e.g., clearing, risk management, sales and marketing, loans and credit). Those employees were chosen based upon convenience sampling. This sampling method is considered suitable for exploratory studies as there are no intention to achieve generalization or representativeness (Cohen et al., 2017). This study is exploratory as it aims to explore the relationship between organisational culture and organisational citizenship behaviour through how employees perceive political behaviour within organisations. Subsequently, convenience sampling was recognized to be proper for this purpose of this study. The research team contacted the Human Resources department at each bank to obtain a list of employee contacts. We sent an email with a URL survey link to a total of 720 employees, attaching a letter that assured confidentiality. The HR department in each bank also sent an email to encourage employees to respond to the survey. Data was collected in the period between October 2019 and December 2019. The survey was comprised of three parts (see Appendix for details). The first part addressed organisational culture, the second addressed perceived organisational politics (POP), and the final part addressed organisational citizenship behaviour (OCB).

The response rate was 76% (543 respondents). Of these responses, 532 were usable for further analysis. The respondents' average age was 31.4 years. Of the 532 usable responses, 62% came from male employees. The organisational tenure of the respondents was 4.4 years on average. In terms of educational level, 79% held a Bachelor's degree, 15% held a Master's degree, and 6% held a PhD.

4.2 Measures

The questionnaire was translated from English to Arabic and back-translated to English. Hence translation and back-translation were undertaken (Brislin, 1980). The present study used a five-point Likert scale: strongly disagree = 1, disagree = 2, neutral = 3, agree = 4, strongly agree = 5.

4.2.1 Organisational Culture

In terms of organisational culture, we used measures suggested by Hofstede (2001). For this construct, 16 items were used with four different subscales: 1) Power distance ($\alpha = 0.91$), 2) uncertainty avoidance ($\alpha = 0.94$), 3) collectivism ($\alpha = 0.93$), and 4) masculinity vs. femininity ($\alpha = 0.92$). The reliability of the 18 items was 0.81. Examples of the items were: 'My manager makes most decisions without consulting subordinates', 'I would be willing to consider taking a new and comparable job if it were offered today or tomorrow', and 'I would not get the proper opportunity if I left my current organisation'.

4.2.2 Organisational Politics (OP)

The present study has adopted a shorter version of the scale created by Kacmar and Ferris (1991) and further developed by Kacmar and Carlson (1997). This scale has five items that measure the perception of employees towards OP. Examples of the items include: 'Favoritism rather than merit determines who gets ahead around here' and 'There is a group of people in my department who always get things their way because no one wants to challenge them.' The reliability coefficient was 0.90.

4.2.3 Organisational Citizenship Behaviour (OCB)

We used eight items to measure OCB with a scale developed by Lee and Allen (2002). Examples of the items are: 'Attends functions that are not required but that help the organisational image' 'Helps others who have been absent' and 'Assists supervisor with his/her work (when not asked)'. The reliability for this scale was 0.88.

5 Data Analysis

A two-step approach was employed to analyse the data: 1) a measurement model to ensure the validity of the research instrument, and 2) a structural path analysis.

5.1 Measurement Model

Two validity tests were conducted to evaluate the measurement model in terms of 1) convergent validity and 2) discriminant validity.

5.1.1 Convergent Validity

Convergent validity is usually established by assessing the loadings of the measurements used, the composite reliability, and the average variance extracted (AVE) (Hair et al., 2013). As indicated in Table 1, the loadings of each construct's items were all above 0.708, the composite reliability of all constructs exceeded 0.7, and the AVE values of all constructs were higher than the recommended coefficient of 0.5. The cross-loading of all construct indicators was evaluated. Table 1 shows that the loadings of each construct's indicators were substantially higher than their cross-loadings with other constructs, confirming the discriminant validity of the dataset (as per Wang et al., 2015). Additionally, the internal consistency of all constructs was measured using Cronbach's Alpha (α). As demonstrated in Table 1, Cronbach's Alpha for all constructs was above 0.7, showing that the constructs are internally consistent.

5.1.2 Discriminant Validity

Fornell-Larcker's (1981) criterion was used to assess discriminant validity. To confirm discriminant validity, the squared root of the AVE value for each construct must be higher than the construct's correlations with other constructs. As can be seen in Table 2, the square root of the AVE value for each construct is significantly higher than the construct's correlation with any other construct, indicating discriminant validity.

Table 1: Convergent Validity "Cross Loading"

				Cross-loading					
				Construct					
Construct	**CR**	**AVE**	**Item**	**COL**	**MAS**	**OCB**	**POP**	**POW**	**UA**
Power Distance (POW)	**0.94**	**0.80**	POW1	**0.90**	0.36	0.34	0.55	-0.03	0.39
			POW2	**0.91**	0.32	0.43	0.56	0.07	0.39
			POW3	**0.88**	0.29	0.32	0.53	0.17	0.41
			POW4	**0.88**	0.28	0.30	0.56	0.16	0.43
Masculinity (MAS)	**0.96**	**0.88**	MAS1	0.34	**0.90**	0.29	0.40	0.17	0.34
			MAS2	0.32	**0.97**	0.31	0.40	0.16	0.39
			MAS3	0.38	**0.92**	0.34	0.44	0.21	0.38
			MAS4	0.29	**0.95**	0.32	0.39	0.18	0.41
Organisational Citizenship Behaviour (OCB)	**0.92**	**0.60**	OCB1	0.45	0.25	**0.81**	0.45	0.06	0.37
			OCB2	0.42	0.25	**0.83**	0.44	0.09	0.4
			OCB3	0.28	0.28	**0.79**	0.35	0.07	0.21
			OCB4	0.3	0.23	**0.73**	0.28	0.07	0.29
			OCB5	0.24	0.27	**0.76**	0.26	0.1	0.31
			OCB6	0.20	0.32	**0.74**	0.27	0.1	0.21
			OCB7	0.23	0.21	**0.76**	0.27	0.12	0.3
			OCB8	0.24	0.29	**0.77**	0.31	0.12	0.22
Organisational Politics (OP)	**0.94**	**0.78**	OP1	0.48	0.37	0.42	**0.87**	0.11	0.58
			OP2	0.55	0.35	0.40	**0.87**	0.15	0.61
			OP3	0.57	0.39	0.37	**0.92**	0.04	0.54
			OP4	0.51	0.37	0.42	**0.87**	0.01	0.46
			OP5	0.65	0.43	0.36	**0.87**	-0.04	0.49

Table 1: Convergent Validity "Cross Loading" (continues)

Collectivism (COL)	**0.97**	**0.90**	COL1	0.09	0.19	0.08	0.06	**0.96**	0.28
			COL2	0.09	0.14	0.11	0.04	**0.94**	0.26
			COL3	0.11	0.17	0.09	0.06	**0.95**	0.3
			COL4	0.1	0.20	0.14	0.06	**0.95**	0.25
Uncertainty Avoidance (UA)	**0.95**	**0.84**	UA1	0.41	0.39	0.38	0.55	0.37	**0.93**
			UA2	0.39	0.37	0.39	0.53	0.31	**0.95**
			UA3	0.46	0.33	0.29	0.604	0.08	**0.88**
			UA4	0.38	0.37	0.34	0.51	0.31	**0.91**

CR: Composite Reliability, AVE: Average Variance Extracted
* Questionnaire items are presented in the Appendix

Table 2: Discriminant Validity

		Correlation (*square root of AVE for each construct)					
Construct	AVE	MAS	POW	OCB	POP	COL	UA
MAS	0.88	**0.93***					
POW	0.80	0.36	**0.89***				
OCB	0.60	0.34	0.40	**0.77***			
POP	0.78	0.44	0.62	-0.46	**0.88***		
COL	0.90	0.19	0.10	0.11	-0.06	**0.94***	
UA	0.84	0.40	0.45	0.38	0.61	0.29	**0.91***

5.2 Structural Model

This stage was performed using the SmartPlus3 software package. Before proceeding to examine the proposed paths, the fit indices of the research model were examined. Three indices were used to measure goodness of fit, including the Normed Fit Index (NFI), the Standardised Root Mean Square Residual (SRMR), and the exact model fit (bootstrapped based on statistical inference). The results indicate that the values of NFI = 0.9422 (> 0.9) , SRMR = 0.037 (< 0.08) and the dULS < bootstrapped HI 95% of dULS and dG < bootstrapped HI 95% of dG. These results are all within the values recommended by Ramayah et al. (2017). It can be concluded that the data fits the research model. As demonstrated in Figure 1, the four dimensions of organisational culture explained 55% (R2 = 0.55) of the variance in perceived organisational politics (OP). Additionally, OP explained 20.1% (R2 = 0.201) of the variance in organisational citizenship behaviour (OCB). In terms of the path analysis, power distance (POW) had the strongest significant positive effect on OP (β = 0.399, t = 30.7), while masculinity (MAS) had the weakest significant positive effect on OP (β = 0.159, t = 12). Uncertainty avoidance (UA) had a significant positive effect on OP (β = 0.396, t = 26.3). The only significant negative effect on OP came from collectivism (COL) (β = - 0.123, t = 13). Finally, POP had a significant negative effect on the organisational citizenship behaviour (OCB) (β = - 0.448, t = 42.1).

5.3 Mediation Analysis

A Sobel (1982) test was performed to examine whether POP mediates the relationship between organisational culture dimensions and OCB. As shown in Table 3, the findings of the Sobel test indicate that all effects of organisational culture dimensions on OCB are mediated by POP. In other words, POP carries the effects of the organisational culture dimensions on OCB to a significant degree.

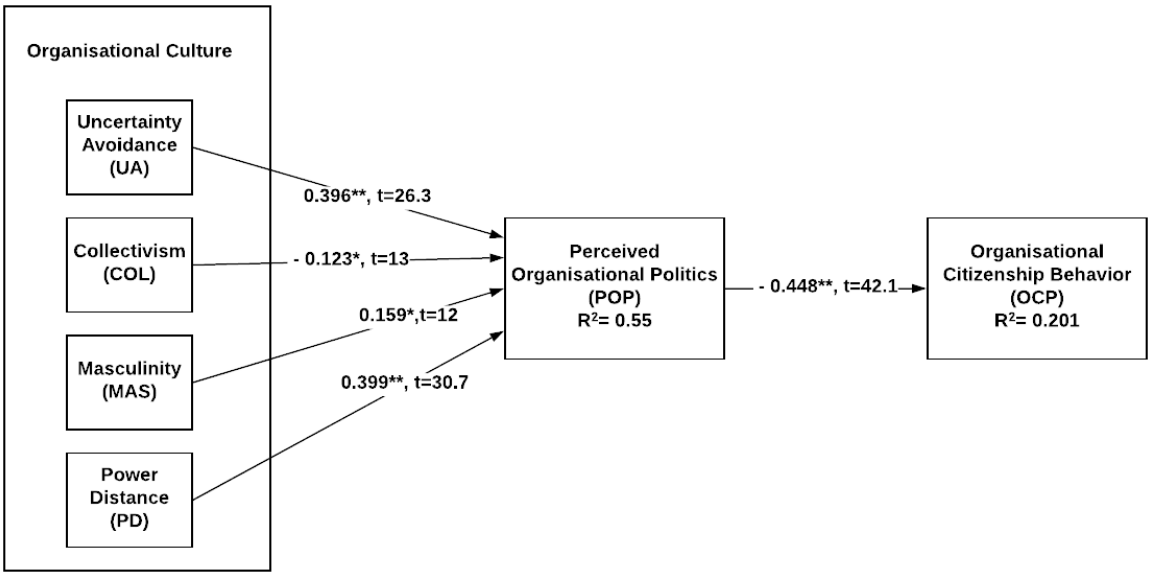


Figure 1: Structural Model (Path Analysis)

Table 3: Mediation Test

Independent Variable	Mediator	Dependent Variable	t-statistic	*P*-value
UA	POP	OCB	5.7	<0.0001
COL	POP	OCB	4.4	<0.0001
MAS	POP	OCB	4.9	<0.0001
PD	POP	OCB	5.3	<0.0001

6 Discussion

6.1 Theoretical implications

This study contributes to existing research on how organization politics leads employees to have lower OCB (Khan et al., 2019). It examines how organisational culture affects organisational citizenship through perceived organisational politics, given that previous studies regarding organisational culture and OCB have shown inconsistent and unsatisfying results (Hsiung et al., 2012). Three major hypotheses were formulated to examine the relationship among variables. All of the hypotheses were supported by the results of the structural modelling, as shown above, which provides more validation and expands the scope of research on this topic.

In contrast with the organisational culture relationships investigated in previous studies (Watkin et al., 2014; Elbana, 2016), the present study considered OP as a mediator variable, answering calls for this in previous research (e.g. Taylor, 2013). In the current study, we provide a mediating model based on OP and link these dimensions together for the first time.

As shown in Figure 1, the findings demonstrate a positive relationship between Hofstede's (2001) cultural dimensions and OP. Of these dimensions, power distance had the strongest effect on OP, consistent with the results of previous studies (Elbana, 2016). Uncertainty avoidance also demonstrated a positive effect on OP, consistent with the results of Slawinski et al. (2019). Masculinity had the weakest effect on OP, supporting the result in Hofstede Insight (2020) that Jordanian society tends to be more feminine. Collectivism had a negative relationship with OP, which can be explained by the tendency of employees in Jordan to encourage relationships in which every individual in a group takes responsibility for their colleagues (Hofstede Insight, 2020). In sum, the study found that organisational culture does have an impact on OP. To the best of the researchers' knowledge, this is the first time that the relationship has been examined in Jordan, providing insight into these phenomena within a new cultural context.

As shown in Figure 1, POP has a negative effect on OCB. This finding is consistent with previous studies (e.g. Abbas et al., 2014; Malik et al., 2019). This provides further validation of the findings, responding to calls to examine this relationship in different contexts, with a larger sample size, and a research design that covers more than one organisation (De Clerq et al., 2017). This finding gives an indication of the damaging impact of POP on favourable work outcomes in terms of OCB within organisations.

Finally, previous studies have shown inconsistency in terms of how organisational culture can impact OCB (Hsiung et al., 2012; Newman et al., 2017). The present study gives us increased insight into the relationship between organisational culture and OCB and forms a foundation for potential future research. This study could be replicated in organisations in neighbouring Arab countries in an attempt to find out more about how values might differ from one culture to another.

6.2 Practical implications

This study has important implications for our understanding of how employees behave within a certain cultural setting, making it useful in a work context. Understanding employee behaviour in terms of cultural dimensions may provide more guidance on how to encourage certain behaviours on the part of employees, for example by using more appropriate and effective policies and strategies. The cultural dimensions we examined had important implications for organisations to consider when managing employees in Jordan. For example, the dimensions of uncertainty avoidance and power distance were found to be of greater importance than the others in terms of how Jordanian employees perceive OP. Managers need to be aware of how to direct their strategies to improve the behaviour of their employees and enhance effectiveness in general (Pohl et al., 2019). The results of the study showed a negative relationship between POP and OCB. Consequently, management within an organisation should pay attention to the destructive effect that OP has on employees and attempt to reduce such behaviour within organisations.

6.3 Limitations

There are several limitations to this research. First of all, the present study is a cross-sectional study, which weakens the evidence of any relationship between the variables considered in the study. Therefore, we suggest that future research use a longitudinal design in order to capture the whole picture of such relationships. Furthermore, we have targeted a particular Jordanian industry, limiting the study to Jordanian employees in the banking sector. These employees are from the same area (Amman) and share similar circumstances and a similar work culture. This means that the generalisability of the findings may be limited. Therefore, further research is recommended in a different industry. It would also be beneficial to conduct more research using the same variables in a neighbouring country to provide more validation for the model. Finally, further research is suggested using dependent variables other than organisational citizenship behaviour (e.g. employee creativity).

7 Conclusion

The key question in the present study was as follows: do cultural dimensions make an essential contribution to OCB through affecting POP? In answering this question, the study has responded to calls to examine the relationship between POP and OCB in different contexts, as well as to consider POP as a mediating variable. The relationships associated with organisational culture were tested, with four dimensions examined to find out more about the impact of organisational culture on the way in which employees perceive organisational politics. The results showed that some dimensions, such as uncertainty avoidance and power distance, had a stronger effect on how employees perceive organisational polities than other dimensions. Collectivism demonstrated a negative relationship with OP, as people in Jordan tend to work in groups and take responsibilities for their colleagues in the workplace. This helps us to determine which factors really matter when it comes to dealing with organisational politics.

The study examined how perceived organisational politics can mediate the relationship between organisational culture and organisational citizenship behaviour, with OP found to have a negative effect on OCB. This paper provides further insight into the dark side of organisational politics, calling upon future researchers to investigate the destructive effect of OP on other contextual variables.

Literature

Abbas, M., Raja, U., Darr, W., & Bouckenooghe, D. (2014). Combined effects of perceived politics and psychological capital on job satisfaction, turnover intentions, and performance. *Journal of Management,* 40(7), 1813-1830. https://doi.org/10.1177%2F0149206312455243

Abdulrab, M., Zumrah, A. R., Almaamari, Q., Al-Tahitah, A. N., Isaac, O., & Ameen, A. (2018). The role of psychological empowerment as a mediating variable between perceived organizational support and organizational citizenship behaviour in Malaysian higher education institutions. *International Journal of Management and Human Science*, 2(3), 1-14. Retrieved from https://ejournal.lucp.net/index.php/ijmhs/article/view/812

Arıkoğlu, E., İyigün, N. Ö., & Sağlam, M. (2019). The mediating role of organizational identification on the

relationship between job satisfaction and organizational citizenship behavior: A research in the finance industry. *International Journal of Commerce and Finance*, 5(1), 92-101.

Aybar, S., & Marşap, A. (2018). The moderating role of organizational trust on the relationship between perception of organizational politics and organizational commitment: Research in Istanbul University. *Journal of Business Research - Turk*, *10*(2), 758–782. https://doi.org/10.20491/isarder.2018.454

Block, P. (2017). *The empowered manager : Positive political skills at work* (2nd ed.). John Wiley & Sons, Inc.

Brislin, R. (1980). Translation and content analysis of oral and written materials. In H. C. Triandis & J. W. Berry (Eds.), Handbook of cross-cultural psychology: Methodology (Vol. 2, pp. 389–444). Boston, MA: Allyn & Bacon.

Bukowski, A., & Rudnicki, S. (2018). Not only individualism: The effects of long-term orientation and other cultural variables on national innovation success. *Cross-Cultural Research*, *53*(2), 106939711878554. https://doi.org/10.1177/1069397118785546

Cheung, F. Y. M., Peng, K., & Wong, C.-S. (2018). Beyond exchange and prosocial motives, is altruistic helping a valid motive for organizational citizenship behavior? *Chinese Management Studies*, *12*(1), 222–242. https://doi.org/10.1108/cms-08-2016-0165

Chernyak-Hai, L., & Rabenu, E. (2018). The new era workplace relationships: Is social exchange theory still relevant? *Industrial and Organizational Psychology*, *11*(3), 456–481. https://doi.org/10.1017/iop.2018.5

Chun, J. S., Shin, Y., Choi, J. N., & Kim, M. S. (2013). How does corporate ethics contribute to firm financial performance? The mediating role of collective organizational commitment and organizational citizenship behavior. *Journal of Management*, *39*(4), 853-877. https://doi.org/10.1177%2F0149206311419662

Clark, J. A. (2012). Municipalities go to market: Economic reform and political contestation in Jordan. *Mediterranean Politics*, *17*(3), 358–375. https://doi.org/10.1080/13629395.2012.726133

Cohen, L., Manion, L., & Morrison, K. (2018). *Research methods in education* (8th ed.). New York Routledge.

De Clercq, D., & Belausteguigoitia, I. (2017). Mitigating the negative effect of perceived organizational politics on organizational citizenship behavior: Moderating roles of contextual and personal resources. *Journal of Management & Organization*, *23*(5), 689–708. https://doi.org/10.1017/jmo.2017.7

Drory, A., & Vigoda-Gadot, E. (2010). Organizational politics and human resource management: A typology and the israeli experience. *Human Resource Management Review*, *20*(3), 194–202. https://doi.org/10.1016/j.hrmr.2009.08.005

Devece, C., Palacios-Marqués, D., & Pilar Alguacil, M. (2016). Organizational commitment and its effects on organizational citizenship behavior in a high-unemployment environment. *Journal of Business Research*, *69*(5), 1857–1861. https://doi.org/10.1016/j.jbusres.2015.10.069

Elbanna, S. (2016). Managers' autonomy, strategic control, organizational politics and strategic planning effectiveness: An empirical investigation into missing links in the hotel sector. *Tourism Management*, *52*, 210–220. https://doi.org/10.1016/j.tourman.2015.06.025

Farzaneh, J., Dehghanpour Farashah, A., & Kazemi, M. (2014). The impact of person-job fit and person-organization fit on OCB. *Personnel Review*, *43*(5), 672–691. https://doi.org/10.1108/pr-07-2013-0118

Fedor, D., Maslyn, J., Farmer, S., & Bettenhausen, K. (2007). The contribution of positive politics to the prediction of employee reactions. *Journal of Applied Social Psychology*, *38*(1), 76–96. https://doi.org/10.1111/j.1559-1816.2008.00297.x

Fornell, C., & Larcker, D. F. (1981). Structural equation models with unobservable variables and measurement error: Algebra and statistics. *Journal of Marketing Research*, *18*(3), 382. https://doi.org/10.2307/3150980

Hair, J. F. (2017). *A primer on partial least squares structural equation modeling (PLS-SEM)*. Sage.

Haque, A. K. M. T., Uddin, Md. A., Easmin, R., & Sohel, S. M. (2019). Job satisfaction and citizenship behavior: A mediating effect of organizational commitment. *Organizacija*, *52*(3), 236–249. https://doi.org/10.2478/orga-2019-0015

Hofstede, G. (2001). *Culture's consequences : Comparing values, behaviors, institutions, and organizations across nations*. Sage.

Hofstede Insights (2020). *Jordan*. Hofstede Insights. Retrieved November 5, 2020, from https://www.hofstede-insights.com/country/jordan/

Hsiung, H.-H., Lin, C.-W., & Lin, C.-S. (2011). Nourishing or suppressing? The contradictory influences of perception of organizational politics on organizational citizenship behaviour. *Journal of Occupational and Organizational Psychology*, *85*(2), 258–276. https://doi.org/10.1111/j.2044-8325.2011.02030.x

Kacmar, K. M., & Ferris, G. R. (1991). Perceptions of organizational politics scale (POPS): Development and construct validation. *Educational and Psychological Measurement*, *51*(1), 193–205. https://doi.org/10.1177/0013164491511019

Kacmar, K. M., & Carlson, D 1997, 'Further validation of the Perceptions of Politics Scale POPS: A multiple sample investigation', *Journal of Management*, vol.23, pp. 627–658.

Kacmar, K. M., & Baron, R. A. (1999). Organizational Politics. *Research in human resources management*, 1-39.

Kawiana, I. G. P. (2018). The influence of organizational culture, employee satisfaction, personality, and organizational commitment towards employee performance. *International Research Journal of Management, IT and Social Sciences*, *5*(3). https://doi.org/10.21744/irjmis.v5i3.666

Khan, N. A., Khan, A. N., & Gul, S. (2019). Relationship between perception of organizational politics and organizational citizenship behavior: Testing a moderated mediation model. *Asian Business & Management*, *18*(2), 122–141. https://doi.org/10.1057/s41291-018-00057-9

Kuvaas, B. (2008). An exploration of how the employ-

ee-organization relationship affects the linkage between perception of developmental human resource practices and employee outcomes. *Journal of Management Studies*, *45*(1). https://doi.org/10.1111/j.1467-6486.2007.00710.x

Landells, E. M., & Albrecht, S. L. (2017). The positives and negatives of organizational politics: A qualitative study. *Journal of Business and Psychology*, *32*(1), 41–58. https://doi.org/10.1007/s10869-015-9434-5

Lau, P. Y. Y., Tong, J. L. Y. T., Lien, B. Y.-H., Hsu, Y.-C., & Chong, C. L. (2017). Ethical work climate, employee commitment and proactive customer service performance: Test of the mediating effects of organizational politics. *Journal of Retailing and Consumer Services*, *35*, 20–26. https://doi.org/10.1016/j.jretconser.2016.11.004

Lee, K., & Allen, N. J. (2002). Organizational citizenship behavior and workplace deviance: The role of affect and cognitions. *Journal of Applied Psychology*, *87*(1), 131–142. https://doi.org/10.1037/0021-9010.87.1.131

Lee, S. H. N., & Ha-Brookshire, J. (2018). The effect of ethical climate and employees' organizational citizenship behavior on U.S. fashion retail organizations' sustainability performance. *Corporate Social Responsibility and Environmental Management*, *25*(5), 939–947. https://doi.org/10.1002/csr.1510

Leslie, L. M. and Gelfand, M. J. (2012). The cultural psychology of social influence: Implications for organizational politics. In G. R. Ferris and D. C. Treadway (eds), Politics in organizations: *Theory and research considerations*, pp. 411-447.

Malik, O. F., Shahzad, A., Raziq, M. M., Khan, M. M., Yusaf, S., & Khan, A. (2019). Perceptions of organizational politics, knowledge hiding, and employee creativity: The moderating role of professional commitment. *Personality and Individual Differences*, *142*, 232–237. https://doi.org/10.1016/j.paid.2018.05.005

Meynhardt, T., Brieger, S. A., & Hermann, C. (2018). Organizational public value and employee life satisfaction: The mediating roles of work engagement and organizational citizenship behavior. *The International Journal of Human Resource Management*, *31*(12), 1–34. https://doi.org/10.1080/09585192.2017.1416653

Mintzberg, H. (1983). The case for corporate social responsibility. *Journal of Business Strategy*, 4(2), 3-15.

Minkov, M., & Hofstede, G. (2011). The evolution of Hofstede's doctrine. *Cross Cultural Management: An International Journal*, *18*(1), 10–20. https://doi.org/10.1108/13527601111104269

Miao, C., Humphrey, R. H., & Qian, S. (2018). A cross-cultural meta-analysis of how leader emotional intelligence influences subordinate task performance and organizational citizenship behavior. *Journal of World Business*, *53*(4), 463–474. https://doi.org/10.1016/j.jwb.2018.01.003

Newman, A., Schwarz, G., Cooper, B., & Sendjaya, S. (2015). How servant leadership influences organizational citizenship behavior: The roles of LMX, empowerment, and proactive personality. *Journal of Business Ethics*, *145*(1), 49–62. https://doi.org/10.1007/s10551-015-2827-6

Organ, D. W. (1997). Organizational citizenship behavior: It's construct clean-up time. *Human Performance*, *10*(2), 85–97. https://doi.org/10.1207/s15327043hup1002_2

Pohl, S., Vonthron, A.-M., & Closon, C. (2017). Human resources practices as predictors of organizational citizenship behaviour: The role of job breadth and organizational support. *Journal of Management & Organization*, *25*(02), 224–238. https://doi.org/10.1017/jmo.2017.14

Rizwan, M., Afzal Humayon, A., Usman Shahid, A., Qaiser Danish, R., Aslam, N., & Shahid, J. (2017). Antecedents of job turnover in educational sector of Pakistan. *International Journal of Organizational Leadership*, *6*(1), 89–101. https://doi.org/10.33844/ijol.2017.60404

Shao, R., Rupp, D. E., Skarlicki, D. P., & Jones, K. S. (2013). Employee justice across cultures: A meta-analytic review. *Journal of Management*, 39(1), 263-301. https://doi/pdf/10.1177/0149206311422447

Slawinski, N., Pinkse, J., Busch, T., & Banerjee, S. B. (2016). The role of short-termism and uncertainty avoidance in organizational inaction on climate change. *Business & Society*, *56*(2), 253–282. https://doi.org/10.1177/0007650315576136

Sobel, M. E. (1982). Asymptotic confidence intervals for indirect effects in structural equation models. In S. Leinhardt (Ed*.), Sociological methodology* 1982 (pp. 290–312). Washington DC: American Sociological Association.

Solís, E. R. R., & Monroy, V. I. B. (2015). Between love and war: The effects of affective commitment in organizational politics and organizational performance. *Journal of organizational culture, communications and conflict*, *19*(2), 69.

Takeuchi, R., Bolino, M. C., & Lin, C.-C. (2015). Too many motives? The interactive effects of multiple motives on organizational citizenship behavior. *Journal of Applied Psychology*, *100*(4), 1239–1248. https://doi.org/10.1037/apl0000001

Taylor, J. (2013). Goal setting in the Australian public service: Effects on psychological empowerment and organizational citizenship behavior. *Public Administration Review*, *73*(3), 453–464. https://doi.org/10.1111/puar.12040

Tušar, M., Žnidaršič, A., & Miglič, G. (2016). Differences between national cultures matter – case of Slovenian-Korean working environment. *Organizacija*, 49(3), 183–192. https://doi.org/10.1515/orga-2016-0017

Vigoda-Gadot, E., & Beeri, I. (2011). Change-Oriented organizational citizenship behavior in public administration: The power of leadership and the cost of organizational politics. *Journal of Public Administration Research and Theory*, *22*(3), 573–596. https://doi.org/10.1093/jopart/mur036

Wang, X., French, B. F., & Clay, P. F. (2015). Convergent and discriminant validity with formative measurement: A mediator perspective. *Journal of Modern Applied Statistical Methods*, *14*(1), 83–106. https://doi.

org/10.22237/jmasm/1430453400
Yang, F. (2016). Better understanding the perceptions of organizational politics: Its impact under different types of work unit structure. *European Journal of Work and Organizational Psychology*, *26*(2), 250–262. https://doi.org/10.1080/1359432x.2016.1251417
Zhang, Q., Sun, S., Zheng, X., & Liu, W. (2019). The role of cynicism and personal traits in the organizational political climate and sustainable creativity. *Sustainability*, *11*(1), 257. https://doi.org/10.3390/su11010257

Amro Al-Madadha holds a PhD in Management from Cardiff Metropolitan University – United Kingdom, he holds an MBA from New York Institute of Technology. His B.Sc. in Banking Management from Hashemite University Currently, Dr Al-Madadha teaches at Princess Sumaya University for Technology (PSUT) and he is the Vice Dean for King Talal School of Business Technology. Amro's research focuses on leadership, empowerment, creativity, organizational behavior and human resource management. His research has been published at several international journals.

Ahmad Samed Al-Adwan, PhD, is the Vice Dean for academic affairs and an Associate Prof. of Electronic Business and Commerce, Business School, at Al-Ahliyya Amman University, Jordan. He holds a Ph.D. in Management Information Systems Studies/E-business, and M.Sc. in Information Technology Management from the University of Wales, UK. He is particularly interested in using management information systems to inform long-lasting developments in ICTs. His research interests include user acceptance of ICT and information systems, modelling ICT, e-learning, SME, management information systems.

Fida Amin Zakzouk is a faculty member at King Talal School of Business and Technology-Business Administration Department, Princess Sumaya University of Technology Amman, Jordan. She earned her Bachelor's degree in Accounting from Mutah University, Jordan. In 2011 Fida earned her MBA degree in Management, from Strayer University, USA. Mrs. Fida has over 10 years of practical experience in Management and over 6 years in Academia, which enabled her to offer students more than just a traditional lecture.

Appendix: List of Measurement Items

Organizational Culture

1- POW: Power Distance

POW1: My manager makes most decisions without consulting subordinates.
POW2: My manager uses authority and power when dealing with subordinates
POW3: My Manager rarely ask for the opinions of employees.
POW4: I should not disagree with management decisions.

2- UA: Uncertainty Avoidance

UN1: It is important for me to have job requirements and instructions spelled out in detail so that I always know what I am expected to do.
UN2: I am willing to consider taking a new and comparable job if it is offered today or tomorrow.
UN3: Rules and regularities are important because they inform me about what the organization expects of me.
UN4: I would not get the proper opportunity, if I left my current organization.

3- MAS: Masculinity

MAS1: Meetings are usually run more effectively when they are chaired by a man.
MAS2: It is more important for men to have a professional career than it is for women to have a professional career.
MAS3: Men usually solve problems with logical analysis; women usually solve problems with intuition.
MAS4: Solving organizational problems usually requires an active, forcible approach which is typical of men.

4- COL: Collectivism

COL1: Group welfare is more important than individual rewards.
COL2: Group success is more important than individual success.
COL3: Being accepted by the members of your workgroup is very important.
COL4: I pursue my goals after considering the welfare of the group.

Organisational Politics

OP1: People in this organization attempt to build themselves up by tearing others down.
OP2: Favoritism rather than merit determines who gets ahead around here.
OP3: There is a group of people in my department who always get things their way because no one wants to challenge them.
OP4: - Good ideas are desired even if it means disagreeing with superiors.
OP5: Agreeing with powerful others is the best alternative in this organization.

Organisational Citizenship Behavior

OCB1: - I help others who have been absent.
OCB2: I willingly give my time to help others who have work-related problems.
OCB3: I adjust my work schedule to accommodate other employees' requests for time off.
OCB4: I go out of the way to make newer employees feel welcome in the work group.
OCB5: I Show genuine concern and courtesy toward co-workers, even under the most trying business or personal situations.
OCB6: Assists supervisor with his/her work (when not asked).
OCB7: I assist others with their duties.
OCB8: Attend functions that are not required but that help the organizational image.