

The Effect of Perceived Organizational Politics, Knowledge Sharing and Resilience to The Organizational Citizenship Behavior in The President's Strategic Unit

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Abstract— This study analyzes the effects of perceived organizational politics, knowledge sharing and resilience to the organizational citizenship behavior in President's Strategic Unit. Data was collected by distributing questionnaires to all 129 Presidential Strategic Unit employees, with respondents giving answers was 56 respondents. The Perceived Organizational Politics variable was measured using Perception of Organizational Politics Scale (POPS) developed by Kacmar and Carlson, organizational citizenship behavior variable was measured using scale developed by Podsakoff, the knowledge sharing variable was measured using the scale used in Evans research, while the resilience variable was measured using the scale developed by Näswall, Kuntz, and Malinen. The results of this study show there is a significant positive relationship between knowledge sharing and organizational citizenship behavior. A positive and significant relationship was also found between resilience and organizational citizenship behavior. However, there is no significant relationship between organizational political perception and organizational citizenship behavior in The President's Strategic Unit.

Index Terms— Government office, knowledge sharing, organizational citizenship behavior, perceived organizational politics, resilience.

1 BACKGROUND

The President's Strategic Unit is a public sector organization in Indonesia. It has a crucial role to support The President of The Republic Indonesia to monitor the implementation of National Priority Policies and do other tasks assigned by the President. Although it has a crucial role, the President's Strategic Unit has limited formal job descriptions for the employee. That is because The President's Strategic Unit is still young as an organization which is 3 years old and because its duties that must be flexible to follow the tasks assigned by the President that make it difficult to make rigid job descriptions. The work environment that is limited in job descriptions requires employees involved in organizational citizenship behavior (OCB) or voluntary behavior in working beyond the employee formal job descriptions to improve organizational effectiveness (Organ, 1988; Jain et al., 2011). Moreover, OCB is very useful in the public sector because it can improve public services, overcome bureaucratic diseases, and encourage improved performance in service systems (Vigoda and Beerli, 2011), so The President's Strategic Unit can be more effective to do their functions.

When employees are engaging in organizational citizenship behavior (OCB) or voluntary behavior that extend beyond their formal job description, it can improve organizational effectiveness (Organ, 1988, Jain, Giga, & Cooper, 2011) and influence their career development and success (Flum & Cinamon, 2011). So, having employees that engaging in organizational citizenship behavior (OCB) is useful for any organi-

zation including in public sector.

There are several factors that may affect OCB. One of the factors that can decrease organizational citizenship behavior (OCB) is perceptions of organizational politics (De Clercq & Belausteguigoitia, 2017). In the public sector, organizational politics are consistently higher than the private sector (Vigoda et al, 2005). Being a public sector, it is likely that the perceived organizational politics were high in The President's Strategic Unit. This condition is likely to reduce the organizational citizenship behavior (OCB).

Under these conditions, the possibility of high employee perceptions of organizational politics in President's Strategic Unit may decrease the OCB level. It is necessary to see the factors that moderate the negative relationship between perceived organizational politics and OCB so as to reduce the negative effects of perceived organizational politics on OCB. According to De Clercq & Belausteguigoitia, (2017), factors that can moderate the influence of perceived organizational politics on OCB include knowledge sharing and resilience.

The President's Strategic Unit already has knowledge sharing media to the employee such as folder sharing, email and communication group. This knowledge sharing facility is expected to improve knowledge sharing behavior in The President's Strategic Unit. The President's Strategic Unit also held gymnastic activities together every week and conducted a gathering event. This activity is expected to reduce stress and increase employee resilience. This condition is expected to reduce the influence of organizational political perceptions on OCB so that OCB can be increased.

Based on the explanation above, this research will analyze the relationship between perceived organizational politics, knowledge sharing and resilience to the organizational citizenship behavior in The President's Strategic Unit's employ-

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ees.

2 LITERATURE REVIEW

2.1. Organizational Citizenship Behavior (OCB)

According to Organ, Podsakoff, & MacKenzie (2006), organizational citizenship behavior (OCB) is a behavior that is specifically not required in doing the work so that one gets no reward or punishment when doing or not doing. From this definition, Organizational Citizenship Behavior is an extra role discretion of organizational members who are not asked by the organization but can contribute to organizational effectiveness (Moorman, 1991).

OCBs are considered contribute to organizational effectiveness and therefore receive significant attention from scientists and managers (LePine, Erez, & Johnson, 2002; Podsakoff & MacKenzie, 1997). According to Smith et al. (1983) OCB behavior is important "because they lubricate social machines in organizations" (De Clercq & Belausteguigoitia, 2017). They allow employees to be able to negotiate their interdependence and adapt to changing circumstances in the workplace (Carter, 2010).

One of the conceptual models of OCB is the model developed by Organ in 1988 consisting of 5 unique factors described by Podsakoff, MacKenzie, Moorman, & Fetter (1990) as follows:

- Altruism, behavioral discretion that affects employees to assist other employees in performing their duties as well as overcoming problems related to the organization.
- Conscientiousness, behavioral discretion in employees who better exceed the minimum requirements requested by an organization that may include attendance, compliance with regulations, rest periods, and so on.
- Sportmanship, the willingness of employees to tolerate less ideal circumstances without complaint.
- Courtesy, the behavioral discretion of employees who aim to prevent problems with other employees.
- Civic Virtue, the behavior of employees in which he participates in responsibilities related to organizational sustainability.

2.2. Perceived Organizational Politics

Organizational politics is defined as the manifestation of individual or group ways of promoting or sustaining their interests by influencing or by affecting other behaviors, especially in times of uncertain conditions (Drory & Zaidman, 2007). Organizational politics is generally viewed in a negative way as to be perceived as something bad, nefarious, or against the goals of the organization (Vigoda, 2000). Organizational politics are deemed to undermine the organization's goals and are generally classified as illegitimate behaviors and considered to serve only the self-interest (Dolder, 2007).

From this definition, organizational politics brings a bad influence to the organization. One of them is affecting OCB (De Clercq, & Belausteguigoitia, 2017). Perceived organizational politics can influence OCB in two ways (De Clercq, et al, 2017). First is when employees perceive that if decision making with-

in the organization is based on strong personal interests, they will experience a high level of anxiety because they fear it may affect their ability to fulfill their job responsibilities (Chang, Rosen, & Levy, 2009; Crawford, LePine, & Rich, 2010). The consequences of this condition will drain employees energy which will then eliminate their possibility to perform activities that are not part of their formal job description (Chang et al., 2012). Second is when employees believe that personal interests dominate decision-making within the organization, they will feel frustrated and angry (Kacmar & Ferris, 1991), which in general can reduce their happiness to their work and career situation (Ferris & Kacmar, 1992; , Rosen, & Levy, 2009). So the tendency of employees to engage in OCB by doing activities beyond their job descriptions is lower when they absorb negative feelings about how organizations function (De Clercq & Belausteguigoitia, 2017).

Because of these conditions it is suspected that perceived organizational politics have a negative relationship with OCB, so the first research hypothesis is as follows:

H1: There is a negative relationship between employees' perceived organizational politics and their OCB.

2.3. Knowledge Sharing

According to Boer in Evans (2012), knowledge sharing is a process that involves at least two actors, who have no identifiable starting point or end. Knowledge owners initiate the process of sharing knowledge through externalization actions, which can be consciously or unconsciously, recipients of knowledge then perform internalization actions, to absorb new stimuli (Hendricks, 1999).

Knowledge Sharing is divided into 3 dimensions or conditions (Evans, 2012), which are:

- Willingness to share knowledge, where the source of knowledge must be willing to share their knowledge.
- Willingness to use knowledge, where the recipient of knowledge must be willing to accept and use shared knowledge.
- Useful knowledge, the recipient of knowledge must understand that the knowledge received is useful for the work of each individual, project, or organization as a whole.

Broad knowledge sharing can provide solutions to reduce the negative consequences of political decision-making (Bouckenooghe, 2012) so it can maintain work performance. This happens for several reasons. First is to have access to knowledge with colleagues can increase employee confidence that they can protect themselves from highly politicized environmental threats (Vigoda, 2000). Furthermore, when employees have a tight knowledge-sharing routine with their coworkers, the negative effects of self-serving behavior by the same people become weaker (De Clercq & Belausteguigoitia, 2017).

From these conditions, it is suspected that knowledge sharing has a positive relationship with organizational citizenship behavior even in environments that have high organizational political perceptions, so the hypothesis is:

H2: There is a positive relationship between knowledge sharing and organizational citizenship behavior.

2.4. Resilience

Resilience is a personal characteristic that reflects a person's tendency to rise again and learn from negative events (Luthans, 2002). While Naswall et al. (2013) defines employee resilience as an employee capability, supported and facilitated by organizations, to harness resources to adapt and evolve in the workplace, even when faced with challenges. The definition by Naswall is built on the definition of organizational resilience defined as a function of organizational awareness of the situation, managing weaknesses against threats, and the capacity to adapt to complex, dynamic, and interconnected environments (McManus, Seville, Vargo, & Brunson, 2008).

Resilience can affect organizational citizenship behavior (OCB) through several things (De Clercq & Belausteguigoitia, 2017). The first is through the characteristics of resilience in the form of a person's tendency to rise from negative events. In the event of self-serving conditions employees must be able to rise from these conditions to be able to engage in organizational citizenship behavior (OCB) to carry out their regular work (Organ, 1988; Podsakoff et al., 2009). Workers with high levels of resilience may also consider politicized decision-making conditions as opportunities for learning, in terms of how to maintain their career performance and progress under uncertain conditions (Luthans, 2002).

Thus, the negative relationship between POP and OCB should be reduced during high resilience conditions, because employees get pleasure when doing OCB activities with strong organizational politics, so the hypothesis is:

H3: There is a positive relationship between resilience and organizational citizenship behavior.

3 METHOD

3.1. Conceptual Model

The model tested in this study builds on the theory development in Literature Review, with conceptual model as follows.

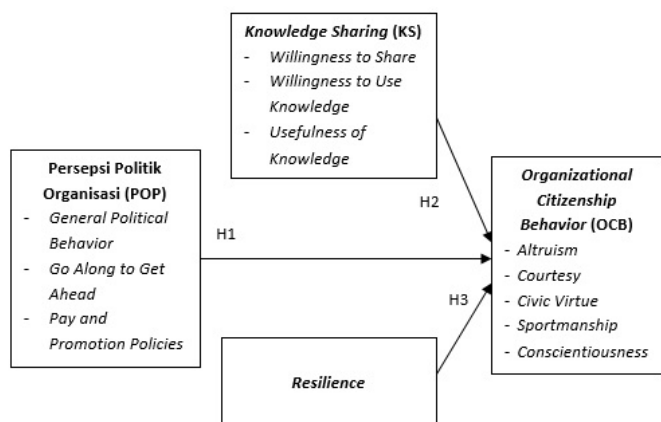


Fig 1 : Conceptual Model, adapted from De Clercq, D., & Belausteguigoitia, I. (2017)

3.2. Sample and Data Collection

The respondents in this study are the Professional Workers

and Secretariat Staff at President's Strategic Unit. Based on the recapitulation data of President's Strategic Unit Workforce, there are 129 people in the population. From the total population, the census method will be taken, namely the entire population will be used as respondents. Questionnaires were distributed online via email and messaging applications to the entire study population. The consideration of using an online questionnaire is because of employees are occupied to their work so it is difficult to distribute questionnaires directly. Of the 129 people sent the questionnaire, 56 people responded. Thus the number of respondents in this study amounted to 56 people.

Each variable is measured based on the response of the respondent to the given statement by choosing the answer which is the scale of Likert 1 to 6 that ranged from strongly disagree (1) to strongly agree (6). To measure the variable of perceived organizational politics, this study used Perception of Organizational Politics Scale (POPS) developed by Kacmar and Ferris (1991) which was later modified by Kacmar and Carlson (1997). This research uses POPS 15 item version by Kacmar and Carlson. The organizational citizenship behavior variable is measured on a 24-item scale developed by Podsakoff et al. (1990). This scale measures the OCB with five dimensions. This scale has also been used to measure OCBs on government employees in Malaysia by Ibrahim, et al (2017). Knowledge sharing variables were measured using the scale used in Evans (2012) and Nandy (2015) research. While resilience variables were measured using a 9-item scale developed by Näswall et al. (2015).

4 RESULTS

The results of zero-order correlation between variables and descriptive statistic are shown in Table 1.

Table 1. Correlation Table and Descriptive Statistic

	Variable	Mean	Variable							
			1	2	3	4	5	6	7	8
1	Gender	,393								
2	Age	2,196	-.224							
3	Education	1,464	-.074	,336*						
4	Unit	,393	-.348**	-.007	-.381**					
5	Join to Organization	1,464	,084	-.260	,074	-.151				
6	OCB	4,8929	-.098	,184	,163	,020	,139			
7	POP	3,0786	,121	,032	-.253	-.148	-.238	-.029		
8	Knowledge Sharing	4,8006	-.183	,104	,263	-.029	,216	,728**	-.147	
9	Resilience	5,0000	-.009	,191	,252	-.068	,230	,699**	-.090	,587**

Note. **. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

OCB: organizational citizenship behavior

POP: Perceived Organizational Politics

From the table, it can be seen that the knowledge sharing variable significantly has a positive relationship with organizational citizenship behavior (OCB). Resilience variables are also significantly associated positively with organizational

citizenship behavior (OCB). In addition, a positive and significant relationship was found between knowledge sharing and resilience variables. However, no significant relationship was found between the variable perceptions of organizational politics and organizational citizenship behavior (OCB).

In the control variable, there is a significant relationship between the level of education with the age of the respondents. Significant relationships were also found between work units and gender, in which the sex of the respondents who served as Professional Workers were mostly men. Besides that, it was also found a significant relationship between the level of education and the position or work unit of the respondents, in this case the position of Professional Staff mostly had higher levels of education than employees of the Secretariat.

In Table 2, we provide the regression results to tested the hypothesis.

Table 2: Regression Results

Variabel	R ²	Koefisien Beta	Signifikansi
H1: Persepsi Politik Organisasi	,649	,056	>0,01
H2: Knowledge Sharing		,406**	0,000
H3: Resilience		,415**	0,000

Note. Dependen variable: *Organizational Citizenship Behavior (OCB)*;

N= 56; *Unstandardized Coefficients (two tailed p-values)*; *p<.01; **p<.001

In hypothesis 1, the regression test results show a value ($p > 0.05$) which means there is no significant relationship between perceptions of organizational politics and organizational citizenship behavior (OCB). This indicates that the organization's political perceptions on the President's Strategic Unit have no effect on voluntary behavior of employees to act beyond their formal job descriptions. Thus, H1 is rejected.

Then for hypothesis 2, the regression test results in table 2 show that there is a significant relationship between knowledge sharing and organizational citizenship behavior with beta coefficient values of 0.406 and $p < 0.001$. This shows that the behavior of sharing knowledge between employees can increase voluntary behavior of employees in the President's Strategic Unit to carry out tasks outside of their formal job descriptions, so H2 is accepted.

Whereas for hypothesis 3, the regression test results show that there is a significant relationship between resilience and organizational citizenship behavior with a value of $p < 0.01$ and a beta coefficient of 0.395. This indicates that the resilience and ability of employees to rise from negative things or events can improve voluntary behavior of employees in the President's Strategic Unit to work on tasks that are not part of their formal job description. In this case H3 is accepted.

5 DISCUSSION

This study contributes to extant research on OCB by elaborating the employees resilience and knowledge sharing buffers the effect of their POP on OCB. Three of the five

accepted hypotheses are the effect of knowledge sharing and resilience on OCB and the moderating effects of resilience on the relationship between POP and OCB. While the rejected hypothesis is the effect of POP on OCB and the moderate effect of knowledge sharing on the relationship between POP and OCB.

In hypothesis 1, the condition of organizational political perceptions that do not affect OCB, which is different from the results of De Clercq, & Belausteguigoitia, (2017) study which found a significant relationship between organizational political perception and organizational citizenship behavior. This is probably due to differences in environmental conditions of research where in research De Clercq & Belausteguigoitia, (2017) research location is a private company while the location of this study is public sector organizations. In addition, the President's Strategic Unit found high levels of knowledge sharing and resilience, where high levels of knowledge sharing and resilience can reduce the influence of organizational political perceptions on organizational citizenship behavior (De Clercq & Belausteguigoitia, 2017). This condition probably halted the effects of perceived organizational politic to the organizational citizenship behavior.

Regression results suggests that knowledge sharing among employees can improve the voluntary behavior of employees in the President's Strategic Unit to perform tasks outside their formal job description, so this is support the hypothesis 2. This is because some policies are implemented in President's Strategic Unit to encourage knowledge sharing behavior such as provide the facility to knowledge sharing and employee involvement from other deputies for various information and knowledge according to their field. The facility of knowledge sharing facilitated by President's Strategic Unit organization include folder sharing system, communication group, and mailing list for sharing knowledge and information. The information contained in the folder sharing system can be either macro data, analysis results, or presentation files. So if necessary, the data can be used by the team or other employees in performing their duties.

The regression results indicates that the resilience or ability of employees to rise from negative things or events can increase the voluntary behavior of employees in the President's Strategic Unit to do tasks that are not part of their formal job description. At President's Strategic Unit, most of the employees come from professionals in their field who are recruited based on the needs of the organization. With the ability and professionals in their field, they are likely to rise up and learn from the negative in the work is also high. This high level of resilience affects the high level of organizational citizenship behavior (OCB) at President's Strategic Unit. Thus the hypothesis H3 is accepted.

Overall, the results give insight that knowledge sharing and resilience related to the organizational citizenship behavior. However we did not found the relation between perceived organizational politic and organizational citizenship behavior. This probably because of the condition in President's Strategic Unit which is different from the research by De Clercq, & Belausteguigoitia, (2017).

6 LIMITATIONS AND FUTURE RESEARCH

This study has several limitations. First, the context of the study is on government organizations which has specific organizational structures that can be different from other government organizational structures. Therefore, the research results can not be generalized to other government organizations with different organizational structure and human resources. Second limitation is, this study used data collection method with questionnaires distributed to respondents to self-assess which possibly could cause common bias. Third, this research only examines the influence of organizational political perception, knowledge sharing, and resilience to organizational citizenship behavior. The influence of other factors to organizational citizenship behavior has not been measured in this study.

Because of the limitations of the study, future research can be done to overcome these limitations. The first way is the need to do data collection by requesting to direct superior from the employees to provide assessment of knowledge sharing, resilience and organizational citizenship behavior of employees who become respondents to reduce the bias of the questionnaire method with self-assessment. Also, it is necessary to conduct research on other government organizations that are structurally or composed of human resources different from President's Strategic Unit. And then need to do research to know other factors that also affect organizational citizenship behavior of employees in government office.

7 PRACTICAL IMPLICATIONS

This study of relationship between perceived organizational politics, knowledge sharing, and organizational citizenship behavior has important practical implications. Knowledge sharing significantly has a positive relationship to organizational citizenship behavior of employees in President's Strategic Unit. Therefore, organization's policies that encourage knowledge sharing such as folder sharing access, communication groups, or engagement between work units in completing work need to be maintained or even improved. Also, Resilience significantly has a positive relationship to organizational citizenship behavior of employees in President's Strategic Unit. Resilience also significantly moderates the influence of organizational political perceptions on organizational citizenship behavior. Therefore, organization's policies that encourage employee resilience from stress and the tendency to rise from negative events need to be maintained and improved.

8 CONCLUSION

This study aims to answer research questions in research hypotheses. This study answer that knowledge sharing and resilience significantly and positively affect organizational citizenship behavior in employees of President's Strategic Unit. However, there is no significant effect of organizational political perception on organizational citizenship behavior.

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