Leadership, Citizenship Behavior, Performance and Organizational Commitment: The Mediating Role of Organizational Politics

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Abstract: Lots of studies have been conducted on organizational politics but how employee’s perceptions of politics impact between the relationship of leadership styles and their behavioral outcomes is still a point to discuss. This study is an attempt to explore the mediating role of organizational politics between leadership and employees behavioral outcomes. The multifactor questionnaire was distributed among the public employees of Pakistan. They were asked about perceptions of politics, leadership style, commitment, performance and citizenship behaviors. The confirmatory factor analysis (CFA) was conducted with structure equation modeling and exploratory factor analysis (EFA) was conducted for intra structure of the leadership variables. Two models were examined first with the mediation role and second without the mediation role. A partial mediation of leadership style was found with commitment and OCB. Organizational politics was found to be negatively related with the behavioral outcomes (i.e. commitment, in-role performance and OCB).

Key words: Leadership • OCB • Commitment • Performance • Organizational politics • Behavioral outcomes

INTRODUCTION

Leadership has a major influence on management, employee’s performance, commitment and organizational citizenship behavior (OCB) [1]. Theories of leadership have tried to define leadership styles and relate them with the different aspects of organizations outcomes [2, 3]. Most of the researchers have focused mainly on two leadership styles i.e. transactional and transformational [4, 5]. The theories on leadership suggests that transformational leadership style has much greater impact on the employees job related behaviors and this ultimately affect their work performance as compared to the transactional leadership style.

Organizational politics has been discussed as antecedent of employees performance, citizenship and commitment through different approaches by the researchers [6-14]. The majority of the studies have relied on the definition of organizational politics as behavior tactically designed to maximize self interest and in conflict with the overall organizational desired outcomes [15]. Thus this perspective (maximize self-interest) has negative image in the eyes of the organizational members. Along with this several other studies have correlated organizational politics with the theory of justice, fairness and equity [8, 16, 17]. On the other side, some of the studies have shed light on the importance of politics in the organizations that it may also contribute in attaining best outcomes [18, 19].

The present study is based on the two models as the association among leadership styles, commitment, organizational politics(OP), performance and OCB. This study will contribute a lot in the existing theory of politics as well as organizational citizenship behavior [20-22] because here organizational politics has been used as mediating variable between leadership styles on one hand and OCB, performance and commitment on other hand. Most of the studies have linked organizational politics with the one variable i.e. performance. But in this study by taking the idea of [23] three outcomes are being examined together.

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Literature Review

Leadership at Work Place: In a study [24] elaborated the association between leadership and organization. They argued that leadership needs to be study from various perspectives, but two approaches dominate the literature i.e. (1) behavioral characteristics of the leaders and (2) the second approach focused on the different styles of leaders. They define the leadership based on the definition of [25], who suggests that leadership is behavior “…that gives idea, sense and direction to collectivities by articulating a communal visualization that appeals to ideological values, motives and self-perceptions of followers…” in addition to this, he further suggest that this behavior results awareness of the organizational values, efforts and the preceding of the self-interest for the good of the communal.

Ample literature on the organizational leadership studies focused employees' positive outcomes as its consequences using certain motivational methods instead of using their powers and authorities [26, 27]. This definition of the leadership allows subordinates to do tasks according to their choice and will. While doing so they are largely allowed to reject the powers, "...coercive actions of the managers who are considered “leaders”". Such type of definition clearly makes difference between coercive rules and leadership". However, it relates leadership with the lesser formal authority and more informal influence and power, which encompass the political environment in the organization. A question occur when the people perform out of obedience of their authorities that, whether they are doing it by their will or because of having no fear of been punished by their supervisors. Hence the present theories of leadership focus more on transformational leadership style instead of transactional or any other leadership style [1].

However, the existing theories on leadership also focus on the transactional leadership and transformational leadership as central concept in this field. A study by [5] firstly introduces these concepts and to cover the “full range model of leadership” Bass and Avolio further developed the same concepts time and again [4, 28, 29]. According to this theory, there are two ways to influence on the subordinate by the leaders i.e., first influence comes by the leader’s understanding which he creates a cost-benefit interaction in his community. Such type of influence is called as transactional leadership by [5].

Under such influence (i.e. transactional leadership) employees act in according to their leaders because they thought that they will be benefitted more by doing that. On the other hand, the second leadership style is the emotional excitement. Burns called this leadership style “transformational or charismatic”. The base of this leadership style is relationship between leader and employee, in actual these leadership styles breaks the influencing relationship of leaders on employees and motivate them to go for the challenging goals. Transformational leaders not only raise the hopes of the employees, but also raise them in the hierarchy of needs by changing their values and beliefs. According to [5] transformational process may be explained through hierarchy of need. Therefore, TL is considered to be the outcome of leader’s ability to express a convincing vision.

A research was conducted by [28] on 78 managers, which were asked about the leadership styles through open questionnaires to explore those characteristics that critically influence leaders. This study was an extension of the [29] model and was called “full range leadership model” by Avolio and Bass because here they studied about eight leadership styles. This model includes:

- Transformational leadership style
- Transactional leadership style and
- Laissez-faire leadership style

Such styles of leadership are as per the leaders' activities and usefulness. In this model, transformational leadership style was given the top position, whereas, transactional and laissez-faire styles were given second and third positions respectively. The central thought of “full range of leadership model” was to find the different leadership characteristics in every leader. Same theory was tested by [30] on Dutch managers and found only three leadership characteristics in them that were, transformational leadership, transactional leadership and Laissez-faire leadership style. Again transformational leadership style was found to be a dominant leadership style in Dutch managers.

Association among Performance, Leadership, Commitment and OCB: Considerable scholarly attention has been received by the association among performance, leadership, commitment and OCB. But most of the studies conducted on transactional leadership style, organizational commitment, organizational performance OCB given the disappointed results to the researchers. However, when the multifactor questionnaire was used by [29], transformational leadership (TL), organizational performance and citizenship behavior were found to have
high correlated. This relationship of transformational leadership and performance was much higher as the relationship of transactional leadership and performance. Later on researchers found a varied relationship between transactional leadership, organizational commitment and OCB. Furthermore some of the researchers have found negative association between TL and performance [31-36].

A study was conducted by [36, 29] in the public organizations about the leadership styles, innovation and efficiency of the organizations and concluded that transformations leadership enable employees of an organization to work with efficiently and it also brings innovations among them. For this [1], suggested a leader member exchange theory [37] and argued that there is relationship between leadership styles, OCB and performance (especially TL has much more association with OCB and performance). In most of the contexts this leader member exchange theory resembled with the other theories like exchange theory [38] and expectancy theory [39] because such theories strongly elaborate the organizational-leader as well as organizational-employee associations. Thesis theories explain that, employees' performance increases in the presence of healthy associations and friendly environments between leaders and their employees. Similarly, good and healthy relationship between managers and employees, and fair treatment of the employees by their managers on the basis of equality also positively contribute in shaping subordinate's positive work outcomes.

Another study also found a significant relationship between transformational leadership and performance [7, 6, 40-43] pointed out that to maintain an effective business operation leaders have to apply new methods and techniques in the organization. Therefore they have to work with different leadership styles, only in this why the performance and commitment level of the employees could be increased. It was noted by [44] that the influence of transformational leadership style on performance is more as compared to transactional leadership style.

Organizational Politics: An extensive bank of information is been generated by the researchers in recent days about organizational politics and its relationship with the organizational commitment, OCB and performance of an organization. Most of the studies have focused the employee’s perception about the organizational politics, defined by [20, 15] as “behavior intentionally designed to maximize self-interests and therefore gainsay the collective organizational desired outcomes or the interests of other individuals”. [40, 45] discusses the organizational politics as the unconstructive process and argued, “If I told you, you were a very political person; you would take it either as an insult or at best as a mixed blessing”. When people are asked about the organizational politics, they start listing those activities, which were not according to their interest or not perceived positively by them [9, 11]. Many other studies that develop the same concept found that the employees perceived workplace politics as self-serving behavior to achieve benefits, advantages and self-interests at the expense of others and sometimes opposing to the interest of the whole organization [8, 17, 46-50]. This behavior was often related with exploitation, subversiveness, offense and illegal ways of using power to achieve one’s objectives beyond their authorities [18].

It was suggested by [15] that the scale of perception of organizational politics is a good indicator of organizational performance and organizational commitment. Moreover, [8, 16] argued that the perception of organizational politics is inversely related to the equity, justice and fairness. Politics and fairness both the variables are related to each other but the present study distinguish them properly. The studies of [51, 52] argued that procedural justice theory of organizational politics is related to the effectiveness of human resources, leader member exchange and decision making behavior of the employees. One of the reasons of organizational politics might be the lack of organizational justice which ultimately affect the organizational commitment and performance level of the employees. All the studies on organizational politics are based on the point that “people response to their perception of reality, not what the reality is in actual” [26]. Thus politics in the organization should be viewed what people think of it rather than its actual meaning. Similarly most of the researchers revealed that politics is due to the perceptions of fairness and justice in the organization [49, 53]. These ideas were replicated widely and supported in many studies [8, 15-17, 51, 54, 55].

Leadership, Organizational Politics and Organizational Citizenship Behaviors: The research model in the Figure 1 describes the relationship among leadership styles (i.e. transactional and transformational), perceptions of organizational politics(OP), organizational commitment(OC), in-role performance(IRP) and OCB. The basic idea was given by [24, 56] for the theory leadership including politics in the organizations. Same idea to build a political theory has been used in the present study.
The model examines the perception of OP as the mediator between transformational and transactional leadership styles with performance, OCB and OC on other hand. Social exchange theory [38], leader-member exchange theory [1, 37] and expectation theory [39] become the basis for this model. All these theories pointed out leaders in a sense that it is the responsibility of the leader to create healthy and fair atmosphere in the organization that fulfills expectations and requirements of the individuals. A fair and balance relationship of leaders with the individuals is essential for the betterment of organization. Level of organizational politics in an organization might be reduced by Enhancing fair social exchange relations, which ultimately influence on citizenship behaviors, performance and commitment with the organizations in a positive manner.

Many researchers have used the same thinking in their studies. For instance, [57] pointed that employees job perceptions are been influenced by the leadership behaviors which then impact on the employees performance and attitudes towards job. Thus, employee’s perception of the workplace, i.e. perception of politics may mediate the leadership and performance. In his study [58] studied on the relationship between both of the leadership styles (i.e. transformational and transactional), organizational justice (i.e. procedural and distributive), trust in organization, organizational citizenship behavior and satisfaction. He argued that there is indirect relationship between transformational leadership and organizational citizenship behavior. Conversely, [34] studied on the transactional and TL’s impact on the performance of marketing personals in the insurance company. He found greater influence of transformational leadership style on performance as compared to the transactional leadership style. In addition to this many researchers concluded that transformational leadership style positively influence on organizational commitment [32, 33, 59-62]. All these findings reveal that transformational leadership style has greater influence on the performance, commitment and citizenship behaviors as compared to the transactional leadership style.

Most of the past studies concluded that transformational leadership style has much greater impact on the performance [32, 63], commitment [31, 33, 59, 60] and citizenship behaviors of employees as compared to the transactional leadership style [34, 36, 58, 62]. This also shows that transactional leadership style has relatively low relationship with these variables. From the results of past studies, transformational leadership style seems to be more effective than transactional leadership.

Leaders having transformational style can teach, educate and train employees better. These leaders also help and encourage them to achieve their goals by motivating and stretching themselves. The same idea was suggested by [37] in leader-member exchange (LMX) theory. Some of the researchers have also found a positive and significant relationship between transactional leadership style, performance, organizational citizenship behavior [34] and organizational commitment [64]. Thus, following hypothesis is suggested:

**H1:** TL is positively related with IRP, OC and OCB.

**H2:** Transactional leadership is positively related with IRP, organizational commitment and OCB.

The relationship of transactional and transformational leadership styles also differ with the perceptions of organizational politics. As that transformational leaders offer a vision, mission and plan to achieve the goals, so, they may decrease the perceptions regarding OP [4]. He/she may reduce the vagueness and professional insecurity on the basis of justice and fairness. Transformational style also underlies managerial strategy of ethical values reducing perceptions of politics and creating sense of fairness and justice at work [16, 65].
Thus transformational leaders create a positive organizational environment that results in reducing the perceptions of organizational politics.

In addition to this, the decision making and strategy making transparent policies by transformational leaders also strengthen the relation that leaders and organization is trustworthy and reduces the perception of organizational politics [8, 15, 16, 36, 54, 52, 58, 66, 67]. In summing up transformational leadership has characteristics to treat all on the basis of justice and fairness at the workplace this can reduce the OP. Here third hypothesis is suggested:

**H3:** Transformational leadership style is negatively related to the perceptions of organizational politics.

While, transactional leadership style is characterized with negotiation skills and encourages interest based decisions between employer/employee relations, which suits to a political environment. This style also encourages employee to negotiate and promote their personal interests beyond the resources of the organization. [68] conducted a study about politics perceptions of the employees of public sector and he found that transactional leadership style was positively related with the perception of organizational politics. Thus third hypothesis is suggested:

**H4:** Transactional leadership is associated to OP.

Past studies have found the relationship between politics, performance, organizational commitment and OCB. Strong perception of organizational politics may damage the OC, performance and citizenship behavior (i.e. OCB) of the employees in several ways i.e., (a) they are related to the negative job related attitudes and organizational outcomes like; low level of trust, lack of satisfaction and low level of organizational commitment [8, 10, 51, 54, 55, 66, 69], (b) perceptions of organizational politics were also found to be negatively related with the employees behaviors such as turnover, absenteeism, neglecting each other’s work and holding of information [17], (c) and finally such perceptions also positively contribute in damaging social unity and it also augmented the trend to act in one’s personal interest, even if they are anomalous with the organizational interest [8, 13, 15, 16, 34, 36, 54, 52, 58, 66, 67 70].

In another study [71] see the moderating role of emotional intelligence between organizational politics on one hand and absenteeism, commitment on the other hand. He concluded that emotional intelligence is a moderator between politics and commitment. Furthermore perceptions of organizational politics have negative relation with the emotional commitment. [72, 73] tested a model containing organizational politics and employees behaviors. Their results revealed that perceptions of organizational politics are negatively related to the OCB and affective commitment [74]. Argued that perception of organizational politics negatively effect on the performance and commitment level of the employees. While [41] examine the complexities between organizational politics and performance by taking the moderating effect of impression management and argued that when the perceptions of politics are less than employees perform better and vice versa. Based on these arguments it is assumed that:

**H5:** Perceived OP is negatively related with OC.

**H6:** Perceived OP is negatively related with OCB.

**H7:** Perceived OP is negatively related with IRP.

Many researchers have studied the relationship between leadership styles, performance, commitment and OCB with the mediating role of several variables. As [58], studied on the relationship between trust, justice, OCB, leadership and satisfaction. He found trust, distributive and procedural justice as a mediator between OCB, leadership styles and satisfaction. While [34] found ambiguity and trust as mediators between OCB, leadership, commitment and in-role job performance. Similarly, [36] found organizational climate as the mediator between leadership and performance. Recently [68] found that perceived OP are a partial mediator between leadership styles (i.e. transactional and transformational), in-role performance and OCB. Thus a hypothesis is suggested:

**H8:** Perception of organizational politics is a mediator between transformational leadership style on one hand and in-role performance, organizational commitment and OCB on other hand.

**H9:** Perception of organizational politics is a mediator between transactional leadership style on one hand and in-role performance, organizational commitment and OCB on other hand.

**MATERIALS AND METHODS**

**Sample and Procedure:** The present study was based on the survey of University of the Punjab, Lahore, Pakistan.
The university comprises of 620 permanent faculty members, 5 campuses, 9 colleges and 13 departments (www.pu.edu.pk). To meet the time constraints multi stage sampling technique was used. At the first stage Quaid-e-Azam Campus of the university was selected. The main reason to choose this campus was that this campus contains many faculties and at the second stage four faculties were selected (i.e. commerce, management and human resource, engineering and sociology). In the third stage 350 questionnaires were handed over the permanent and visiting staff members of the selected faculties on the basis of simple random sampling technique. Out of these questionnaires, 271 responded back, with the response rate of 77.4%. First we obtained the permission from the respective heads of the faculty. Than questionnaire were handed to the respondents and were requested to be fair and honest.

The average age of the respondents was 30 years. Out of the total 78.4% were male and 81.7% of them were married. Most importantly more than 60 percent of them were with the same organization for more than five years. 70% of them were holding the M.Phil degrees and the average income of the respondents was Rs. 50,000 (i.e. $543).

**Measures**

**Leadership Styles:** To measure the full range leadership styles multi-factor leadership questionnaires (MLQ) were used on the basis of five point Likert scale, ranging from “1- never to 5- always”. These questionnaires were firstly introduced by [4] and later on modified by the [29]. In the present study a shorter version of the questionnaires were used to get the responses which were modified by [29].

Questionnaires comprise of 32 items in all, 12 questions were to measure the transactional leadership style and the rest 20 questions were to measure the transformational leadership style with the slight change in the arrangement. A sample items were:

- “My dean focuses attention on irregularities, mistakes, exceptions and deviations from standards”
- “My dean keeps track of all mistakes”
- “My dean suggests new ways of looking at how to complete assigned tasks”

Reliability of the transformational leadership style was found to be 0.94 and for transactional leadership style it was 0.86.

**Perceive Organizational Politics:** To measure the perception of organizational politics at the work place six-item scale was used. This scale was developed by [74] and modified by [75] on five points Likert scale ranging from 1- strongly disagree to 5- strongly agreed. Sample items were:

- “There is a lot of self-serving behavior going on.”
- “People do what's best for them, not what's best for the university.”
- “Individuals are stabbing each other in the back to look good in front of others.”

Reliability of the instrument was found to be 0.88.

**In-Role Performance, Organizational Commitment and OCB:** To measure the organizational citizenship behavior 4 items were used from 6 item scale developed by [76], on "five points Likert scale ranging from 1- strongly disagree to 5- strongly agreed". The main reason to choose the 4 items was the reliability of the questions. Two questions with the least reliability were excluded from the study. The items with the highest factor loading were used. Sample items were:

- “I take on extra responsibilities in order to help co-workers when things get demanding at work.”
- “I assist co-workers with heavy workloads even though it is not part of my job.”

The reliability of the questions was measured to be 0.82. To measure the organizational commitment scale of [77] was used. This scale was consisted of 6 items. The reliability of the scale was measured at 0.93. Finally, to measure the in-role performance of the employees [78] scale was used. And the reliability of the scale was 0.91.

**RESULTS**

Table 1 represents the values like mean, standard deviation (S.D), Pearson’s correlation and reliabilities of all the variables (i.e. transactional leadership, TL, POP, OC, IRP and OCB). The Mean score of all the variables shows mixed results such as, in-role performance (M=4.21), organizational commitment (M=3.88), OCB (M=3.75) and transformational leadership (M=3.41) demonstrate that respondents were near to agree about these variables. On the other hand the, transactional leadership (M=2.20) and organizational politics (M= 2.43) demonstrate that respondents were near to disagree.
Table 1: Mean, Standard Deviation and Correlation:

<table>
<thead>
<tr>
<th>Variables</th>
<th>Mean</th>
<th>S.D</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Transactional</td>
<td>2.20</td>
<td>0.76</td>
<td></td>
<td>(0.86)</td>
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<td>Leadership</td>
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<tr>
<td>2. Transformational</td>
<td>3.41</td>
<td>0.65</td>
<td>-0.59**</td>
<td>(0.94)</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Leadership</td>
<td></td>
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<tr>
<td>3. Organizational</td>
<td>2.43</td>
<td>0.75</td>
<td>0.51**</td>
<td>-0.62**</td>
<td>(0.88)</td>
<td></td>
<td></td>
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<td>Politics</td>
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<tr>
<td>4. Organizational</td>
<td>3.88</td>
<td>0.77</td>
<td>-0.18**</td>
<td>0.28**</td>
<td>-0.26**</td>
<td>(0.93)</td>
<td></td>
<td></td>
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<tr>
<td>Commitment</td>
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<tr>
<td>5. In-role Performance</td>
<td>4.21</td>
<td>0.71</td>
<td>-0.25**</td>
<td>0.23**</td>
<td>-0.21**</td>
<td>0.51**</td>
<td>(0.91)</td>
<td></td>
</tr>
<tr>
<td>and OCB</td>
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<td></td>
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<tr>
<td>6. OCB</td>
<td>3.75</td>
<td>0.61</td>
<td>-0.21**</td>
<td>0.29**</td>
<td>-0.19*</td>
<td>0.57**</td>
<td>0.69**</td>
<td>(0.82)</td>
</tr>
</tbody>
</table>

Note: all the values are significant at ** p<0.01 and * p<0.05 (all 2 tail)

Table 2: Represent the fit indices model

<table>
<thead>
<tr>
<th>Model</th>
<th>df</th>
<th>X$^2$</th>
<th>$X^2$/df</th>
<th>RMSR</th>
<th>GFI</th>
<th>AGFI</th>
<th>NFI</th>
<th>NNFI</th>
<th>CFI</th>
<th>RMSEA</th>
<th>ECVI</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Perceptions of organizational politics mediate the relationship between organizational commitment, In-role performance and OCB</td>
<td>4</td>
<td>4.72</td>
<td>1.16</td>
<td>0.98</td>
<td>0.94</td>
<td>0.96</td>
<td>0.98</td>
<td>1</td>
<td>0.04</td>
<td>0.11</td>
<td></td>
</tr>
<tr>
<td>2. Perceptions of organizational politics do not mediate the relationship between organizational commitment, In-role performance and OCB.</td>
<td>2</td>
<td>0.32</td>
<td>0.17</td>
<td>0</td>
<td>1</td>
<td>0.97</td>
<td>1</td>
<td>1.06</td>
<td>1</td>
<td>0</td>
<td>0.14</td>
</tr>
</tbody>
</table>

(Quiet) Significantly high correlation between IRP and OCB was found (r = 0.69; p < 0.01). Anyhow this finding is not exceptional because a correlation of (r =0.77; p < 0.01) was found by Wang et al., [1], between the same variables. Another strong relationship between organizational commitment and OCB was found (r = 0.57; p < 0.01). Similarly the relationship between OC and IRP was found to be positive (r = 0.51; p < 0.01). These values indicate that organizational commitment, in-role performance and OCB are positively and strongly related to each other.

Secondly strong negative relationship was found between transactional and transformational leadership styles (r = -0.59; p < 0.01). This result is because transactional and transformational leaders are differing in characteristics which were supported in the literature by theory [34]. Another researchers [68] also found a negative correlation between these two leadership styles and found the value of (r = -0.60; p < 0.01).

In addition transformational leadership style was found to be positively related with organizational commitment (r = 0.28; p < 0.01), in-role performance (r = 0.23; p < 0.01) and OCB (r = 0.29; p < 0.01). While transformational leadership style was found to be negatively related with the perceptions of organizational politics (r = -0.62; p < 0.01). As far as concern with the transactional leadership style, was found to be negatively related with organizational commitment (r = -0.18; p < 0.01), in-role performance (r = -0.25; p < 0.01) and OCB (r = -0.21; p < 0.01). But, positively related to the perceptions of organizational politics (r = 0.51; p < 0.01). And finally perceptions of organizational politics were found to be negatively related with the organizational commitment (r = -0.26; p < 0.01), in-role performance (r = -0.21; p < 0.01) and OCB (r = -0.19; p < 0.05). All these findings support the literature and suggested hypothesis.

**Model Evaluation:** In this study perception of organizational politics is measured as mediation between leadership styles on one hand and in-role performance, organizational commitment and OCB on other hand.

To support the hypothesis structural equation model (SEM) has been used as suggested by [45, 79, 80, 81, 82]. In this way two models have been developed. First represent the mediation role of perceived organizational politics and second is without the mediation effect. Fit indices and path coefficient are used.

The first test to evaluate the model’s fit is the chi-square ($X^2$) test. Significant and the small value of the scale denote the model fit. In the model 1 the value of ($X^2$=4.72) which was very high as compared to the value of ($X^2$=0.32) in the model 2. This value denotes that model 1 was better as compared to the model 2.

The second test was between $X^2$ and the number of degree of freedom. For the good model the value of ratios should be 2.00 or less than this. Here is the model 1 the value of ($X^2$=4.72) which was very high as compared to the value of ($X^2$=0.32) i.e. both the models fulfill this requirement. Furthermore the value of RMSR should be less than 0.5 and the value of GFI, AGFI, NFI, NNFI and CFI should be closer to the 1 for the fit. In both of the models the value of RMSR was zero which is less
than 0.05 and the value of GFI is 1 in the second model, the value of AGFI was (0.97) more closer to 1 in the second model and the value of NNFI in the first model was closer to one i.e. 0.98, while in the second model this value (1.06) was more than the required value. As far as concern with the value of CFI, this value in both the models was exactly 1. The value of RMSEA is to test the model fit for null hypothesis and this value should be less than 0.05. Here in the first model this value was 0.04 which is higher than the value “0” found in the second model. The ECVI scale examines the rank of inappropriateness between the variances in the sample compared to any other indistinguishable sample. The value of ECVI is inversely related to the level of fit. This means that smaller the value of ECVI, the better the level of fit is. In alternative model the value of ECVI was 0.14, a bit higher than the value in model 1 (i.e. 0.11).

Model 1: Perceived organizational politics mediates the relationship between commitment, performance and OCB

Model 2: Perceived organizational politics does not mediate the relationship between commitment, performance and OCB

Coefficient paths were also examined for the model 1 and all the paths were found to be significant and in line with the suggested hypothesis. Transformational leadership style was found to be negatively related with the organizational politics (-0.34; p < 0.01), while transactional leadership style was found to be positively related with the organizational politics (0.45; p < 0.01). While perceived organizational politics, organizational commitment, in-role performance and OCB were found to be negatively related to each other i.e. (-0.34; p<0.01), (-0.31; p<0.05) and (-0.28; p<0.01) respectively, which support our suggested hypothesis as well.

Model 2 signifies only three significant paths while other paths were not found to be significant i.e.

- A positive relationship between transformational leadership style and organizational commitment was found (0.24; p<0.05).
- Transformational leadership style and OCB were also found to be positively and significantly related i.e. (0.33; p<0.05).
- Finally transactional leadership style and OCB were also found to be significant (0.26; p<0.05), while all other relationships were found to be non significant.
So, from the results of coefficient path it is concluded that model 1 (perceived organizational politics mediate the relationship) is better one as compared to the model 2.

**DISCUSSION**

The present study is an attempt to enhance the knowledge about leadership styles, organizational commitment, organizational citizenship and performance of the employees. This study is followed by the study of many other researchers [31, 33, 34, 36, 58, 1]. But required to enlarge them in light of suggestions by [56, 24, 68] to suggest leadership political theory. In this regard perception of organizational politics as mediation. The present study also tried to enhance the knowledge about OP [8, 54, 51, 52, 16, 13, 70, 66, 67] and organizational citizenship behavior [21, 83, 78].

In this present study it was examined that weather the association among leadership, performance, commitment and OCB was direct or indirect. Organizational politics was also examined as a mediator between leadership styles on one side and performance, organizational commitment and OCB on other side. The results of model fit revealed that mediating model meet the theoretical requirements. These findings are the same as discussed by [57] who found the perceptions of workplace mediates the relationship between leadership and performance of the employees.

"Some past studies also argued that different situational variables mediate the relationship between leadership styles and performance" [34, 36, 58, 68]. Based on these arguments as well as the LMX theory [1], the present study tries to support the hypothesis that perceived OP mediates the leadership styles and performance, commitment on the other side. Our findings are mixed here because the organizational politics mediate some relationships.

[58] Argued that the relationship between leadership, performance and commitment is mediated up to some extent; the mediating effect of the present study supported that arguments. The difference is that, [58] found procedural justice, trust and distributive justice as the mediator but here perceptions of organizational politics were found to be mediator. Trust, justice and organizational politics are different occurrence at the workplace [46] but still they are strongly related with one another. Moreover the theory on one of them helps in understanding the other variable [8, 16, 68]. It was pointed by [15] that trust and organizational justice are good indicator of perception of organizational politics and based on the same level of thinking the present study was conducted.

The developing theory given by [21] suggested that, employees will improve their OCB, commitment and level of performance till they believe that their organization is treating them fairly with justice. In contrast, organizational politics negatively affect the OCB, commitment and performance of the employees because they are due to the unprofessional and unfair behaviors of the leaders. [68] believed that this situation is because of the TL and the employees perform according to the rewards they receive. Unfair reward system can reduce the level of commitment, OCB and performance among the employees [34, 36, 19].

By examining the different leadership styles, another interesting finding arise i.e. transformational leadership style is negatively related to the perceptions of organizational politics and transactional leadership style is positively related to the organizational politics. The correlation results and path coefficient model also support the same findings. Thus it is confirmed that transformational leadership style characterized with the friendly environment, supportive attitude and positive attitude reduces perceived OP in the organization. While transactional leadership style who has influencing characteristics enhance the political environment in the organization [84, 58].

Many past studies support our hypothesis that organizational politics has negative influence on organizational commitment, OCB and performance of the employees [69, 17]. These results have so much implications e.g. low level of citizenship behavior can damage the ability of the organization to perform better services for the citizens. That is why all the organizations that are economically not much strong for its employees benefit its employees by applying transformational leadership styles in order to reduce the levels of organization politics. Such leadership may increase the employee’s commitment, performance and OCB towards their organizations.

**Research Limitations and Implications:** This study contributes a lot as well as having lots of limitations. First of all the study is conducted on perceptions of organizational politics, questions regarding this variable have been answered by the employees themselves not on actual practical procedure. Secondly some specific organizational characteristics limit the external validity of the study i.e. employees of the organization are relatively young having little job experience and the organization
demand excellent performance from them. These employees may deal with the ambiguous and uncertain situations as well. Thus to increase the external validity of the present study the research should also be conducted in other countries as well.

As far as concern with the methodological portion, this study was conducted by distributing the questionnaire to individual employees. But to judge the performance level and politics at the work place observations and personal interview method should also be kept in mind.

CONCLUSION

In a research [5] identifies two leadership styles as interaction with the employees. 1)- transactional leadership style which is characterized with the influencing, punishing and rewarding attitude and 2)- transformational leadership style which is characterized with the positive and cooperative attitude, helping his subordinates in achieving the organizational desired outcomes. The social exchange theory [38], the expectancy theory [39] and the leader-member exchange (LMX) theory [37, 1] "supported the need for a more impartial relationship between leaders and members and the idea of fair treatment of the individual". The present study is examined the relationship between leadership styles, performance, organizational commitment and OCB in the presence of organizational politics. The findings of the study revealed that organizational politics is a mediator between leadership styles on one hand and commitment, performance and OCB on other hand beyond the direct relationship between leadership styles and other variables as discussed previously in literature.

As per our study, transformational leadership may structure an environment that is less political and this ultimately have a positive effect on the performance, citizenship and commitment level of the employees. Such an environment motivates the employees for better performance, more commitment towards their organization and citizenship behaviors.

REFERENCES


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