



The Paradoxical Effect of Perceived Organizational Politics and Organizational Citizenship Behaviour

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Abstract

This study aims to explain how the psychological process affects perceived organizational politics (POP) toward organizational citizenship behaviour (OCB). The paradoxical effect of POP to OCB needs to be explained through two psychological processes: First, the mediation effect of psychological safety which explains POP as a barrier to OCB. Second, the mediation effect of careerism which explains POP as an OCB driver. One of the government institutions in Malang District used as research objects, involving 97 employees as respondents. A quantitative approach using Partial Least Square (PLS) used as the method of this study. The results showed careerism mediated the relationship between POP and OCB. But the surprising result is that psychological safety cannot mediate the effect of POP to OCB because employees feel that there is no high threat of doing voice behaviour, helping behaviour and individual initiatives in the political environment. These results indicate that OCB is a safe activity when it does not contrary to other people's self-interest, so it does not cause a conflict.

Pengaruh Paradoks Perceived Organizational Politics pada Organizational Citizenship Behaviour

Abstrak

Penelitian ini bertujuan untuk menjelaskan bagaimana proses psikologi pengaruh perceived organizational politics (POP) terhadap organizational citizenship behaviour (OCB). Pengaruh POP terhadap OCB yang bersifat paradoks perlu dijelaskan melalui dua proses psikologi yaitu pertama, pengaruh mediasi psychological safety yang menjelaskan POP sebagai penghambat OCB. Kedua, pengaruh mediasi careerism yang menjelaskan POP sebagai pendorong OCB. Penelitian ini dilakukan di salah satu dinas pemerintahan di Kabupaten Malang dengan melibatkan 97 pegawai sebagai responden. Metode penelitian yang digunakan adalah pendekatan kuantitatif dengan menggunakan Partial Least Square (PLS). Hasil penelitian menunjukkan careerism memediasi hubungan POP terhadap OCB. Tetapi hasil mengejutkan bahwa psychological safety tidak dapat memediasi pengaruh POP terhadap OCB karena pegawai merasa tidak ada ancaman yang tinggi ketika melakukan voice behaviour, helping behaviour dan initiative individual pada lingkungan politik. Hasil penelitian ini menandakan OCB menjadi kegiatan yang aman ketika tidak bertentangan dengan self-interest orang lain sehingga tidak memunculkan konflik.

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INTRODUCTION

Government institutions such as service organization in every region have an important role in providing services to the community. The function of services in every region is to help the mayors or regents to apply their programs to create a prosperous society. So, the service organization is required to provide the best performance. On the other hand, the increase of community needs and its rapid change will be challenging for government organizations. These demands force government organizations to change the old paradigm that knew as slow and inviolable procedures, not flexible in providing services to creativity, innovation, and behaviour which were oriented to change in order to be able to provide services according to community needs.

Based on the demands of government organizations that have been discussed previously, Organizational Citizenship Behaviour (OCB) is a behaviour that is very necessary to fulfill these demands. OCB is behaviour outside the job description and does not get formal rewards included in the system (Smith et al., 1983). OCB promotes mutual and constructive behaviour that helps organizations provide good service to the community. In addition, many studies have consistently stated that OCB is one of the important factors in improving organizational performance, more study related to the factors that influence a person to do OCB is needed (Podsakoff et al., 1997; Park, 2018).

Batson (1987) explains that OCB can be improved by prosocial and self-serving motives. Prosocial motive is a motive that is based on interpersonal feelings to help other people or organizations. OCB which is carried out on the basis of prosocial motives aimed to provide benefits to the organization without prioritizing the benefits to be gained. The self-serving motive is a motive that is based on personal interests. OCB which is based on self-serving motives shows that OCB is aimed to fulfill its own obligations and goals (for example helping to comp-

lete the duties of other employees so as it will not interfere his own work).

Some studies suggest that the organizational environment is the main influence of OCB (Podsakoff et al., 2000; Deckop et al., 2003). Someone will act based on their environmental influence. The person will create, maintain, change or even destroy something just to respond to the environment (Bandura, 2006). Social exchange theory (SET) explains that organizations that provide a comfortable environment and create job satisfaction, their employees tend to provide positive behaviours that support the performance of organizations such as OCB. Conversely, if the organization creates an uncomfortable environment it will affect the psychological pressure of employees so that it impacts on decreased performance (Organ & Konovsky, 1989).

The most prominent organizational environment in government organizations is organizational politics because the service organization has a highest formal structure and as a central decision maker (centralization) so that it indicates high power distance (Vigoda, 2000a) person-organization fit and level of met-expectations. Organizational politics are behaviours that are strategically designed to promote and protect personal interests and sometimes contradict organizational goals (Kacmar & Carlson, 1997). Organizations with high political practices are considered to have an unfavourable environment such as psychological tension, declining morality and damaging the altruistic motives in OCB (Chang et al., 2009). Someone who perceives politics in his organization sees that there are unwritten rules and powers that can be used arbitrarily so that the organizational environment is not easy to predict and cause the employees to be reluctant to do OCB (Chang et al., 2009).

The results are different in OCB's relationship and organizational politics if the relationship was explained by using Impression Management Theory (IM) that someone can influence the assessment or assumption of others (Bolino et al., 2008). People who perceived organizational politics (POP) tend to judge the

organizational environment as difficult to understand and cause resources injustice (Vigoda, 2000a) Person-Organization Fit (POF) and level of met-expectations. One of its resources is information resources where information in the organization is known by certain people. Employees who have important information tend to have the opportunity to get promotion (Carlson et al., 2011). Then how to become the employee in question? Therefore, OCB is needed.

The previous explanation regarding the relationship between perceived organizational politics (POP) or organizational politics and OCB shows a paradoxical relationship that makes it difficult to determine its direct influence (Hsiung et al., 2012). Therefore, mediating variable is needed to explain more about the relationship between POP and OCB. Hsiung et al. (2012) explained that the environmental conditions of organizations with a high political climate affect employees' views about career advancement. Employees assume that efforts outside of job descriptions are very helpful in achieving a career.

Today, it is hard to get balance between two kinds of commitment and thus determine whether employees are more committed to their personal achievement in their careers or to the organization itself (Kim et al., 2016). Individuals with a careerist orientation no longer view their current organization as the key architect of their career, nurturing growth from the early stages of work through to retirement via effective succession planning and other talent management programs (Crawshaw & Brodbeck, 2011). Perhaps it is desirable to think that ownership and responsibility for career management increasingly belongs to employees, but the problem is that they distrust their organization and behave instrumentally at work in the belief that competence alone may not be enough to secure their career goals and aspirations (Kim et al., 2016).

Politics causes uncertainty and injustice in the organizational environment, so employees consider activities based on careerism to enhance their careers (such as social relations) (Deghetto et al., 2017). Although the promoti-

on of position is also based on performance appraisal, employees need non-performance efforts to ensure the promotion of the position will be given to them (Feldman & Weitz, 1991). Employees who perceive politics are more concerned with the assessment of others about themselves and their career goals tend to increase their own value (Kim et al., 2016)

On the other hand, (Li et al., 2014) assume that organizations with a high political climate will make psychological safety of the employees feel threatened and reluctant to carry out their activities outside their duties. This explanation shows that POP has a negative influence on OCB through psychological safety. Therefore, in this study the researchers used variable careerism and psychological safety as mediating variables to explain more the relationship between POP and OCB.

Hypothesis Development

The Effects Perceived Organizational Politics (POP) on Organizational Citizenship Behaviour (OCB)

OCB is individual behaviour that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization (Organ & Konovsky, 1989). At first, OCB was known as prosocial behaviour that had a positive impact on the work environment (Smith et al., 1983). But, Bolino (1999) explains whether employees who do OCB, really intend to do their jobs well or just the opposite, only to look good by co-workers and their leaders. Research Hsiung et al. (2012) explains more about what affects employees doing OCB in the form of doing good or looking good. One of the factors that influence the motives underlying OCB is politics (Bolino, 1999; Hsiung et al., 2012; Li et al., 2014).

Organizational politics is a natural and definite phenomenon in every organization. Organizational politics is a combination of power and self-interest. While POP is subjective interpretation of someone about someone's behaviour or other groups that are considered in political

activities (Ferris & Kacmar, 1992). The direct effect of POP on OCB is not yet clear. On the one hand POP is positively affecting OCB, but on the other hand POP is negatively affecting OCB. He not hypothesize a direct relationship of POP towards OCB because the relationship is still unclear (Hsiung et al., 2012).

The Effects of Perceived Organizational Politics (POP) on Careerism

Careerism could be defined as the propensity to pursue career advancement through non-performance-based means (Feldman & Weitz, 1991). Careerism entail a perspective of one's self, seen through the lenses of commodification, self-objectification, and reification (Chiaburu et al., 2013). Employee with strong exchange ideology will work hard only if treated well whereas those with weak exchange ideology will support their organization even if they do not feel their efforts are reciprocated (Chiaburu et al., 2013). Employees careerist orientation can be shaped by the work environment (Feldman & Weitz, 1991). Organizational politic is a natural and definite phenomenon in every organization. The work environment with a high political level reflects high injustice in the organization, so the employees need more effort to get something in the organization (Chang et al., 2009). Organizational politics that are unfair make individuals who are passive in their work will be exploited or losses compared to active individuals. Individuals who are actively carrying out their obligations and fight for their rights in their jobs. This can stimulate individuals to want power, status, control, and recognition (Vigoda, 2000b).

Employee perceptions regarding the position make employees assume that to get a promotion cannot be done only by performance (Hsiung et al., 2012). Thus impact employee behaviour such as conducting impression management, deepening interpersonal relationships, increasing social relationships with colleagues and leader to get promotion (Feldman & Weitz, 1991; Hsiung et al., 2012)

H1: POP is positively related to careerism

The Effects of Perceived Organizational Politics (POP) on Psychological Safety

Psychological safety is the belief that exhibiting risky behaviour, such as voice, will not cause personal harm (Edmondson, 1999). Psychologically safety is especially important in work environments where employee and customer safety are paramount, such as service organization, as it has been shown to be critical in reducing employee errors and enhancing safety (Leroy et al., 2012) and been shown to increase team and individual learning across multiple organizations

Psychological safety could be defined as a shared belief amongst individuals as to whether it is safe to engage in interpersonal risk-taking in the workplace (Edmondson, 1999; Edmondson & Lei, 2014). While organizational politics is one of the workplace conditions that always occurs in every organization (Ferris et al., 2019). Organizational Politics creates work environment which is full of uncertainty, making it difficult for employees to predict the consequences that will come from their current activities (Landells & Albrecht, 2015). The uncertainty that was felt by the employees will be a negative threat because employees feel the work environment situation cannot be controlled. Furthermore, negative threats will affect the psychological condition of employees so that employees feel insecure (Li et al., 2014).

Organizational politics have a negative impact on individuals such as psychological strains, stress, pressure (Meisler et al., 2017), task conflict and relationship conflict (Bai et al., 2016). Relationship conflict causes a harmed party because of the loss of resources and threatens the status quo. So employees who perceive politics in their organizations tend to avoid or choose to agree with those who have the power, to reduce the negative impact of organizational politics (de Moraes & Teixeira, 2017). We therefore advance the following hypothesis

H2: POP is negatively related to psychological safety

The Effects of Careerism on Organizational Citizenship Behaviour (OCB)

Some studies treat OCB as spontaneous extra role behaviour issued by employees and there is no compensation by the organization (Organ, 1988). But other studies show that OCB is associated with performance evaluation and rewards in the form of compensation both directly and indirectly (Podsakoff & MacKenzie, 2009). The current views of researchers on OCB are not only extra role behaviour without compensation but also OCB can provide addition value to performance evaluation and can have an impact on compensation obtained by employees. But this view depends on the beliefs or orientation of employees on careers; if employee orientation towards careers is high then employees tend to prioritize extra-role behaviour (Feldman & Weitz, 1991) which is defined as the propensity to pursue career advancement through non-performance-based means. (Feldman & Weitz, 1991). Employees believe that good performance or performance evaluation is not enough to achieve a high career, so employees often form an image or impression on the organization instead of work hard (Bolino, 1999). OCB is very relevant in helping employees create good impressions or images so that employees with high career interests will do OCB.

OCB is a form of employee adaptation to adjust the unexpected in their work (Xu & Yu, 2019). Employee felt obligation and altruistic concern were explored as underlying motives for citizenship behavior directed toward the organization (OCBO suggests OCB was driven largely by the exchange relationship the employee had with his or her supervisor (Lemmon & Wayne, 2015). OCB also improves the quality of relationships between employees and leaders. The relationship between individuals and individuals is more of an obligation because the leader directly determines the rewards and resources received by employees. Therefore, employees with high career orientation tend to do OCB to affect the leader's perceptions with the expecta-

tion to facilitate their career advancement. We therefore advance the following hypothesis
H3: Careerism is positively related to OCB

The Effect of Psychological Safety on Organizational Citizenship Behaviour (OCB)

Psychological safety is based on trust between individuals and organizations. If the organization provides uncertain work environment and full of risks it will impact on the performance of both in role and extra-role performance (Li et al., 2014). Every behaviour and action taken by the employees will have risks that can threaten interpersonal relationship and the career of the employee. These conditions make employees tend to be quiet to maintain their position and themselves from the risks that might occur. Employees will act based on instructions and give little advice or action outside of their responsibilities, it means that employees do little or no OCB (Neeta, 2013).

Psychological safety is influential on OCB especially in voice behaviour because speaking out is relatively unsecured based on the fact that voice is not included in the formal reward system and can cause negative career outcomes, such as decreased promotion opportunities (Li et al., 2014). Unlike in-role behaviour in which employees need to maintain a certain level to secure their jobs, voice behaviour similar with other extra-role behaviour that employees have the freedom to adjust their performance without putting themselves in a risky situation (Harvey et al., 2018). Employees may thus withhold their usual OCB when they believe that their efforts on OCB become a risky investment in highly political organizations where the OCB of employees may spur higher opportunities for the employees to suffer backfire. Conversely, employees with high levels of psychological safety perceive little risk to their own interests in demonstrating OCB (Walumbwa & Schaubroeck, 2009). We therefore advance the following hypothesis

H4: Psychological safety is positively related to OCB

The Effects of Perceived Organizational Politic (POP) on OCB Through careerism

Organizations with high political levels will cause uncertainty and injustice for employees (Ferris et al., 2017). So that it can lead to perceptions of employees that interpersonal or non-performance relationships have a greater influence than performance-based performance appraisal (Feldman & Weitz, 1991). Therefore, employees need to build interpersonal relationships or good impressions to their bosses through OCB. OCB is a behaviour that can affect the results of performance and evaluation. Employees who often apply OCB will have a high performance rating compared to employees who are passive in their work (Afshardoust et al., 2013). In addition, employees with high career interests will continue to approach employers through OCB. High political conditions in the organization will harm employees with low career interests, making employees forced to take part in political activities and do the same as employees who have high career interests (Bowler et al., 2019). We therefore advance the following hypothesis

H5: POP is positively related to OCB through careerism

The Effects of Perceived Organizational Politic (POP) on OCB through Psychological Safety

Politics in organizations have a negative impact on work environment. Work environments that are full of uncertainty make employees more careful when taking actions due to negative consequences (Ferris et al., 2017). Organizational Politic makes individuals or groups differ from each other so that they create conflict or negative behaviour. Individuals who have the same goals will be in groups while other individuals or groups with different goals will become outgroups (Bowler et al., 2019). This causes conflict of purpose and results in groups or individuals who have less power being threatened with their image, status, and career.

The risks that overshadow every action which is taken by individual will cause psychological tension, especially in the feeling of secu-

rity felt by the individual. Work environments that are psychologically less safe make individuals tend to conduct conservative behaviours to their resources and limit the actions to maintain their status and career (Staw et al., 1981). Judging from the SET, when employees feel the organization provides a safe environment, employees will concern to social exchange compared to economic exchange (Blau, 1964). Employees will only do in role behaviour without doing extra role behaviour or OCB because in role behaviour included to the calculation of compensation while OCB not. In addition to maintaining their status and career, employees will tend to be passive and reluctant to express ideas or behaviour outside of job descriptions because psychological safety employees feel threatened (Li et al., 2014). We therefore advance the following hypothesis

H6: POP is negatively related to OCB through psychological safety

METHOD

This conducted in one of the government service organization in Malang. This study is a quantitative study and data collection uses a purposive sampling technique. Total questionnaires distributed to employees are 115 questionnaires and only 97 questionnaires that could be tested for data. Respondents also responded to demographic characteristics such as age, gender, education and job tenure. The analytical tool used in this study is Partial Least Square (PLS) because it can calculate all coefficients simultaneously so that it is possible to analyze direct and indirect relationships. In addition, PLS is able to analyze data with less than one hundred samples (Abdillah & Hartono, 2015).

Measurements

To measure POP, OCB, psychological safety variables used Likert scale from 5 (strongly agree) to 1 (strongly disagree). In addition, all measurement literature sources are in English so that researchers use back translation method to translate them in Indonesian.

In management literature, the most widely accepted measure of POP is the perceptions

of politics scale (POPS) developed by Kacmar and Carlson (1997). There are 14 and one of items sample item was “People in this organization attempt to build themselves up by tearing others down”. OCB is measured using three dimensions, first, helping behaviour (Organ & Konovsky, 1989) with 7 items. One of sample item was “This particular co-worker volunteers to do things for this work group”. Second, individual initiative (Bolino & Turnley, 2005) with 15 items, and one of sample item was “Attends work-related functions on his/her personal time”. Third, voice behaviour (Van Dyne & LePine, 1998) with 6 items, and one of sample item was “This particular follower develops and makes recommendations concerning issues”. Fourth, careerism measured by using measurements from (Feldman & Weitz, 1991) with 7 items, and one of sample item was “The key to success is who you know, not what you know”. Fifth, psychological safety variables measured using the measurement of Edmondson (1999) with 6 items, and one of sample item was “It is safe for me to speak up around here”.

RESULT AND DISCUSSION

The results of the average calculation and standard deviation in this study are shown in Table 1 and the result of structural equation model are shown in Figure 1. Statistical analysis showed the value of R-square in the OCB variable is 0.729. That value shows that 72.9% of the variation of the OCB can be explained by the POP, careerism and psychological safety variable. The value of R square from careerism variable is 0.518 which means that 51.8% variation of careerism can be explained by POP va-

Table 1. Mean and Standart Deviation

Variable	Mean	Standard Deviation
Perceived Organizational Politics	4.17	0.758
Organizational Citizenship Behaviour	4.08	0.804
Careerism	4.23	0.795
Psychological Safety	4.14	0.751

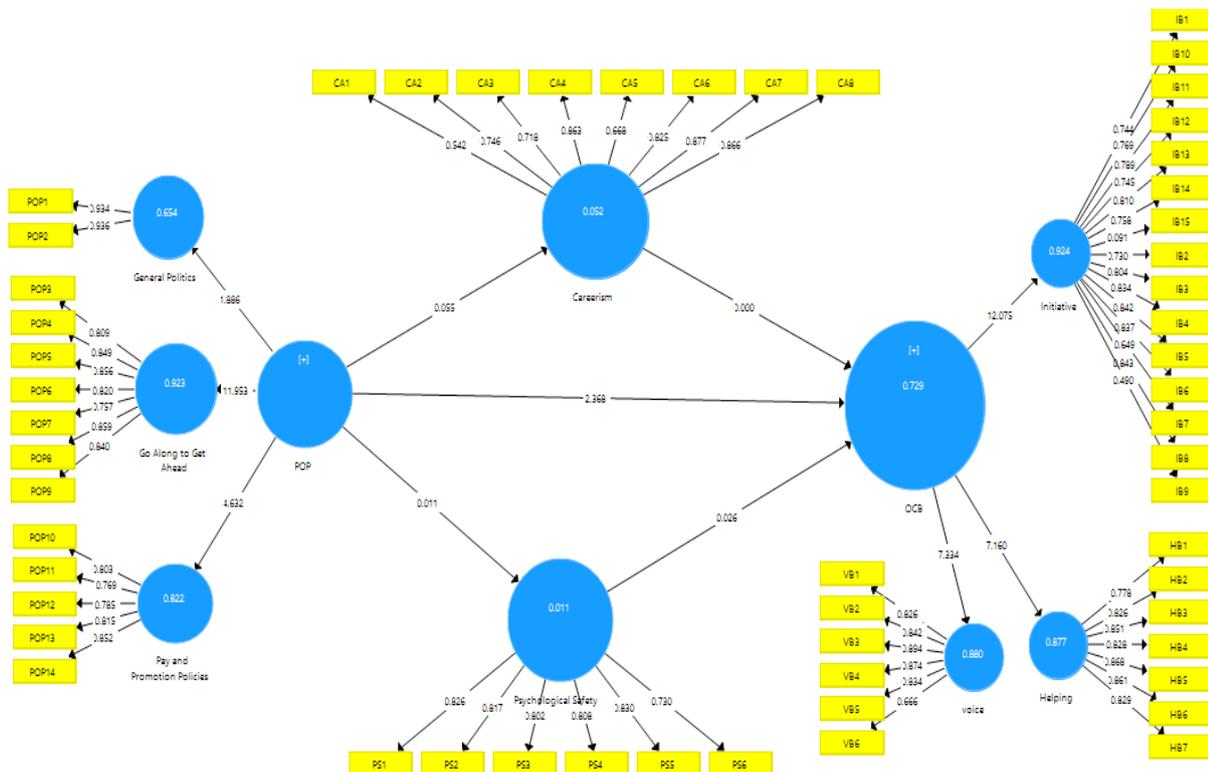


Figure 1. The Result of Structural Equation Model

riables. Furthermore, the value of R square from psychological safety variable is 0.211 which means that by 21.1% the variation of psychological safety can be explained by POP variables.

Table 2. Reliability

Variable	Cronbach's Alpha	Composite Reliability
POP	0.9456	0.9521
OCB	0.9671	0.9706
Psychological Safety	0.8926	0.9156
Careerism	0.9193	0.9199

Based on Table 2, the result of reliability testing on variables in this study illustrates that all variables meet the composite reliability because the composite reliability coefficient > 0.70. All variables also meet the consistency internal reliability because the cronbach's alpha coefficients > 0.60, so all variables have met composite reliability and consistency internal. It means that all questions are able to constantly measure the problems, in other words, it can be said that the questionnaire is reliable.

Hypothesis Test

Based on the results of the statistical test in Table 3 shows that the value of t statistic, the influence of POP on careerism is 3.4397 (> 1.96) and the value original sample is 0.2162 (positive) so that H1 is accepted. The higher the employee's perception of politics in his organi-

zation will increase careerism in employees. The results of this study are supported by the study conducted by Hsiung et al. (2012).

Hypothesis 2 test results show that the value of the t statistic of the influence of POP on psychological safety is 1.2128 (<1.96) and the value is original sample -0.1126 (negative) so H2 is rejected. When employees perceive politics in their organizations it is less likely to affect psychological safety of employees. The results of this study are different from the results of a study conducted by Li et al. (2014) which states that POP affects psychological safety.

The results of hypothesis 3 test show that the t value statistics effect of careerism to OCB is 3.1919 (> 1.96) and has original sample value -0.2167 (negative), so hypothesis 3 is accepted. The higher the employee's careerism belief, the employee will increase OCB. The results of this study are supported by research conducted by Hsiung et al. (2012) this study sought to explain how perception of organizational politics (POP which states that someone who has high careerism beliefs will apply OCB.

The results of hypothesis 4 test show that statistical value in the relationship of psychological safety and OCB is 2.7121 (> 1.96) and the value of the original sample is 0.1476 (positive) so that hypothesis 4 is accepted, meaning the more employees feel safe and not stressed in doing something, the employee will increase OCB activities in the organization. The results of this study are supported by a study conducted by (Li et al., 2014; Leung et al.,

Table 3. Mean, STDEV, T-Values

	Original sampel	Sample Mean	Standard Deviation	T Statistics
POP → Careerism	0.2162	0.9225	0.0204	3.4397
POP → Psychological Safety	-0.1126	0.1388	0.0928	1.2128
Careerism → OCB	-0.2167	0.9558	0.0132	3.1919
Psychological Safety → OCB	0.1476	0.7580	0.0687	2.7121
POP → Careerism → OCB	0.7547	0.7297	0.0267	2.3397
POP → Psychological Safety → OCB	0.0166	0.0212	0.0182	1.1071

2015; Yan & Xiao, 2016) which states that the more someone feels psychological safety, the employee will apply OCB.

The result of hypothesis 5 test which states that effect of POP on OCB through careerism shows t statistics value is 2.3397 (> 1.96), which means that hypothesis 5 is accepted. While hypothesis 6 which states that effect of POP on OCB through psychology safety has t statistics value 1.1071 (< 1.96), which means that hypothesis 6 is rejected.

Discussion

Organizational Politics occur naturally and always occur in all organizations in various sectors. Nonetheless, the practice of OP is much higher in organizations in the public sector than in the private sector. This is due to subjective nature that is often seen in the management of public organizations (Shrestha & Mishra, 2015). Employees who feel high politics level in organizations tend to feel unclear organization environment conditions and the same feedback among members of the organization (Ferris et al., 1996)

Based on SET and IM, POP has a paradoxical influence on OCB. It is difficult to explain the direct relationship between POP and OCB. So those mediator variables are needed, such as careerism, and psychological safety to clarify the influence of POP on OCB (Hsiung et al., 2012).

The results of the hypothesis test indicate that POP has a positive effect on careerism. Political organization causes employees to be liked and disliked, causing a difference in treatment. Differences in behaviour carried out by the organization will create resource gaps such as certain information and positions. Not all information can be known by employees, only certain employees who are considered to have the same interests who can find out the information (Meisler & Vigoda-Gadot, 2014) In addition, there are different opportunities to get certain assignments and positions because the leaders will be selective in filling important positions. Only people who have the same political goals can fill these positions assuming that one day those in office can help to develop and pro-

tect the interests of influential people or groups (Ferris et al., 2002). This is an implication that power and social relations play a role more than performance and competence. Therefore, employees who perceive politics in their organizations tend to have careerism belief.

Based on IM, employees who perceive politics in their organizations tend to have confidence that good performance is not enough to improve their careers so that good social relationships are needed with their leaders and co-workers. Therefore, OCB is needed to build social relations. OCB promotes feelings of trust and impresses both leaders and co-workers. This is evident from OCB which can improve performance appraisal and the opportunity to promote position.

On the other hand, the results of this study indicate that the influence of POP on psychological safety is not significant, because organizational politics are identical to power and self-interest so that the form of political practice in the organization manifested in the form of policies and regulations. Policies and regulations serve as guidelines for actions that cannot be done (Lampaki & Papadakis, 2018). So that when there is a conflict of interest, the rules become a reference for actions that will be taken by employees to avoid high risks. Therefore, the high political perception by employees does not have an impact on their psychological safety.

Employees assume that actions such as helping behaviour and individual initiatives are activities that have a smaller risk than voice behaviour (Li et al., 2014; Jawahar & Liu, 2016; Yan & Xiao, 2016). So, employees assume that even though the organization has a high political climate, they will tend to do OCB without worrying about risks that can affect their psychological safety. Psychological safety is a shared belief in organizations in assessing a safe work environment (Kahn, 1990). Judging from the high respondent's assessment of psychological safety, it indicates that social relations between employees are high, thereby reducing conflicts with both individuals and organizations (Asendorpf & Wilpers, 1998).

CONCLUSION AND RECOMMENDATION

SET and IM explained that the influence of POP on OCB is paradoxical. The results showed that POP increased the desire of employees to apply OCB through careerism as a mediating variable. But there are differences in the results of the influence of POP on OCB through psychological safety. POP has no significant effect on psychological safety and psychological safety has a significant effect on OCB. Although POP is often perceived as full of injustice because of differences in treatment between employees who are liked and disliked, this does not threaten the psychological safety of the employee. Employees feel their psychological condition is safe so they support OCB. In addition, the results of this study indicate that POP cannot directly influence employee behaviour without looking at the psychological process. Therefore, further studies are needed on POP to know impact on the organizational environment.

This research has not perfect. First, the data collection method on OCB variables is only filled by employees. Given that the OCB variable measurement indicators contain activities that have been carried out by employees. So that the data obtained has the possibility of bias. Therefore, statements on OCB variables should be filled by the leader to eliminate the possibility of bias. Second, the study was only conducted at one of government organization in Malang which had a number of employees less than one hundred people. Thus, the small sample and cannot generalize the results, especially if the study is conducted on the Reform of Civil State (ASN) or government organizations

Suggestions for future study are; first, the positive influence of POP on OCB showed that the reason employees apply OCB based on self-serving so that it will affect the quality of OCB. Even though, researchers used dimensions of constructive voice behaviour included in OCB. It is necessary to ensure that OCB by employees can improve organizational performance. Therefore, additional variables such as organizational effectiveness are needed to see the quality

of OCB performed by employees. Second, the limitation of the study is the number of samples cannot generalize the results of government organizations. So that the next researcher is expected to be able to use multiple objects or study more than one government agency.

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