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Workplace Politics on Organizational Citizenship Behavior: Exploring How Individual Profiles Moderate the Relationship

Vera Ayitey[1], Ph.D.
[1](School of Business, University of Education, Winneba, Ghana)

ABSTRACT: The research was to ascertain the relationship between organizational politics and organizational citizenship behavior and whether a significant difference exists in organizational citizenship behavior when age, sex, and educational levels are considered. It examines the moderated effect of personal profiles on the influence of organizational politics on organizational citizenship behavior. The study adopted the descriptive correlational research design and the random sampling technique to draw three hundred and thirty-four respondents from tertiary institutions in Ghana. The findings showed a significant positive relationship between organizational politics and the citizenship behavior of employees. There is a significant difference in organizational citizenship behavior regarding the faculty and staff sex, educational level, and age. Although younger faculty and staff showed more involvement in corporate politics affecting volunteerism, gender, and academic status did not enhance the influence of organizational politics on employee volunteerism. The research recommends that administrators should demonstrate positive organizational politics by using their positions to achieve institutional goals. Additionally, human resource managers should enrich and enlarge younger employees' jobs to engage in voluntary work behaviors to acquire experience and assume future responsibilities.

KEYWORDS- *organizational citizenship behavior, organizational politics, private tertiary institutions, personal profiles*

I. INTRODUCTION

A bleak and pessimistic conceptualization has dominated studies on organizational politics' phenomenon. Several researchers have postulated organizational politics' influence on undesirable, bad, and retrogressive corporate outcomes (Vigoda-Gadot & Drory, 2016; Agarwal, 2016; Kaya et al., 2016). On the other hand, other scholars have sought to redefine the positive impact of organizational politics on employee behavior. Thus, it is crucial to examine the positive dimension of this phenomenon and how it can elicit and increase employee volunteerism in Private Tertiary Institutions in Ghana. The positive influence will increase voluntary employee work activities and parent and student satisfaction.

Organizational politics is one of the essential workplace phenomena that directly or indirectly influence employee conduct and attitudes. It affects corporate loyalty, determining organizational citizenship behavior (Saleem et al., 2018).

Although there is extant literature on the phenomenon, the study theorizes organizational politics using Jarrett's framework (2017). In 2017, Jarrett defined organizational politics as a range of activities that deploy influence strategies to enhance personal or corporate interests. Contrary to popular dimensions of organizational politics espoused by previous authors (Vigoda-Gadot & Drory, 2016; Agarwal, 2016; Kaya et al., 2016; Donald et al., 2016; Elkhalil, 2017), Jarrett advanced that, to influence an organization, one should understand the four dimensions of organizational politics. The author posited four metaphorical representations of organizational politics, which depend on two categories. Using two levels of analysis that is where political actions take place (individual and corporate stages) and sources of power (formal and informal), the author posited four dimensions of organizational politics, namely the 'woods' which refers to an everyday source of influence at the corporate level and the 'high ground' referring to the formal basis of power at the organizational level.

On the other hand, he mentioned the 'weeds,' which are personal influence and informal networks, and the 'rocks' refer to personal political activities derived from traditional sources of power in the organization. Therefore, organizational politics refers to using individual or corporate influence derived from formal or informal sources to achieve the desired outcome (Olusegun, 2019). It also refers to the utilization of tactics meant to impact desired results and a social mechanism that can contribute to the organization's fundamental functioning.

Scholars (Tania Pratiwi & Setiawan, 2017; Saleem et al., 2018) have maintained that corporate politics is a prerequisite to continuing as a member of an organization. It improves organizational responsibilities and allows people to take many voluntary steps required for organizational life and high standards of achievement. Therefore, corporate politics influence the maintenance of organizational membership, which also determines organizational citizenship behavior. The utilization of positive influence drives employees to engage in discretionary work behavior. Employees' awareness of discretionary work activities contributes to institutional success. Tania Pratiwi and Setiawan. (2017) postulate that employees' high literacy in organizational citizenship behavior contributes to companies' success. Private tertiary institutions' success depends on human resources' organizational citizenship behavior amidst competition from state-funded public universities. Although going the 'extra mile' is voluntary, employees expect a fair compensation

In 2018, Organ asserted that organizational success depends on quantitative and qualitative dimensions, referred to as corporate citizenship behaviors. Organ (2018) defined O.C.B. as an 'individual at-work activity that is voluntary, not expressly or acknowledged explicitly by the structured rewards program, and facilitates the organization's effective and efficient functioning in general (p.4). The voluntary behaviors are five: courtesy, sportsmanship, civic virtue, conscientiousness, and altruism. Courtesy gives other organizational members respect and engages in activities that prevent organizational problems. Sportsmanship refers to tolerance for minor issues, while civic virtue supports and participates in other social events, such as attending meetings. Conscientiousness is performing other organizational tasks outside one's job requirements, and altruism means helping other employees with job tasks and responsibilities (Díaz & Alecchi, 2017).

Generally, organizational citizenship behavior enables employees to go the extra mile in performing their responsibilities while others do not engage in these discretionary behaviors, more so when such actions are not recognized and rewarded. It enables employees to cope with stress and adapt to unforeseen problems and demanding work schedules through interdependence (Koopman et al., 2016), and employees exhibiting low levels of voluntary behavior are more likely to leave the organization (Ciocirlan, 2017).

Numerous studies on organizational citizenship behavior (Abane, 2016; Atta & Khan, 2016; Njage, 2017; Agustiningsih et al., 2017; Dwomoh et al., 2019) have focused on the impact of extra-role behavior on client reactions and organizational performance. The role of personal profiles in enhancing or antagonizing the influence of corporate politics on organizational citizenship behavior has received less attention from researchers within the Ghanaian context. Therefore, the current research will fill the knowledge gap and contribute to research and policy. The study answers the following research questions:

1.   Is there a significant relationship between organizational politics and organizational citizenship behavior?
2.   Is there a significant difference in the O.C.B. when considering sex, educational level, and age?
3.   Do personal profiles (sex, educational level, and age) moderate the influence of organizational politics on organizational citizenship behavior?

II.   LITERATURE REVIEW

Theoretical Framework
The research is anchored on theoretical underpinnings to explain the relationship between the theories and the variables. The social exchange theory explains organizational politics; organizational citizenship behavior is situated on the Individual-Organization Fit theory, and role theory explains the moderators and their relationship with discretionary work behavior.

Social Exchange Theory
The theory is used to represent organizational politics. In 1958, American sociologist Homans first introduced the idea of social exchange, and then in 1964, Blau improved the view. Social exchange views that social behavior encompasses the give-and-take between parties in an employment relationship characterized by what each party perceives and the actual gains and hazards in a relationship. Therefore, employee relationships in organizations depend on giving and taking economic, social, or emotional exchange. People in employment interactions balance the cost of that relationship with expected benefits. Hence, the demonstration of influence results in political maneuvering in the corporate environment (Cross & Dundon, 2019). Depending on what exists in that relationship, parties, especially employees, will engage in activities to influence decisions in the self and the organization's interest. Hence, parties' behavior in an employment relationship is due to give-and-take or exchange, which depends on how each party views the gains they can make from an employment relationship and subjective interpretation. When the disadvantages outweigh the benefits, individuals terminate or abandon this relationship.

Individual-Organization Fit Theory
Chatman first introduced the theory in 1989. The individual-organization fit theory is used to back the discussions on organizational citizens' behavior. He maintained that employers could influence the connection between people and organizations. Although many other variables can affect people and organizations'

relationships, the most fundamental and long-lasting value is (Firfiray & Mayo, 2017). Therefore, individual-organization theory posits that individuals' and organizations' alignment significantly affects individuals' work behavior and attitude. Thus, when there is a fit between individuals and the organization, they engage in extra-role behaviors, namely altruism, conscientiousness, courtesy, civic virtue, and sportsmanship. Therefore, employees will engage in extra-role behaviors when there is a connection to their organizations.

Social Role Theory

Role theory is concerned with one of the most significant aspects of social behavior: people respond in varied and predictable ways due to social identities and contexts (Biddle, 2013). According to the social role theory, women's and men's volunteer activities will reflect gendered preferences that endure varied conditions. Thus, Women feel particularly obligated to engage in voluntary work activities, whereas males may only participate in discretionary work activities when they receive support from the organization.

Empirical Review

Khan et al. (2019) conducted research using 392 respondents from tourism companies at two different periods in Southern China that showed that awareness of organizational politics negatively influenced organizational citizenship behavior mediated by moral efficacy. Similaryly, De Clercq and Belausteguigoitia (2017) randomly selected 109 respondents from northern Mexico, and the results showed that organizational politics negatively correlated to organizational citizenship behavior. Hence, respondents' views on self-serving actions and tactics diminished the probability of engaging in extra-role behaviors.

In contrast, ud Din et al. (2018) researched the influence of organizational politics on organizational citizenship behavior moderated by employee engagement, using a sample size of 125 employees of Faisalabad textile organizations. The study showed a positive correlation between organizational politics and organizational citizenship behavior.

Age and Organizational Citizenship Behavior

Fyall and Gazley (2015) researched 2,722 people from 23 different international organizations situated in the United States. They found that women are consistently less likely than males to participate in most volunteer activities common to professional association life. However, older women who are fully employed mitigate this sex-role discrepancy. In 2016, Allen mentioned that gender differences are more likely to be detected through self-reporting organizational citizenship behavior than supervisor reports of subordinates' citizenship behavior. The author also asserted that differences between the sexes are more likely to emerge when multidimensional than global organizational citizenship behavior measures. Finally, sex significantly predicted the altruism dimension of citizenship behavior, in that women engaged more in helping behavior than men.

Similarly, Avci (2016) study, which involved 1,613 teachers, found that males had higher organizational citizenship behaviors than females. Punia and Shyam (2017) discovered that men and women do not vary significantly in conscientiousness and altruism. Women are not seen to do anything out of the ordinary when they indulge in altruistic behavior but are penalized by superiors if they do not. However, males and females differ in terms of civic virtue, courtesy, and sportsmanship. Men are more likely to exhibit this behavior than females since society considers these actions inherently masculine, although they are non-obligatory. Therefore, men tend to benefit from such activities.

Furthermore, Yadav and Kumar (2017) also conducted research on role clarity and organizational citizenship moderated by sex using 272 executives in India. It found that sex is an enhancer in the relationship between role clarity and organizational citizenship behavior. Females' perspective on the association between role clarity and three types of organizational citizenship behavior (courtesy, conscientiousness, and altruism) was higher than that of males, with no difference in group means regarding sportsmanship. However, males had higher averages of role clarity and civic virtue. Sethi (2019), in India's Telecom sector using 434 respondents, realized that there was no significant difference in organizational citizenship behavior considering altruism, courtesy, conscientiousness, and civic virtue. However, males and females differed statistically substantially in terms of sportsmanship because females demonstrated more sportsmanship. In the study of gender disparities in the perception of organizational politics using a sample size of 256 respondents, Danish and Bodla (as cited in Allen & Jang, 2016) found that gender influenced corporate politics' effect on organizational citizenship behavior. The female perception of organizational politics was higher, leading to poor organizational citizenship behavior. Hence, the organizational citizenship for females was lower. In contrast, males' perception of corporate politics was lower and recorded higher-level discretionary work activities.

Contrarily, Ng et al. (2016) found that sex is negatively related to organizational citizenship behavior in that female volunteerism is underestimated due to their sex roles. For example, the authors mentioned that men's altruism enhanced their performance appraisals, but women's helping attitudes did not enhance their performance evaluations. Thus, females are supposed to perform selfless activities, while males are not. Therefore, although women may participate in more organizational citizenship behavior, the performance evaluations they receive may not represent their helping behaviors.

Educational Level and Organizational Citizenship Behavior

In 2017, Singh and Padmanabhan researched the level of organizational citizenship behavior among English medium secondary school teachers using a sample size of 528 high school teachers. They found a significant difference in organizational citizenship behavior based on age, experience, and high school type. Sethi (2019) also examined personal characteristics and organizational citizenship behavior in the Indian Telecom business, with a sample size of 434 selected using the snowball sampling method. The author found that there was a significant change in organizational citizenship behavior considering respondents' educational level. Hence, the academic level significantly influenced citizenship behavior. On the other hand, Rajabbaigya et al. (as cited in Aftab et al., 2018) established that respondents with Bachelor's degrees recorded higher means for tolerance or sportsmanship. Ahmadu and Don's (2020) study of organizational citizenship behavior in educational institutions found that the academic level moderated corporate politics' influence on voluntary work activities.

Age and Organizational Citizenship Behavior

Gyekye and Haybatollahi (2016) examined organizational citizenship behavior in Ghana using a sample size of 320 industrial workers. They found a statistical significance between age and organizational citizenship behavior. The older respondents (40 years and above) tended to engage more in citizenship behaviors than younger people aged 19 to 39. In 2018, Uraon and Raya conducted a study on demographic factors and O.C.B. in India using 514 white color employees in 11 government companies. The research used a One-way analysis of variance (ANOVA) and posthoc tests to ascertain whether there was any substantial difference between age, job position, experience, and organizational citizenship behavior. Findings from their research showed that citizenship behavior is affected by age, position, and work experience. In other words, employees over 41 years, middle and senior management levels, and 25 years of tenure experienced more organizational citizenship behavior than their peers.

The following hypotheses are formulated based on the extant literature reviewed:

H01: There is no significant relationship between organizational politics and organizational citizenship behavior.

H02: There is no significant difference in O.C.B. when considering sex, age, and educational level.

H03: Personal profiles do not moderate the influence of organizational politics on organizational citizenship behavior.

III. METHODOLOGY

The study adopted the quantitative approach and the survey design to answer descriptive and relationship questions and explain the moderating effect of personal profiles between the exogenous and endogenous variables (Creswell & Creswell, 2017). The study focused on private chartered tertiary institutions in Ghana with valid accreditation and registered with the Ghana Tertiary Education Commission. Out of a population size of 3,717, the estimated sample size was using the Raosoft sample size calculator 349 with a 5% margin of error, 95% confidence interval, and a response rate of 50%. The recommended sample size of a total population size of 3,717, using the Raosoft sample size calculator, was estimated at 349, The research used random sampling to sample 349 respondents to ensure that research findings are generalizable (Creswell & Creswell, 2017). However, 334 responses were analyzed, thus constituting about 5% of the estimated sample size. The study adapted the organizational citizenship behavior instrument Podsakoff, MacKenzie, Moorman, and Fetter (1990) and Ferris and Kacmar's (1992) perceived organizational politics questionnaire. The research measured organizational politics and O.C.B. on a five-point Likert scale ranging from 'strongly disagree' to 'strongly agree'. The composite reliability for OCB and organizational politics was 0.900 and 0.805 respectively, thus the instruments were valid and reliable (Schuberth, 2021). Respondents' sex was measured with two categories, and age was measured using the United Nations' age categorization that is, young adults (1 = aged 20-35 years), middle-aged adults (2 = aged 36-55 years), and older adults (3 = aged 56 years and older). Educational level was measured with six categories, namely General Certificate of Examination Advanced Level, General Certificate of Examination Ordinary Level, West African Senior School Certificate Examination, Bachelors, Masters, and Doctoral, although only two categories were comparable.

Again, the research used Cohen's (as cited in Brydges, 2019) absolute correlation values to determine the relationship's strength, where $r=.10$ to $.29$ means low, $r=.30$ to $.49$ implies moderate $r=.50$ to 1.0 indicates high.

Respondents' Demographic Profile

Demographic characteristics considered by the research were sex, educational level, and age and are presented from Fig. 1 to 3.

Sex of respondents had two categories, namely male and female, as represented in Fig. 1. Respondents comprised of 229 males and 105 females, representing 69% and 31%, respectively, showing that the males dominated the population (NCTE, 2016). As a result, more males participated in the study than females.
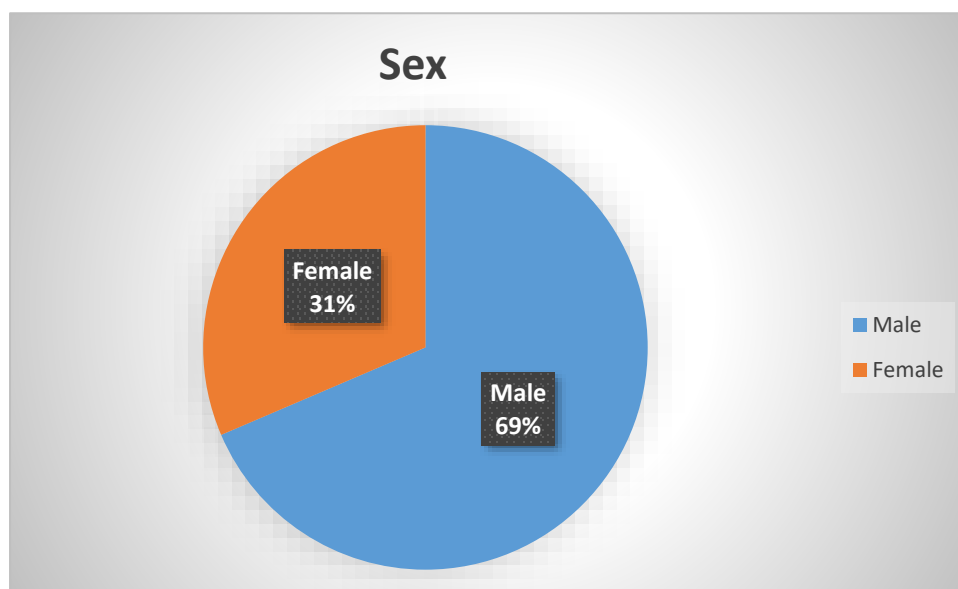
Figure 1: sex of respondents

Educational level was measured using six categories, out of which respondents filled 5. The classes were Advanced level, Senior High School, Bachelor's, Master's, and Doctorate levels. As shown in Fig. 2, out of 334 respondents, the Bachelors level constituted 48%, Masters level constituted 36% with Senior High School, and Doctorate levels recorded at 8% and 5%, respectively. The advanced level recorded the least, with 2% of the sample.
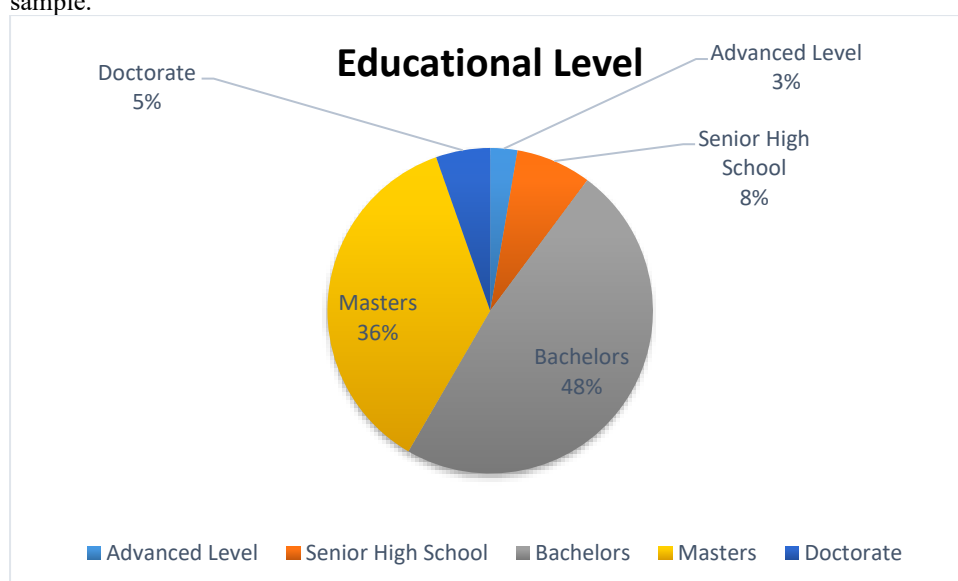

Figure 2: educational level of respondents

Therefore, the study concludes that private tertiary institutions in Ghana are dominated by employees who have Bachelor's degrees, followed by employees with Master's certificate, lending credence to the assertion that Master's degree holders dominate teaching faculty in private tertiary institutions in Ghana with only with about 10% with Doctorate (NCTE, 2016, pg. 5).

The third demographic profile considered is age. Age was grouped into three categories per the United Nation's categorization of age, as shown in Fig. 3. Respondents aged between 20-35 years made up 56% of the total sample, whiles those aged between 36-55 years made up 37% of the entire sample. The age range of 56 years and above recorded 7% of the overall sample. Hence, private tertiary institutions in Ghana consist of relatively younger employees.
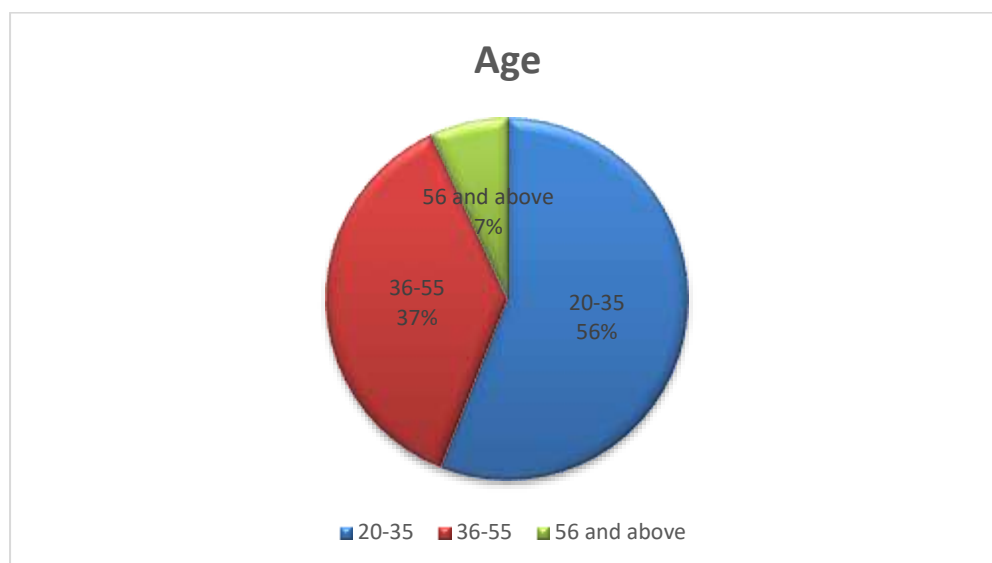
Figure 3: *age of respondents*

IV.   MAIN DISCUSSIONS

The research presents the findings using Pearson's Moment Correlation, Independent Sample T-test, and Smart PLS-SEM.

Research Question 1: Is there a significant relationship between organizational politics and organizational citizenship behavior?

Organizational politics' association with organizational citizenship behavior showed a *moderately significant positive* relationship (r=0.494, p=0.000) at a 99% confidence interval, as presented in

. The implication is that there is a linear relationship between the variables. Therefore, a high level of organizational politics will improve employees' discretionary work activities. The findings suggest that positive influence encourages faculty and staff to go the 'extra mile' in performing other work responsibilities beyond the formal job description, such as helping colleagues, being a good citizen, treating other organizational members with respect, and tolerating minor organizational irritations. In detail analysis, there is a *highly significant positive* association between organizational politics and altruism (*r*= 0.522, *p*=0.000) while the correlation between organizational politics and civic virtue is *moderate significant positive* (r=0.445, p=0.000). The study showed a *moderately significant positive* correlation between organizational politics and conscientiousness (r=0.481, p=0.000).

Additionally, the correlation between organizational politics and courtesy is *low significant positive* (r= 0.186, p=0.001), whereas the association between corporate politics and sportsmanship is *moderate significant positive*. Thus, if organizational politics is high, it is more likely that the level of altruism, civic virtue, conscientiousness, courtesy, and sportsmanship will surge.

Therefore, the research *rejects* the null hypothesis, which states that *there is no significant relationship between organizational politics and organizational citizenship behavior*.

This finding contradicts De Clercq and Belausteguigoitia (2017), who established an inverse correlation between organizational politics and employee voluntary work activities when they sampled 109 respondents from Northern Mexico. Similary, Guo et al. (2019) found out that the moderating influence of workplace politics on the correlation between job engagement, in-role performance, and organizational politics was antagonistic. Additionally, Atta and Khan (2016) found that corporate politics was inversely associated with organizational citizenship behavior, affective engagement, and participation when they sampled 494 professors of public universities in Pakistan.

Furthermore, a study by Khan et al. (2019) using 392 respondents from tourism companies at two different periods in Southern China showed that employee view of organizational politics is inversely correlated with employee volunteerism mediated by moral efficacy. The reason for this could be the locations in which these researches were conducted, the sample size and sampling technique, variables used, and sectors in which these researches were performed.

However, ud Din et al. (2018) discovered a positive association between organizational politics and citizenship behavior moderated by employee engagement using a sample size of 125 employees of Faisalabad textile organizations in Pakistan.

Research Question 2:Is there a significant difference in the O.C.B. when considering sex, educational level, and age?

The significant difference test was done on organizational citizenship and sex, educational level, and age moderators. The size of the effect, is based on Cohen (as cited in as cited in Brydges, 2019) rules and an explanation of the size of the effects of variance is utilized in this research where .01=small effect, .06= moderate effect, and .14 = large effect.

Sex of Respondents

This analysis was to compare the organizational citizenship behavior of private tertiary institutions depending on their sex. As shown in Table 2, sex was grouped into two, and evaluation was done with an independent sample T-Test as the categories are only two.

Results showed that the private tertiary institutions included in this study significantly differ in courtesy (p=.015), sportsmanship (p=.001), and organizational citizenship behavior as a whole (p=.009). However, there is no significant difference in altruism (p=.066), civic virtue (p=.175), and conscientiousness (p=.347) when considering the sex of respondents.

The T-test for altruism is -1.843, p=.066, civic virtue T-test is -1.593, p=.175, conscientiousness is -.941, p=.347, courtesy is -2.446, p=.015, and sportsmanship is -3.480, p=.001. The results revealed a significant difference in courtesy and sportsmanship. However, no significant difference exists in altruism, civic virtue, and conscientiousness. Furthermore, altruism for males had a mean of 1.712, and female altruism had a mean of 1.796. Civic virtue mean for males was 1.620, and that of females had a mean of 1.689. Conscientiousness mean for males was 1.666, while the mean of conscientiousness for females was 1.712. The mean of courtesy for males was 1.707 and 1.805 for females. Sportsmanship had a mean of 1.742 for males and 1.884 for females. Hence, the variable organizational citizenship behavior recorded a mean of 1.689 for males and 1.777 for females.

In analyzing the differences of sex in organizational citizenship behavior, the study showed a significant difference in organizational citizenship behavior in the sex $t_{(315.428)}$ =-2.612, p=.009 two-tailed. The score's magnitude was small, with effect size squared (Eta) .020 or 2% at a 95% confidence interval, as shown in Table 5. It implies that the female (M=1.777, SD=.234) differs from the male (M=1.689, SD=.388). Hence, females have higher organizational citizenship behavior than males. Hence, the study rejects the null hypothesis that *there is no significant difference in employees' organizational citizenship behavior in private tertiary institutions considering sex.*

The results suggest that females engage more in voluntary work behaviors, which are not part of their job descriptions, than males due to their sex roles. The Ghanaian society expects women to go the extra mile, which displays the position of being a woman. Hence, it is expected that women should engage in citizenship behavior due to their gendered roles.

Table 2: The Difference in Organizational Citizenship Behavior Considering Sex

Variable	Sex	N	Mean	T-test	P-value	Verbal Interpretation
Altruism	Male	229	1.712	-1.843	0.066	NS
	Female	105	1.796			
Civic Virtue	Male	229	1.620	-1.593	0.175	NS
	Female	105	1.689			
Conscientiousness	Male	229	1.666	-0.941	0.347	NS
	Female	105	1.712			
Courtesy	Male	229	1.707	-2.446	0.015	S
	Female	105	1.805			
Sportsmanship	Male	229	1.742	-3.48	0.001	S
	Female	105	1.884			
Organizational Citizenship Behavior	Male	229	1.689	-2.612	0.009	S
	Female	105	1.777			

Legend: N=Number of Population

The findings affirm the study of Punia and Shyam (2017), who attested that men and women do not vary significantly in showing conscientiousness and altruism. However, the findings debunk the authors' position that men are more likely to exhibit civic virtue, courtesy, and sportsmanship. The results contradict Yadav and Kumar (2017). In their study of executives in India, the authors maintained that females scored higher in altruism, conscientiousness, and courtesy, and males scored higher in sportsmanship. The group mean difference of the current research is not significant for altruism, conscientiousness, and civic virtue but statistically significant for courtesy and sportsmanship, contrary to what the authors found. The locale and population could account for the differences in the findings.

Educational Level of Respondents

The Independent Sample T-test was used to analyze private tertiary institutions' organizational citizenship behavior depending on their educational level, as shown in Table 3. Although it had six categories, only two were comparable (Senior High School and Bachelors).

The results showed that the private tertiary institutions included in this study significantly differ in altruism (p=.001), civic virtue (p=.000), conscientiousness (p=.000), courtesy (p=.018), and do not differ on sportsmanship (p=.151) considering educational level.

The T-test for altruism is 3.632, p=.001, civic virtue T-test is 6.105, p=.000, conscientiousness is 5.661, p=.000, courtesy is 2.514, p=.018, and sportsmanship is 1.475, p=.151. As seen in Table 3, the results revealed a significant difference in organizational citizenship behavior when considering the educational level. In further analyses, altruism for Senior High School certificate employees had a mean of 2.142, and employees with Bachelors' had a mean of 1.711. Civic virtue mean for Senior High School had a mean of 2.280, and that of Bachelors had a mean of 1.567. Conscientiousness mean for Senior High School was 2.600, while the mean of conscientiousness for Bachelors was 1.727. The mean of courtesy for Senior High School was 2.102 and 1.821 for Bachelors. Sportsmanship had a mean of 2.001 for Senior High School and 1.843 for Bachelors. Therefore, the variable organizational citizenship behavior recorded a mean of 2.226 for Senior High School and 1.734 for Bachelors.

In analyzing the differences in educational level in organizational citizenship behavior, the study showed a *significant difference* in organizational citizenship behavior in the scores of the educational level $t_{(25.572)}$ =4.252, p=.000, two-tailed. Table 5 presents the mean score's magnitude was *moderate*, with effect size squared (Eta) 0.089 or 8.9% at a 95% confidence interval. It implies that the employees with senior high school educational level (M=2.226, SD=.570) differ from those with a bachelor's (M=1.734, SD=.260). Hence, the research rejects the null hypothesis *"there is no significant difference in organizational citizenship behavior when considering educational level".*

Table 3: The Difference in Organizational Citizenship Behavior Considering Educational Level

	Educational Attainment		N	Mean	T-test	P-value	Verbal Interpretation
Altruism	Senior High School		25	2.142	3.632	0.001	S
	Bachelors		161	1.711			
Civic Virtue	Senior High School		25	2.280	6.105	0.000	S
	Bachelors		161	1.567			
Conscientiousness	Senior High School		25	2.600		0.000	S
	Bachelors		161	1.727	5.661		
Courtesy	Senior High School		25	2.102		0.018	S
	Bachelors		161	1.821	2.514		
Sportsmanship	Senior High School		25	2.007		0.151	NS

Organizational Citizenship Behavior	Bachelors		161	1.843	1.475		
	Senior School	High	25	2.226			
	Bachelors		161	1.734	4.252	0.000	S

Legend: N=Number of Population

The finding suggests that employees with lower educational qualifications have higher organizational citizenship behavior. The reason being that employees with lower educational levels (Senior High School) have limited opportunities for getting new employment, hence will engage more in voluntary work behaviors than employees with higher academic level (Bachelors) who have more job opportunities.

The results contradict Singh and Padmanabhan (2017) findings, who found no significant difference in Indian Secondary School Teachers' organizational citizenship behavior when considering educational level. Again, it contradicts Rajabbaigya et al. (2015) 's works maintained that there is a significant difference in the dimension of sportsmanship considering academic level (holders of Bachelor's degree had the highest mean score). The variance in findings could be due to the sector and the geographical location of the research.

Age

The Independent Sample T-test was used to determine private tertiary institutions' organizational citizenship behavior considering the respondents' age, grouped into three categories. Only two were comparable, which are 20-35 years and 36 years and above. The results showed that the private tertiary institutions included in this study significantly differ in altruism (p=.035), conscientiousness (p=.000), courtesy (p=.000), sportsmanship (p=.049) but do not vary substantially on civic virtue (p=.426) based on age.

The T-test for altruism is 2.114, p=.035; civic virtue T-test is .798, p=.426; conscientiousness is 4.527, p=.000; courtesy is 3.992, p=.000, and sportsmanship is 1.979, p=.049. As seen in Table 4, the results revealed a significant difference in organizational citizenship behavior considering respondents' age. In detailed analyses, altruism for respondents aged 20-35 years had a mean of 1.778, and age 36 and above had a mean of 1.688. The mean of civic virtue for age 20-35 was 1.658, and that of age 36 and above was 1.620. Conscientiousness mean for age 20-35 years was 1.785, and age 36 and above was 1.547. The mean of courtesy for age 20-35 was 1.818 and 1.636 for age 36 and above. Sportsmanship had a mean of 1.829 for ages 20-35 and 1.734 for 36 years and above. Therefore, the variable organizational citizenship behavior recorded a mean of 1.774 age 20-35 and 1.645 for age 36 and above.

To further analyze the differences in organizational citizenship behavior due to age, the study showed a significant difference in organizational citizenship behavior in the scores of the age t $_{(327.208)}$ =3.565, p=.000, two-tailed. As seen in Table 5, the mean score's magnitude was *small*, with effect size squared (Eta) 0.037 or 3.7% at a 95% confidence interval. Therefore, the null hypothesis *"there is no significant difference in organizational citizenship behavior when considering age"* is rejected.

Table 4: The Difference in Organizational Citizenship Behavior Considering Age

	Age Category	N	Mean	T-test	P-value	Verbal Interpretation
Altruism	20-35 years	187	1.778			
	36 and above	147	1.688	2.114	0.035	S
Civic Virtue	20-35 years	187	1.658			
	36 and above	147	1.621	0.798	0.426	NS
Conscientiousness	20-35 years	187	1.785			
	36 and above	147	1.547	4.527	0.000	S
Courtesy	20-35 years	187	1.818			
	36 and above	147	1.636	3.992	0.000	S
Sportsmanship	20-35 years	187	1.829			
	36 and above	147	1.734	1.979	0.049	S

Organizational Citizenship Behavior	20-35 years	187	1.774			
	36 and above	147	1.645	3.565	0.000	S

VI-Verbal Interpretation, S-Significant, NS-Not Significant

The finding suggests that the employees aged 20-35 years (M=1.774, SD= .389) exhibit higher organizational citizenship behavior than 36 years and above (M=1.645, SD=.270).

The possible reason could be that younger employees are more energetic and want to engage in voluntary work to gain work experience. However, this result contradicts Gyekye and Haybatollahi (2015) findings, who examined O.C.B. in Ghana and found employees who are 40 years and above tended to engage more in organizational citizenship behaviors than younger people aged between 19 and 39. Additionally, the results debunk Uraon and Raya's (2018) findings: employees 41 years and older engaged more in voluntary work behavior.

In summary, as presented in Table 5, the results on the difference in organizational citizenship behavior based on sex, educational level, and age is statistically significant at p<0.05 level for the three moderators: t (315.428) =-2.612, p=.009, t (25.572) =4.252, p=.000, t (327.208) =3.565, p=.000, two-tailed respectively. The magnitude of the mean score was *small* for sex (.020), *moderate* for educational level (.089), and *small* for age (.037).

Table 5: Summary Table for Moderators and Difference in Organizational Citizenship Behavior

	Sex	**Educational Level**	**Age**
T	-2.612	4.252	3.565
F	19.882	74.317	6.745
S	0.009	0.000	0.000
Df	315.428	25.572	327.208
Eta Square	0.02	0.089	0.037

Significant at the 0.05 level (2-tailed)

The result presented in Table 6 shows a significant difference in organizational citizenship behavior with small, moderate, and small effect sizes for sex, educational level, and age, respectively. The findings suggest that women employees in private tertiary institutions in Ghana engage more in organizational citizenship behaviors than males. Hence, organizations expect that women should engage in citizenship behavior due to their gendered roles and are penalized when they do not engage in discretionary work behaviors (Punia & Shyam, 2017).

In terms of educational level, employees with lower academic qualifications exhibited higher organizational citizenship behaviors than employees with higher academic qualifications. The reason is that employees with lower educational levels (Senior High School) have limited opportunities to get new employment. Therefore, they will engage more in voluntary work behaviors than employees with a higher academic level (Bachelors) who have more job opportunities. This result contradicts Singh and Padmanabhan (2017) findings, who found no significant difference in organizational citizenship considering educational level.

The difference in organizational citizenship behavior in terms of age suggests that younger employees engage more in organizational citizenship behaviors than older employees. The implication is that younger employees are more energetic, hence will engage more in discretionary behaviors to gain experience, which debunks Gyekye and Haybatollahi (2015) findings that older employees engaged more in organizational citizenship behaviors.

Table 6: Summary of Differences in Organizational Citizenship Behavior Considering Sex, Educational Level, and Age

Moderators		**Mean**	**N**	**T-Test**	**P-value**	**VI**	**Eta**	**VI**
Sex	Male	1.689	229	-2.612	0.000	S	0.02	Small
	Female	1.777	105					
Educational Level	Senior High School	2.226	25	4.252	0.009	S	0.089	Moderate
	Bachelors	1.734	161					
Age	20-35 years	1.774	187	2.114	0.000	S	0.037	Small
	36 and above	1.645	147					

VI-Verbal Interpretation, S-Significant, Eta-Effect size squared

Research Question 3: Do demographic variables (sex, educational level, and age) moderate the influence of organizational politics on organizational citizenship behavior?

The study sought to ascertain whether sex, educational level, and age affect organizational politics' direction and strength on organizational citizenship. The study used Cohen's rule (as cited in Brydges, 2019) to interpret the effect's magnitude or the exogenous variable's slope on the endogenous variable, where r=.1 to .29 is low, r=.30 to .49 is moderate, r=.50 to 1.0 is high.

The moderating effect of sex

The indirect influence of sex on the route of organizational politics and organizational citizenship behavior, as presented Table 7 showed that males and females do not differ in terms of the influence of organizational politics on organizational citizenship behavior.

Table 7: Moderating Effect of Sex

Path Name	Male Path Coefficient	Male t-value	Male P-value	Female Path Coefficent	Female t-value	Female P-Value	Path Coeffient difference (Male-Female)	P-vlaue	VI
Orgsnizational Politics -> Organizational Citizenship Behavior	0.432	4.796	0.000	0.492	2.825	0.005	-0.061	0.71	NS

VI-Verbal Interpretation, NS-Not Significant

In further analysis, the results of the sex interacting the influence of organizational politics on organizational citizenship behavior was not statistically significant (p=0.71) as the Beta for females was 0.492, and that of males was 0.432. The path coefficient difference or scale of the effect was *small* (0.061). Thus, males and females held a similar perspective on organizational politics' influence on organizational citizenship behavior. As a result, the study failed to reject the null hypothesis, which states that *sex does not moderate organizational politics' influence on organizational citizenship behavior*. The finding suggests that both male and female employees in private tertiary institutions share similar perspectives on organizational politics and its influence on organizational citizenship behavior.

This finding is contrary to the results of Danish and Bodla (as cited in Allen & Jang, 2016). The authors found that gender influenced organizational politics' effect on organizational citizenship behavior in Pakistan's research with a sample size of 256 respondents.

The moderating effect of educational level

The educational level results interacting with organizational politics' impact on organizational citizenship behavior were not statistically significant (p=0.586) as per Table 8. The path coefficient for bachelors was 0.549, and the path coefficient for masters was 0.452. The path coefficient difference or magnitude of the effect was *small* (0.097).

Table 8: The Moderating Effect of Educational Level

Path Name	Bachelors Path Coefficient	Bachelors t-value	Bachelors P-value	Masters Path Coeffient	Masters t-value	Masters P-Value	Path Coeffient difference (Bachelors-Masters)	P-vlaue	VI
Orgsnizational Politics -> Organizational Citizenship Behavior	0.549	3.611	0.000	0.452	4.06	0.000	0.097	0.586	NS

VI-Verbal Interpretation, NS-Not Significant

Therefore, educational attainment did not enhance the impact of organizational politics on voluntary work conduct. In other words, both bachelor and master's degree holders held a similar perspective on corporate politics' effect on citizenship behavior. Hence, the study failed to *reject* the null hypothesis that *educational level does not moderate the influence of organizational politics on organizational citizenship behavior*. The result implies that respondents' academic level did not interact with organizational politics' path to organizational citizenship behavior.

This finding contradicts Ahmadu and Don's (2020) results, who maintained that educational attainment influenced the relationship between organizational politics and organizational citizenship behavior.

The moderating effect of age

The findings, as shown in Table 9 on the interaction of age on the influence of organizational politics on organizational citizenship behavior was statistically significant (p=0.006). The path coefficient difference or magnitude of the effect was *moderate* (0.489). The path coefficient of 20-35 years old was 0.681, and the path coefficient of 36 years and above was 0.192. Although age interacted with the path of the two variables (organizational politics and organizational citizenship behavior), the result showed that the significance was due to age 20-35 years (p=0.000), as the p-value of 36 years and above was not significant (p=0.152).

Hence, the study *rejects* the null hypothesis, which states that *age does not moderate organizational politics' influence on organizational citizenship behavior*. The results confirm that younger employees held a different perspective on corporate politics' effect on employee voluntary work activities.

Table 9: Moderating Effect of Age

Path Name	20-35 years Path Coefficient	20-35 years t-value	20-35 years P-value	36 years and above Path Coefficent	36 years and above t-value	36 years and above P-Value	Path Coeffient difference (20-35 years-36 years old and above)	P-vlaue	VI
Orgsnizational Politics -> Organizational Citizenship Behavior	0.681	8.156	0.000	0.192	1.434	0.152	0.489	0.006	S

VI-Verbal Interpretation, S-Significant, NS-Not Significant

The findings from Table 9 suggest that younger employees in private tertiary institutions are more energetic and will engage more in organizational politics and voluntary work behaviors to acquire experience. This finding contradicts the work of Gyekye and Haybatollahi (2016). The authors' research found that older industrial employees (41 years and above) in Ghana engaged more in voluntary work behaviors than younger employees aged 19 and 39.

In summary, sex and educational level neither enhanced nor antagonized organizational politics' path to organizational citizenship behavior. However, the result shows that organizational politics' effect on organizational citizenship behavior is stronger for 20-35 years old. Hence, age enhanced the impact of organizational politics on volunteerism.

V. CONCLUSION AND RECOMMENDATIONS

The research uncovered a notable positive link between organizational politics and employees' voluntary behaviors, suggesting that when influence is used effectively, it can boost volunteerism in private tertiary institutions. Women, in particular, showed significant differences in areas such as courtesy and sportsmanship, aligning with social role theory, which anticipates that women are more likely to engage in helping behaviors. Additionally, employees with higher education levels and younger staff members were more involved in organizational citizenship behaviors. Although younger employees were more engaged in organizational politics, which influenced volunteerism, neither gender nor education level significantly impacted how organizational politics affected employee volunteerism. The study recommends that administrators use their legitimate influence to achieve institutional goals, thereby enhancing employee volunteerism. Moreover, human resource managers should expand and enrich the roles of younger employees to encourage voluntary work, helping them gain valuable experience and prepare for future roles..

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