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Master Thesis

**Influence of Organisational Citizenship Behaviour and
Organizational Politics on Employee Innovative Behaviour**

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This master's thesis has been written independently. All viewpoints of other authors, literary sources, and data from elsewhere used in writing this thesis have been referenced.

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Abstract

This study explored the influence of organizational citizenship behaviour (OCB) and organizational politics (OP) on employee innovative behaviour (EIB) among 102 respondents working in IT companies in Pakistan and Estonia. Data was collected through an online survey distributed via platforms like WhatsApp, with a 16-day response window. The OLS regression technique and Pearson correlation were employed to analyze the data and the relationship between OCB, OP, EIB, and socio-demographic variables. The results revealed a positive relationship between OCB and EIB, while OP exhibited a negative relationship with EIB. Furthermore, OCB was found to moderate the negative impact of OP on EIB. The study also showed that work experience significantly influences EIB, while country, gender, and education do not. These findings contribute to the understanding of how OCB and OP affect employee innovation and provide valuable insights for organizations seeking to foster a supportive and innovative work environment.

1. Introduction

Background of the study

In the contemporary business landscape, innovation has become a critical determinant of success for organizations striving to maintain their competitive edge in rapidly evolving markets (Crossan & Apaydin, 2010). Companies increasingly rely on their employees to generate and implement novel ideas, solutions, and processes that propel them toward sustainable growth and improved performance (Scott & Bruce, 1994; Janssen, 2000).

Employee innovative behaviour (EIB) refers to generating, promoting, and implementing new ideas and solutions within an organization (West & Farr, 1989). EIB encompasses a wide range of activities, including problem-solving, idea generation, risk-taking, and collaboration, which contribute to an organization's ability to adapt to changes in its external environment, develop new products and services, and enhance its overall efficiency (Amabile, 1996; De Jong & Den Hartog, 2007). The interest of this study is to explore how organizational citizenship behaviour and organizational politics influence employee innovative behaviour.

Organizational citizenship behaviour (OCB) denotes discretionary behaviors exhibited by employees that, while not directly recognized by the formal reward system, contribute to the effective functioning of an organization (Organ, 1988). These behaviors include helping colleagues, volunteering for extra tasks, and adhering to organizational norms and values. Conversely, organizational politics (OP) refers to behaviors aimed at influencing others to achieve personal or organizational goals, often involving manipulation, persuasion, and the strategic use of power (Ferris & Kacmar, 1992).

Previous research has investigated the relationships between OCB, OP, and EIB, revealing complex interplays among these constructs (Choi, 2007; Kwon & Kim, 2018; Jiang et al., 2012). Again, a study by Podsakoff et al. (2000) found that OCB can positively influence EIB by fostering a supportive work environment that encourages employees to generate and implement innovative ideas. On the other hand, OP has been shown to negatively impact EIB, as employees engaged in political behaviors may divert resources and attention away from innovation efforts (Rosen et al., 2009). However, existing literature suggests that OCB can also moderate the negative influence of OP on EIB by fostering collaboration, trust, and open communication among employees (Chen et al., 2013).

Evidence suggests that OCB positively influences EIB by fostering a supportive and collaborative work environment (Podsakoff et al., 2000; Somech & Drach-Zahavy, 2013). When employees exhibit OCB, they engage in behaviors beyond their formal job requirements, such as helping colleagues, sharing information, and participating in activities that benefit the organization. These behaviors can enhance the overall climate of innovation by promoting trust, cooperation, and open communication among team members, which facilitates the generation and implementation of innovative ideas (Bolino & Turnley, 2005; Zhou & George, 2001). Conversely, OP has been found to impact EIB negatively (Rosen et al., 2009; Vigoda-Gadot, 2007). When employees engage in political behaviors, they may prioritize their personal interests over organizational goals, resulting in resource allocation conflicts and reduced focus on innovation efforts (Kacmar & Carlson, 1997). Moreover, OP can create an environment of mistrust, rivalry, and secrecy, which may hinder the flow of information and impede collaborative problem-solving efforts essential for innovation (Crawford et al., 2019).

In the current literature, the influence of organizational citizenship behaviour (OCB) and organizational Politics (OP) on employee innovative behaviour (EIB) has been widely discussed (Podsakoff et al., 2000; Janssen & Huang, 2008). Most of these studies have examined the impact of these factors on employees' work behaviors, mainly focusing on individual-level analyses. While the previous research has extensively studied the relationship between OCB, OP, and EIB, there needs to be more understanding of how these relationships might vary across different cultural, industry, and organizational contexts. Most existing studies have been conducted in Western countries, with a predominant focus on the manufacturing and service industries. This leaves a gap in our knowledge of how OCB and OP might influence EIB in non-Western contexts and other industries, such as the IT sector in Pakistan and Estonia (Miao et al., 2017; Vigoda-Gadot & Talmud, 2010).

Mainly, the IT industry, characterized by its knowledge-intensive work and rapid pace of innovation, has not been extensively explored in relation to OCB, OP, and EIB. Despite its global impact and the critical role of innovation in this sector, our understanding of how OCB and OP influence innovation in the IT industry remains limited (Damanpour, 1991; Bysted & Jespersen, 2014).

Furthermore, the specific contexts of Pakistan and Estonia, despite their growing IT sectors, have been largely overlooked in previous research. These regions offer contrasting cultural and economic landscapes, with Pakistan being a developing, collectivist country and Estonia being a developed, individualistic country known for its advanced digital infrastructure

(Hofstede, 2001; World Bank, 2020). Investigating the interplay of OCB, OP, and EIB in these distinct contexts can provide valuable, context-specific insights and help broaden the generalizability of research findings.

Therefore, the aim of this thesis is to study the influence of OCB and OP on EIB in different contexts, specifically focusing on the IT industry in Pakistan and Estonia. This research will first examine the literature review of OCB, OP, and EIB and the relationships between them. The second part will consist of the methodology, followed by the results. The final part will describe the discussion and conclusion.

CERCS Code, S190 Management of Enterprise

Objective of the study:

1. To explore the relationship between organizational citizenship behaviour (OCB) and employee innovative behaviour (EIB) in IT companies in Pakistan and Estonia, hypothesizing a positive relationship between the two.
2. To examine the influence of organizational politics (OP) on employee innovative behaviour (EIB) in these settings, hypothesizing a negative association.
3. To test the moderating role of organizational citizenship behaviour (OCB) on the relationship between organizational Politics (OP) and employee innovative behaviour (EIB).

2. Literature Review

Organizational behaviour research has been devoted to exploring the factors that encourage employee innovative behaviour (EIB) and how that behaviour affects organizational outcomes. Two significant factors linked to EIB are organizational citizenship behaviour (OCB) and organizational politics. OCB refers to employees' voluntary actions that benefit the organization. At the same time, organizational politics involves using power and persuasion to promote personal interests at the expense of the organization's members.

This review will provide a theoretical framework for the study and define and operationalize key terms. It will also review pertinent literature on OCB, organizational politics, and EIB, explore potential connections between these variables, and identify gaps in the literature.

2.1 Theoretical Basis for the Study

The social exchange theory (Blau, 1964) is a theoretical framework that attempts to explain why employees indulge in OCB. According to this theory, employees engage in non-required voluntary behaviors in exchange for reciprocal benefits from the organization. These advantages may include recognition, social approval, and advancement or training opportunities. In this context, employee innovative behaviour (EIB) is one form of organizational citizenship behaviour (OCB) that benefits both the employee and the organization.

The norm of reciprocity theory (Gouldner, 1960) provides a theoretical lens through which better understand the relationship between organizational politics and EIB. According to this theory, when employees receive support or recognition from others, including their organization, they feel obligated to give back. Employees may feel compelled to participate in EIB as a form of reciprocity in the context of EIB if they believe their organization values and supports innovative behaviour.

Organizational politics, on the other hand, are informal and unofficial strategies employed by individuals to accomplish their own or the organization's goals (Ferris et al., 2005). These strategies frequently involve manipulation, deception, and power dynamics, which can foster an atmosphere of mistrust and competition. In such a situation, employees may feel less inclined to reciprocate positive behaviour, as the norm of reciprocity may be undermined. Therefore, employees may be less likely to engage in EIB when organizational politics are present.

The social exchange theory and the norm of reciprocity theory provide theoretical foundations for understanding why employees participate in EIB. Organizations can encourage employees to engage in EIB as a form of OCB by recognizing and rewarding innovative behaviour and cultivating a supportive organization culture. To thoroughly investigate the applicability of these theories to EIB and to identify additional theoretical frameworks that may be relevant to understanding this complex behaviour, additional research is required.

For understanding the use of politics in organizations, the resource dependence theory (Pfeffer & Salancik, 1978) and the power-dependence theory (Pfeffer, 1981) provide useful theoretical frameworks. According to these theories, power is a primary motivator of political behaviour in organizations. According to the resource dependence theory, organizations are dependent on external resources such as financial support, raw materials, and labor, and those

who control these resources have substantial influence over the organization. Such power can be used to influence organizational decision-making, obtain access to additional resources, and advance one's own interests within the organization. Similarly, the power-dependence theory contends that those with greater power within an organization are more likely to use politics to advance their interests and acquire additional power.

Given the complexity of the relationship between organizational politics and innovative employee behaviour, it is crucial to develop a deeper understanding of political behaviour in organizations. By examining the theoretical frameworks underlying the use of politics in organizations, we can gain a better understanding of the factors that influence employee innovative behaviour as a result of political behaviour.

2.2 Organizational Citizenship Behaviour

Organizational citizenship behaviour (OCB) is a multidimensional construct that refers to employee actions that are voluntary and exceed the formal job requirements but benefit the organization as a whole (Organ, 1988). The construct includes dimensions like altruism, conscientiousness, sportsmanship, courtesy, and civic virtue (Williams & Anderson, 1991). OCB antecedents can be categorized into three main categories: individual factors such as personality traits and work attitudes, contextual factors like leadership style and organizational culture, and work experiences like job autonomy and task significance (Podsakoff et al., 2000).

To provide a comprehensive understanding of OCB, we have summarized five different definitions of the construct from prominent researchers in the field (see Table 1). For example, Organ (1988) described OCB as "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." Similarly, Williams and Anderson (1991) identified five dimensions of OCB: altruism, conscientiousness, sportsmanship, courtesy, and civic virtue.

Table 1: Definitions of Organizational Citizenship Behaviour (OCB)

Author	Conceptual Definition
Organ (1988)	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.

Williams & Anderson (1991)	A multidimensional construct that includes five dimensions: altruism, conscientiousness, sportsmanship, courtesy, and civic virtue.
Podsakoff et al. (1997)	Discretionary behaviour that is not part of an employee's formal job requirements, but that nevertheless contributes to the effective functioning of the organization.
Bateman & Organ (1983)	Employee behaviors that are not formally rewarded or required, but that contribute to the effective functioning of the organization.
Graham (1991)	Extra-role behaviors that are not recognized by a formal reward system and that promotes the effective functioning of the organization.

Source: Prepared by authors

Graham (1991) examined the relationship between job involvement, organizational citizenship behaviour, and intention among registered nurses employed in a long-term care setting. The study revealed a negative relationship between OCB and turnover intentions, indicating that nurses who engaged in more OCB were less likely to leave their jobs. The findings suggest that fostering OCB among employees could be beneficial in reducing employee turnover, a costly issue for organizations. In addition, the study discovered that job involvement positively influenced OCB, indicating that employees who were more invested in their jobs were more likely to engage in organization-beneficial behaviors. The study emphasizes the significance of considering job involvement in workplace initiatives to promote OCB. Exploring the relationship between OCB and turnover intentions in a particular occupational group, the study also contributes to the existing body of knowledge. In a similar vein, Williams and Pitre (2004) discovered that job satisfaction mediated the relationship between organizational citizenship behaviour (OCB) and organizational commitment, indicating that promoting OCB may have positive effects on employee commitment to the organization. However, the mechanisms underlying the relationship between OCB and other significant outcomes such as job satisfaction and performance are not well understood.

2.3 Organizational Politics

Ferris et al. (2005) defined organizational politics as the informal and unofficial strategies used by people to accomplish their own or the organization's goals. Ferris et al.(2005) These strategies frequently include influence, deception, and power dynamics. These actions can take many forms, including networking, lobbying, alliance formation, and information manipulation. Researchers have divided organizational politics into various categories, such as self-serving politics, which emphasizes personal gain, coalition-based politics, which involves

alliances between individuals or groups, and issue-selling politics, which seeks to advance specific viewpoints or issues. (Drory & Vigoda-Gadot, 2010).

To better understand the concept of organizational politics, Table 2 presents definitions and descriptions from selected studies.

Table 2: Definitions and descriptions of organizational politics

Author	Definitions
Ferris et al. (2005)	Politics in the context of organizational behaviour can be defined as the informal and unofficial strategies used by people to achieve their own or the organization's objectives.
Drory & Vigoda-Gadot (2010)	Organizational politics refers to the distinctive realm of interpersonal interactions within the workplace. Its fundamental features include individuals' inclination to leverage power as a means of exerting influence on others and advancing their own or group objectives, as well as their desire to circumvent undesirable consequences within the organization.
Koberg et al. (2003)	Organizational politics can be defined as behaviors designed to protect self-interest at the cost of others. These behaviors generally do not fit with the organizational purpose.

Source: prepared by authors

2.4 Employee Innovative Behaviour

Employee innovative behaviour includes concept generation, concept promotion, and concept implementation (Janssen, 2000). Innovation is essential to organizational success because it enables organizations to develop new products, processes, and services in order to remain competitive in the marketplace. Numerous businesses have recognized the importance of innovative employee behaviors and sought to enhance production procedures and product designs.

According to Janssen's (2000) research on innovative employee behaviour, the construct comprises concept generation, concept promotion, and concept implementation. The research was conducted by surveying Dutch employees, who rated their innovative behaviour on a seven-point scale. The study revealed that employees who generated and promoted more ideas were more likely to receive support from their managers and coworkers, which increased their innovative behaviour. In addition, the study discovered that individual characteristics such as cognitive skills, creativity, and self-efficacy, as well as contextual factors such as organizational support and an engaging work environment, were significant predictors of innovative behaviour. These findings emphasize the importance of providing employees with

the resources and support necessary for supporting innovative behaviour, as well as the need to consider both individual and contextual factors in efforts to promote innovation. The study contributes to the literature on employee innovative behaviour and can be cross-referenced with studies by Tierney and Farmer (2002) and Mumford et al. (2002), among others.

Anderson and West (1998) hypothesized that innovative work behaviour is more prevalent in organizations that foster creativity and innovation. High levels of autonomy, participation in decision-making, and a propensity to take risks characterize this environment. To verify their hypothesis, the authors conducted a study with employees from various organizations. Employees were more likely to engage in innovative work behaviour if they believed their organization was more supportive of creativity and innovation, according to the findings. The study emphasizes the significance of fostering an environment at work that encourages employees to take risks and be creative. In addition, it stresses the need for organizations to provide employees with autonomy and participation opportunities in decision-making in order to foster innovative work behaviour. According to previous research (Mumford et al., 2002; Amabile & Pratt, 2016), organizational climate is a crucial factor in fostering employee innovation. The results of this study are consistent with these findings.

In this seminal research, Scott and Bruce (1994) proposed a path model to identify the workplace factors that influence innovative behaviour. Six factors, including problem-solving style, organizational support, workgroup support, individual initiative, access to resources, and job stress, were investigated by the researchers. Employees from a wide range of industries provided the data. The findings revealed that problem-solving methodology, organizational support, and workgroup support positively influenced employee innovative behaviour among employees. Additionally, individual initiative and access to resources were identified as mediators between these factors and innovative behaviour. This study offers valuable insights into the factors that contribute to employee innovation and suggests that organizations should prioritize fostering a supportive work environment and providing adequate resources to encourage employee innovation.

Zhou and Shalley (2003) conducted an exhaustive review of the existing literature on employee creativity and innovative behaviour. Individual factors (such as personality traits, cognitive abilities, and motivation), contextual factors (such as leadership, organizational culture, and work environment), and the interaction between individual and contextual factors were identified as significant influences on employee innovative behaviour. The authors highlighted the significance of understanding the dynamic relationship between these factors

and their effect on employee innovation. In addition, they emphasized the need for future research to investigate the complex interaction between individual and contextual factors in fostering innovative employee behaviour. This analysis highlights the multifaceted nature of employee innovation and the need for organizations to adopt a holistic approach to promoting innovative workplace behaviour.

Chen et al., (2008) investigated the relationship between social capital and creativity in R&D project teams. The authors found that social capital, which includes aspects such as social networks, trust, and shared norms, has a positive impact on individual innovative behaviour. By enhancing communication, collaboration, and resource exchange among team members, social capital can foster an environment that encourages innovation and creative problem-solving.

2.5 Relationship between Organizational Citizenship Behaviour and Employee Innovative Behaviour

A growing research indicates that employee innovation behaviour (EIB) and organizational citizenship behaviour (OCB) are positively correlated. Using a meta-analysis of prior research, Podsakoff et al. (2000) discovered a positive relationship between OCB and EIB in their United States-based study. Similarly, Hon and Chan (2013) conducted a survey-based study in Hong Kong and identified a positive correlation between OCB and EIB. (Bolino & Turnley, 2005) These studies suggest that employees who exhibit OCB are more committed to their organizations, are more motivated, and are more likely to support colleagues, fostering a collaborative environment that encourages innovation.

Choi (2007) conducted a quantitative survey-based study in South Korea and found that employees who demonstrated OCB were more likely to engage in change-oriented behaviors such as innovative problem-solving, suggesting that OCB may be a key factor in facilitating EIB. In addition, a mixed-methods study conducted in Spain by Cabrera & Cabrera (2005) demonstrates that employees who participate in OCBs are more likely to share knowledge and resources, thereby fostering an environment conducive to innovation.

Organ (1988) introduced the concept of organizational citizenship behaviour (OCB), which involves employees conducting actions outside of their job responsibilities to benefit the organization. Five dimensions of OCB were identified by the study: altruism, conscientiousness, sportsmanship, courtesy, and civic virtue. The dimensions include assisting coworkers with work-related issues, demonstrating responsibility and dependability,

demonstrating tolerance and adaptability toward others, being courteous and averting conflicts, and participating in volunteer activities that benefit the organization. The research emphasizes the significance of comprehending OCB and its prospective influence on organizational success. OCB is essential for fostering an organizational culture of trust, collaboration, and cooperation, which can increase employee satisfaction, productivity, and innovative behaviour (Podsakoff et al., 2000). Therefore, it is essential to investigate the relationship between OCB and EIB and how it contributes to the development of the organization.

In their research on organizational citizenship behaviour (OCB), Williams and Anderson (1991) identified five dimensions typically included in the multidimensional construct of OCB: altruism, conscientiousness, sportsmanship, courtesy, and civic virtue. In addition, the authors discovered that OCB is affected by contextual factors, such as leadership and organizational culture, and individual factors, such as values and work attitudes. This study's findings are consistent with those of prior research on OCB (Williams & Anderson, 1991; Podsakoff et al., 2000) and highlight the need for further investigation into the specific mechanisms by which individual and contextual factors related to OCB influence EIB. To better understand the relationships between OCB and other organizational constructs, such as employee innovative behaviour, additional research is required.

Despite the fact that these above studies were conducted in different countries, we still lack a comprehensive understanding of the relationships between OCB and EIB. This is particularly true for Estonia and Pakistan, both of which many have high-performing organizations. While the studies mentioned provide compelling evidence for the positive correlation between OCB and EIB, further research is needed to fully explore the nature of this relationship in various contexts.

2.6 Relationship between Organizational Politics and Employee Innovative Behaviour

Organizational politics refers to the use of power and influence within an organization to accomplish goals that may or may not be in the organization's best interests. Both positive and negative aspects of organizational politics exist (Ferris et al., 2005; Drory & Vigoda-Gadot, 2010). By providing them with resources and support, positive organizational politics can aid employees in attaining their goals and objectives. Negative organizational politics can result in unethical behaviour such as lying, cheating, and theft (Koberg et al., 2003).

Although the relationship between organizational politics and innovative behaviour is poorly understood, it has been studied extensively. The study discovered a correlation between

perceptions of organizational politics and innovation (Crawford et al., 2003). Furthermore, the study revealed that knowledge-sharing, hostility, and mindfulness play significant roles in shaping employees' perceptions of organizational politics and innovative behaviour (Janssen & Huang, 2008; Somech & Drach-Zahavy, 2013).

Chen et al. (2015) conducted a field study in China to investigate the influence of organizational politics on employee innovative behaviour. The study found a negative correlation between perceived organizational politics and innovative employee behaviour. Moreover, this relationship was moderated by two factors: job autonomy and leader-member exchange. Specifically, the negative relationship between perceived organizational politics and innovative behaviour was more pronounced among employees with low job autonomy and low leader-member exchange. The significance of contextual factors in investigating the relationship between organizational politics and innovative behaviour is highlighted by these findings. However, the study is limited to a specific country and industry, and additional research is required to determine the applicability of these findings in other contexts.

Koberg et al. (2003) investigated the relationship between organizational politics and innovative behaviour among employees from various organizations. The study discovered a negative relationship between perceptions of political behaviour and innovative behaviour, which was partially mediated by employee trust in management. The study emphasizes the significance of understanding the influence of organizational politics on innovative behaviour and the role of trust as a mediator in this relationship. By analyzing the results of this study, it is clear that organizations must be wary of the potential negative effects of organizational politics on employee innovative behaviour and work towards establishing a culture of trust and transparency to mitigate these effects. The study also emphasizes the need for additional research to determine the specific mechanisms by which organizational politics influence innovative behaviour and the potential moderating factors that may affect this relationship.

Ferris et al. (2005) defined organizational politics as the informal and unofficial means by which individuals pursue their own or the organization's goals. The purpose of their study was to investigate the effect of organizational politics on job outcomes such as job satisfaction, organizational commitment, and intention to leave. They discovered that organizational politics had a negative impact on job satisfaction and organizational commitment, whereas it had a positive impact on attrition intentions. These results demonstrate the potential negative effects of organizational politics on employee attitudes and behaviors. In addition, the authors emphasized the need to comprehend the various forms of political behaviour in the workplace

and their effects on employees. However, the relationship between organizational politics and innovative employee behaviour was not investigated. As a result, there is a need to investigate how political behaviour may influence innovative behaviour, which is essential to organizational success. Therefore, the findings of Ferris et al. (2005) warrant additional research to better comprehend the influence of organizational politics on innovative employee behaviour.

Drory and Vigoda-Gadot (2010) discovered that political behaviour can have a negative influence on employee attitudes and that this effect can be moderated by factors such as organizational justice and trust in management. The results emphasize the significance of comprehending the complexity of organizational politics and its potential influence on employee attitudes. Nevertheless, the study was limited to a specific organization and may not be applicable to other contexts. Therefore, additional research is required to completely comprehend the relationship between organizational politics and employee attitudes and to identify strategies for mitigating the negative effects of political behaviour in the workplace.

According to the existing literature, political behaviour can have both positive and negative effects on employee innovation. This section will provide a comprehensive analysis of the relationship between organizational politics and employee innovative behaviour by discussing the findings of previous studies, the countries in which they were conducted, and the methodologies they used.

2.6.1 Positive Aspects of Organizational Politics on Employee Innovative Behaviour:

Table 3: Definitions and descriptions of organizational politics.

Author(s)	Country	Method	Key Findings
Ferris et al. (2005)	United states	Quantitative (Survey)	Political behaviour can lead to resource mobilization, providing opportunities for new ideas to emerge through resource allocation, recognition of innovative ideas, and idea exchange platforms.
Ziang et al. (2012)	China	Quantitative (Survey)	Constructive political behaviour, such as advocating for the adoption of new technology or processes, can create a supportive environment and motivate employees to engage in innovative behaviors.

Duan, Chen, & Zhang (2019)	China	Quantitative (Survey)	Positive political behaviors, like coalition building and consensus-seeking, can foster collaborative innovation and promote the sharing of information and ideas among employees.
Landells & Albrecht (2015)	Australia	Quantitative (Survey)	Ethical political behaviour, such as transparent decision-making and open communication, can enhance employee trust and commitment, leading to increased innovative behaviour.

Source: Prepared by the authors

Ferris et al. (2005) discovered that political behaviour can contribute to resource mobilization, which allows for the emergence of new ideas. By allocating resources to support innovative initiatives, recognizing innovative ideas, and providing a platform for idea exchange, organizations can foster an innovation-friendly environment. This study emphasizes the significance of strategic resource allocation and management in fostering innovative employee behaviour.

Jiang et al. (2012) found that leaders who engage in constructive political behaviour, such as advocating for the adoption of new technologies or processes, can foster a supportive environment and encourage employees to engage in innovative behaviors. This finding highlights the significance of leadership in influencing organizational climate and fostering innovation. Leaders who engage in constructive political behaviour can influence employees positively and encourage them to develop and implement innovative ideas.

Landells and Albrecht (2015) demonstrated that ethical political behaviour, such as transparent decision-making and open communication, can increase employee commitment and trust, resulting in more innovative behaviour. This study emphasizes the importance of ethical behaviour and open communication in creating a supportive work environment that encourages innovation. Employee behaviour is more likely to be innovative when employees trust their leaders and feel committed to the organization.

Duan, Chen, and Zhang (2019) discovered that positive political behaviors, such as coalition building and consensus-seeking, can facilitate collaborative innovation and encourage employees to share information and ideas. This study emphasizes the significance of collaboration and consensus-building to innovation. Employees are more likely to develop

innovative solutions and contribute to the success of the organization when they collaborate and share ideas.

Martins, Eddleston, and Veiga (2002) demonstrated that positive organizational politics, such as open communication channels and networking, can encourage employees to share ideas and collaborate on new projects, thereby fostering innovation. This study highlights the importance of communication and networking in fostering innovation among employees. When employees have access to open communication channels and the ability to develop networks with coworkers, they are more likely to share ideas, collaborate on projects, and engage in innovative behaviors.

2.6.2 Negative Aspects of Organizational Politics on Employee Innovative Behaviour

Table 4: Definitions and descriptions of organizational politics

Author(s)	Country	Method	Key Findings
Zhou et al. 2019	South Korea	Mixed-methods approach (surveys and interviews)	Political behaviour can stifle creative behaviour by encouraging unpredictability, eroding employee trust, and discouraging risk-taking.
Kwon & Kim 2018	United States	Quantitative approach (survey data)	Negative political behaviors, such as favoritism, exclusion, and manipulation, can create a toxic work environment and reduce employee engagement and commitment to innovation.
Chang, Rosen, & Levy 2009	United States	Quantitative approach (survey data)	Organizational politics can lead to increased job stress, burnout, and decreased job satisfaction, which negatively impact employee innovative behaviour.
Poon 2003	Hong Kong	Quantitative approach (survey data)	Perceptions of organizational politics were negatively related to job satisfaction and organizational commitment, which can hinder employee innovative behaviour.
Bhatti, Maitlo, & Shaikh 2012	Pakistan	Quantitative approach (survey data)	Organizational politics can lead to reduced employee motivation and increased turnover intentions, impacting negatively employee innovative behaviour.

Source: Prepared by authors

The studies discussed in this table examined the effect of political behaviour on employee innovative behaviour in a variety of countries using various research methodologies. Zhou et al. (2019) used a mixed-methods approach consisting of surveys and interviews to determine that political behaviour in organizations inhibits innovation. Kwon & Kim (2018) conducted a quantitative survey-based study in the United States and discovered that negative political behaviors create a noxious work environment, decreasing employee engagement and dedication to innovation. Chang, Rosen, and Levy (2009) also conducted a quantitative survey-based study in the United States and discovered that organizational politics can contribute to increased job stress, burnout, and decreased job satisfaction, all of which have a negative effect on employee innovative behaviour. Poon's (2003) research in Hong Kong employed a similar quantitative survey-based methodology and discovered that perceptions of organizational politics were negatively related to job satisfaction and organizational commitment, thereby inhibiting innovative employee behaviour. Lastly, Bhatti, Maitlo, and Shaikh (2012) conducted a quantitative survey-based study in Pakistan, where they discovered that organizational politics can reduce employee motivation and increase attrition intentions, resulting in a decline in innovative capacity. Overall, these studies indicate that political behaviour in organizations has a negative effect on the innovative behaviour of employees, highlighting the need for organizations to foster a supportive and collaborative environment in order to foster innovation.

2.7 Organizational Politics, Employee Innovative Behaviour, and the IT Industry in Pakistan and Estonia

In Pakistan's IT sector, there is a mix of small and medium-sized enterprises (SMEs) and large corporations. The dynamic and competitive environment of this sector often fosters a high degree of organizational politics (Ahmad, Abbas, Latif, & Rasheed, 2021). While there is not a substantial amount of research specifically linking organizational politics and employee innovation within Pakistan's IT sector, studies from neighboring countries like India suggest that organizational politics can stifle innovation if it leads to conflict or favoritism (Mishra & Spreitzer, 1998). In a study conducted in India's IT industry, a neighboring country of Pakistan, the researchers found that organizational politics could both stimulate and inhibit employee innovation (Verma & Singh, 2019). On one hand, politics can lead to knowledge hoarding, conflict, and decreased motivation, thereby reducing innovation. On the other hand, a certain level of politics can stimulate competition and idea exchange, which may foster innovation. Thus, the relationship between these variables appears to be complex and potentially influenced by other factors such as the type of politics and the organization's culture.

Conversely, in Estonia, the IT sector is characterized by a flat hierarchy and a culture that encourages innovation (Tiits, Kalvet, & Hinsberg, 2015). The small size of the country and its organizations often results in less political behaviour. However, there is still a lack of concrete research on the relationship between organizational politics and innovation in Estonia's IT sector. Studies from nearby countries such as Finland indicate that organizational politics, when transparent and constructive, can actually boost innovation by supporting the exchange of ideas and fostering a competitive environment (Jalonen, 2012). In the broader Baltic region, a study by Stojčić, Hashi, and Orlić (2018) analyzed the impact of different internal and external factors on innovation in enterprises. The study suggested that internal politics could have an indirect impact on innovation through its influence on internal processes and resources allocation.

As far as the relationship between organizational politics and employee innovative behaviour is concerned, it's a complex, multifaceted issue. The existing literature provides evidence that organizational politics can both positively and negatively impact employee innovation. Some studies suggest that politics, when managed effectively, can facilitate innovation by driving competition, breaking old patterns, and enabling new ideas (Khan et al., 2019). However, excessive politics can also lead to conflicts, reduced morale, and hinder innovation.

While the studies mentioned provide valuable insights into the factors that positively or negatively affect employee innovation behaviour (EIB) and the role of political behaviour in fostering innovation, we need to study these relationships in specific contexts, such as Estonia and Pakistan. Both countries have a growing economy with many high-performing companies, and understanding the factors that influence EIB in these contexts could have important implications for organizational success and innovation. Additionally, culture and societal norms can vary across different regions and countries, which can impact employee attitudes and behaviors towards innovation. For example, Estonia has a unique entrepreneurial culture and is known for its innovative technology startups, whereas Pakistan has a strong emphasis on family and community ties, which may affect how employees view and approach innovation within their organizations. Therefore, more research is needed to fully explore the relationship between political behaviour and EIB in these specific contexts, including the cultural and societal factors that may influence these relationships. By gaining a better understanding of these factors, organizations in Estonia and Pakistan can implement strategies to promote and encourage employee innovation, ultimately driving organizational success and growth.

2.8 Hypotheses

Based on the literature review and the research topic, the following hypotheses have been developed to examine the influence of organizational citizenship behaviour (OCB) and organizational politics (OP) on employee innovative behaviour (EIB) in companies in Estonia and Pakistan.

Hypothesis 1 (H1): There is a positive relationship organizational citizenship behaviour (OCB) and employee innovative behaviour (EIB).

Hypothesis 2 (H2): There is a negative relationship between organizational politics and employee innovative behaviour (EIB).

Hypothesis 3 (H3): The moderating influence of organizational citizenship behaviour (OCB) on the relationship between organizational politics (OP) and employee innovative behaviour (EIB).

These hypotheses will guide the empirical investigation and provide a foundation for the research methodology, data analysis, and interpretation of the findings. Further, they will help in understanding the complex interplay between OCB, OP, on EIB, and contribute to the existing body of knowledge in organizational behaviour and innovation research.

3. Methods

3.1 Population and Sample

We conducted an online survey to explore the relationship of organizational citizenship behaviour (OCB) and organizational politics (OP) on employee innovative behaviour (EIB). The survey was conducted in Pakistan and Estonia. We used different platforms like online platforms like WhatsApp, LinkedIn, and Facebook groups to collect the data.

Table 5

Participants' characteristics and their information

Characteristic	Percentage
Respondents	102
Gender	Male 74.5, Female 20.6% , Undisclosed 4.9%
Education	High school 11.8%, Bachelor's 35.3%, Master's 44.1%, Ph.D. 6.9%, Others 2%
Work Experience	0-2 years 25.5%, 2-5 years 31.4%, 5-7 years 24.5%, More than 7 years 18.6%
Education	High school 11.7%, Bachelor's 40.8%, Master's 44.7%, Ph.D. 1.9%
Country of Residence	Estonia 47.1%, Pakistan 52.9%

Source: Prepared by authors

The sample consists of 102 respondents and these responses had been gathered in 16 days from 23.03.2023 to 07.04.2023. From the participant data collected, we obtained responses from 74.5% males and 20.6% female and 4.9% is preferred not to reveal gender. Considering the education level, 44.1% and 35.3% participant holds the master's degree and bachelor's degree respectively, 11.8% and 6.9% participant hold high school and Ph.D., 2% participants hold the vocational school. In terms of work experience 31.4% holds the 2-5 years of experience, 25.5% holds the 0-2 years of experience, 24.5% holds the 5-7 years of experience and 18.6% holds the more than 7 years of experience. Total participants from Estonia are 47.1% and from Pakistan are 52.9%

3.2 Measures

The survey was divided into three different sub-questionnaires, for each variable studied, with each having multiple questions. The detail of the questionnaires is as follow

1. The OBC questionnaire consisted of 16 different Questions as described by Smith, Organ, and Near 1983. The questions were scored as: 1 = Strongly disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, and 5 = Strongly disagree. In the alpha for generalized compliance was 0.91 and these hold questions like “Help others who have been absent”. In the altruism dimension, the altruism ranged 0.86 to 0.91, which has questions like “Do not take extra breaks“.
2. The OP questionnaire consisted of 10 different questions from Kacmar and Ferris 1991. The questions were scored as: 1 = Strongly disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, and 5 = Strongly disagree. In the coefficient alpha values ranged from 0.87 to 0.91, which has questions like “Policy changes help only a few“.
3. The EIB questionnaire consisted of 14 different questions from Kleysen & Street 2001. The questions were scored as: 1 = Never, 2 = Almost never, 3 = sometimes, 4 = Fairly, 5 = Very often and 6 = Always, where the question was like “Experiment with new ideas and solutions“.

3.3 Statistical analysis

In this study, all the statistical analyses were conducted using R version 4.2.3. Descriptive statistics, such as mean and standard deviation, were calculated using the mean() and sd() functions from base R. We then analyzed the internal consistency between the survey items (multiple questions) within each variable using Cronbach's alpha. The Cronbach's alpha reliability coefficients were calculated for three variables: OP, OCB, and EIB using the alpha() function from the psych package in R. All of the variables have Cronbach's alpha were greater than 7 (Table 6).

An ordinary least squares (OLS) regression model was employed to investigate the impact of independent variables, including OP, OCB, as well as control variables (Country, Gender, Education and experience) on the dependent variable, which was EIB. The lm() function was used to estimate the OLS regression model, and the summary() function was used to obtain model statistics and present the results in a table. Pearson correlation between all variables was analysed using cor.test() function in R. Both Pearson correlation and regression analysis were performed on the mean values calculated based on item/question scores which

ranged from 1-5 as indicated above. To include in regression and correlation tests, all the control variables were converted into binary matrix as follow: Gender: Female=0, Male=1; Experience: 0-2 years & 2-5 years= 0, 5-7 years=1, more than 7 years=1; Country: Estonia=0, Pakistan=1; Education: upto Bachelors= 0, Masters and above=1.

Table 6:
Cronbach's alpha for dependent and independent variables

Variable	Cronbach's alpha
OP	0.713
OCB	0.831
EIB	0.923

Source: author's calculations; Note: OCB= organizational citizenship behaviour; OP= organizational politics; EIB= employee innovative behaviour

We assessed the internal consistency of the survey items (multiple questions) within each variable using Cronbach's alpha. According to Nunnally (1972), a value of 0.7 or higher is considered satisfactory for research purposes. In our analysis, all of the variables have Cronbach's alpha were greater than 0.7 (Table 6), indicating acceptable internal consistency.

The Cronbach's alpha reliability coefficients were calculated for three variables: organizational politics (OP), Organizational Citizenship Behaviour (OCB), and Employee Innovative Behaviour (EIB). The results indicate that OP had a Cronbach's alpha of 0.71, OCB had a Cronbach's alpha of 0.83, and EIB had the highest Cronbach's alpha of 0.92, indicating excellent internal consistency reliability for the EIB scale.

4. Results

This study aimed to explore the relationships between organizational citizenship behaviour (OCB), employee innovative behaviour (EIB), and organizational politics (OP) in a sample of 102 respondents from Pakistan and Estonia. Four control variables were considered, including gender, education, experience, and country, along with two aggregate factors: OCB and OP. The dependent variable in this analysis was EIB.

Table 7 & 8 provide some important information for the sample data from control variables, independent variables (OCB and OP) and Dependent variable (EIB). The controlled variables are identified as follows: Gender (0=F, 1=M), Education (0= High School /Bachelors/other, 1=Master/Ph.D.), Country (0=Pakistan, 1=Estonia), Work Experience (0=0-5years, 1=More than 5 years). Table 6 below presents the means, standard deviations and Pearson correlation

between the control variables, OCB, OP and EIB. Table below presents the means, standard deviations and Pearson correlation between the control variables, OCB, OP and EIB. Table 7 below presents the means, standard deviations and Pearson correlation between the control variables, OCB, OP and EIB.

Table 7: *Pearson correlation (r and p-value), mean and standard deviation of all variables*

		Mean	SD	1	2	3	4	5	6
1	Gender								
2	Education			-0.08					
3	Experience			-0.02	-0.06				
4	Country			0.01	-0.21*	-0.01			
5	Organizational Citizenship Behaviour	3.30	0.84	-0.13	-0.06	0.23*	-0.06		
6	Organizational Politics	2.60	0.66	0.17	0.10	-0.27**	0.17	-0.76***	
7	Employee Innovative Behaviour	4.40	0.85	-0.17	-0.12	0.32***	-0.12	0.79***	-0.91***

Note: p-values: <0.05=*, <0.01=**, <0.001=*** ; OCB= organizational citizenship behaviour; OP= organizational politics; EIB= employee innovative behaviour

To investigate the relationships between organizational citizenship behaviour (OCB), employee innovative behaviour (EIB), and organizational politics (OP), a Pearson correlation test was conducted. The results revealed a strong negative correlation between OP and EIB ($r = -0.91$, $p = 0.000$), indicating that higher levels of EIB were associated with lower levels of OP. Conversely, a positive correlation was found between OCB and EIB ($r = 0.79$, $p = 0.000$), suggests that employees who exhibit higher levels of organizational citizenship behaviour are also likely to show higher levels of employee innovative behaviour. The correlation coefficient between OCB and OP ($r = -0.76$, $p = 0.000$) suggests that there is a statistically significant, strong negative relationship between OCB and OP. In other words, as the level of OCB

increases, the level of OP tends to decrease. Which could imply that when employees exhibit higher levels of positive, supportive behaviors towards their organization and colleagues (OCB), there is generally a decrease in the negative, self-serving behaviors (OP).

Similarly, the positive correlation between EIB and experience ($r = 0.32$, $p = 0.001$) indicates that employees with more experience tend to exhibit higher levels of employee innovative behaviour. This is an important finding, as it suggests that experienced employees may be more likely to engage in innovative activities and contribute to the organization's development and growth.

In addition, the negative correlation between OP and experience ($r = -0.27$, $p = 0.006$) reveals that employees with higher levels of experience are associated with lower levels of organizational politics. This finding implies that more experienced employees may have developed strategies to navigate or minimize the impact of politics within the organization.

Another significant correlation is observed between OCB and experience ($r = 0.23$, $p = 0.02$), indicating that employees with more experience tend to exhibit higher levels of organizational citizenship behaviour. This is an important insight as it suggests that experience plays a role in shaping employees' attitudes and behaviors in the workplace.

Furthermore, the negative correlation between country and education ($r = -0.21$, $p = 0.03$) suggests that respondents from Estonia are likely to have lower levels of education (Master/Ph.D) compared to those from Pakistan. This is a significant finding as it highlights potential differences in educational backgrounds between the two countries.

We performed two different OLS regression models to further analyze the relationship between the studied variables. In Model 1 (Table 8), we included four control variables (country, gender, education, and work experience) and three continuous variables (OP, OCB, and EIB) while considering EIB as the dependent variable. The results showed that OP ($\beta = -1.13$, $p = 0.000$) and OCB ($\beta = 0.11$, $p = 0.000$) were significant predictors of EIB, even after controlling for gender, education, and work experience. It also shows the OLS model 1 and OLS model 2 and their F-stat values (F-value = 350.2, F-value = 455.3) respectively are also significant. Additionally, work experience appeared to be statistically significant ($\beta = 0.10$, $p = 0.02$), indicating that work experience can potentially impact EIB when including other factors (Table 8).

Table 8: *Linear regression model for the Organizational Politics and Organizational Citizen Behaviour on Employee Innovative Behaviour*

Variables	OLS Model 1 (β)	OLS Model 2 (β)
Constant	4.99***	6.32***
Country	0.05	0.02
Gender	-0.006	0.006
Education	-0.03	-0.02
Work Experience	0.10*	0.08*
Organizational Politics	-1.13***	-1.72***
Organizational Citizen Behaviour	0.11***	-0.24***
Organizational Politics x Organizational Citizen Behaviour		0.16***
R ²	0.96	0.97
Adjusted R ²	0.95	0.97
F-stat	350.2***	455.3***

Note: *p-values*: <0.05=*, <0.01=**, <0.001=***

In Model 2 (Table 8), we introduced an additional interaction term between OP and OCB (OP x OCB) into the existing model. The findings indicated that the OP x OCB interaction term was a significant predictor of EIB scores ($\beta = 0.16$, $p = 0.000$). Notably, the interaction term was found to be significant (Table 8). The results suggest that the interaction between OP and OCB is an important factor in predicting EIB scores, indicating that the combined effect of these two variables is greater than the sum of their individual effects. The Figure 1 depicts the graphical presentation of the moderated relationship.

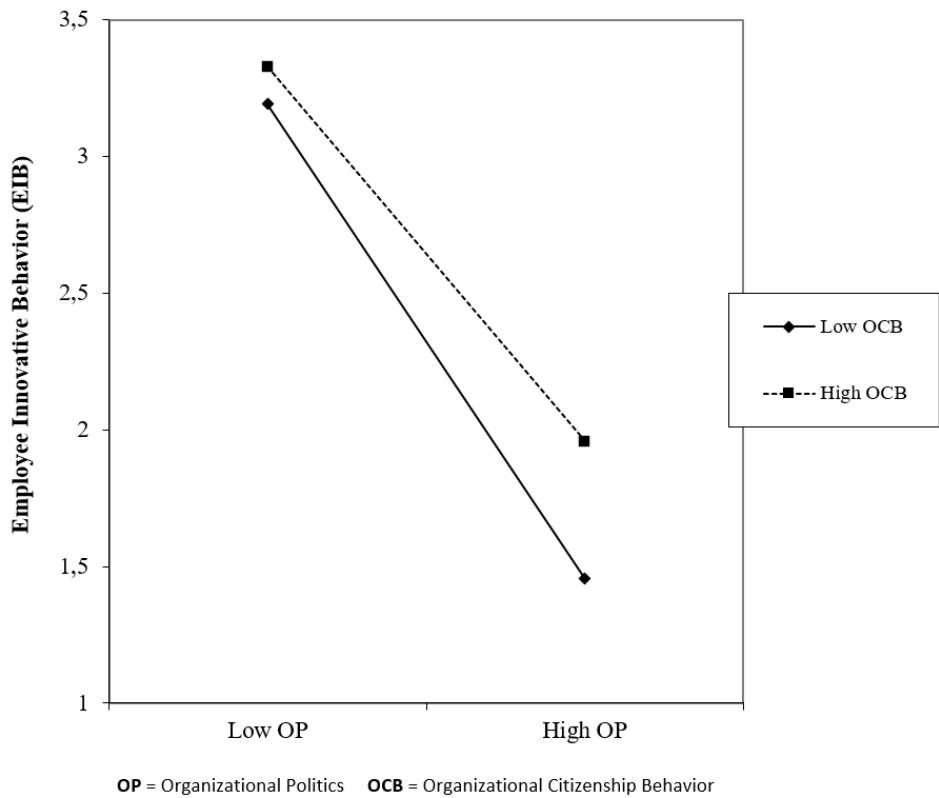


Fig.1 Moderating Effect of Organizational Citizenship Behaviour on Organizational Politics- Employee Innovative Behaviour

Based on Fig.1, the two-way linear interaction effects demonstrate that OCB moderates the relationship between OP (independent variable) and EIB (dependent variable). The gradient of the slope for Low OCB is steeper, indicating a stronger negative relationship between OP and EIB when OCB is low. In contrast, the gradient of the slope for High OCB is less steep, suggesting a weaker negative relationship between OP and EIB when OCB is high. These findings align with the OLS Model 2 results, where the OP coefficient was negative and the interaction term (OP X OCB) was positive. The positive interaction term implies that the negative relationship between OP and EIB weakens as OCB increases. This is consistent with the slopes depicted in Figure 1, showing that the negative relationship between OP and EIB is less pronounced when OCB is high compared to when it is low.

Regarding the control variables, work experience remained significant in Model 2 ($\beta = 0.08$, $p = 0.03$), albeit with a slightly lower coefficient compared to Model 1 ($\beta = 0.10$, $p = 0.02$). This change might be due to the introduction of the interaction term, which could have absorbed some of the variance previously attributed to work experience. Nevertheless, the result still suggests that more experienced employees tend to exhibit higher levels of innovative

behaviour, even when considering the effects of other factors and the interaction between OP and OCB.

The other control variables (gender, education, and country) remained non-significant predictors of EIB in Model 2, consistent with the findings in Model 1. This indicates that these factors do not have a substantial impact on EIB when accounting for the interaction between OP and OCB.

5. Discussion

In today's rapidly changing business environment, innovation has become increasingly crucial for organizational success and survival. As a result, organizations are placing more emphasis on fostering innovative behaviour among their employees. EIB refers to an employee's willingness and ability to generate and implement novel and useful ideas that improve organizational processes, products, and services. Therefore, studying EIB is becoming increasingly important for organizations seeking to maintain a competitive advantage in today's dynamic business environment. In this thesis, we aim to investigate the determinants of EIB, and the role of OP and OCB in facilitating or hindering EIB among employees. By exploring these factors, we hope to provide insights into how organizations can foster EIB, and ultimately improve their ability to innovate and adapt to changing market conditions. Our research hypotheses were based on existing literature suggesting significant relationships between OCB, OP, and EIB (Choi, 2007; Jiang et al., 2012; Kwon & Kim, 2018).

The results of the Pearson correlation test reveal several interesting findings about the relationships between the variables of interest in this study. The strong negative correlation between OP and EIB suggests that higher levels of EIB are associated with lower levels of OP. This result may be due to the fact that organizations with high levels of politics may not prioritize innovation and may not provide sufficient resources for employees to engage in innovative behaviour. This could be attributed to the possible diversion of resources away from innovation, or the creation of an environment not conducive to novel ideas due to power struggles and favoritism, as suggested by Verma & Singh (2019) in their study on India's IT sector. In the context of Pakistan's IT industry, characterized by a high degree of organizational politics (Ahmad, Abbas, Latif, & Rasheed, 2021), this could potentially lead to a stifling of innovation. However, this correlation suggests a need for Pakistani IT firms to actively work on reducing politics and promoting transparency to foster innovative behaviour.

Conversely, the positive correlation between OCB and EIB indicates that higher levels of OCB are associated with higher levels of EIB. This finding suggests that employees who engage in OCB may also be more likely to engage in innovative behaviors, as they may have a greater sense of ownership and commitment to the organization. In the case of Estonia's IT industry, known for its flat hierarchies and innovation-friendly culture (Tiits, Kalvet, & Hinsberg, 2015), this could imply that fostering a culture that encourages OCB could further stimulate the innovative behaviors already prevalent in the industry.

The negative correlation between OP and experience further emphasizes the complexity of the relationships between these variables. This result may be due to the fact that employees with greater experience may be more aware of the politics within the organization and may be less likely to engage in innovative behaviors as a result. Overall, these findings suggest that organizations should strive to minimize politics and promote a culture of OCB in order to foster employee innovative behaviour and ultimately improve organizational performance.

The control variables, including country, gender, education, and work experience, were examined in Pearson correlation to determine their impact on employee innovative behaviour (EIB). The findings revealed that the country variable was not significantly related to EIB. This suggests that innovative behaviour among IT employees in Pakistan and Estonia may be influenced more by individual and organizational factors than by country. However, work experience was found to be significantly and positively related to EIB, suggesting that employees with more work experience tend to exhibit higher levels of innovative behaviour due to the accumulation of knowledge and skills over time. This finding indicates that employees with more work experience tend to demonstrate more innovative behaviors in the workplace. (Nguyen, T., & Cao, T., 2015) conducted a study examining the relationship between work experience, job autonomy, and innovative behaviour. The results revealed that employees with more work experience were more likely to engage in innovative activities, especially when they had a high level of job autonomy.

Despite controlling for demographic variables such as country, gender, education, and work experience, our OLS regression analysis revealed that OCB was a significant predictor of EIB. This finding is consistent with previous research that has demonstrated the positive influence of OCB on employee performance and innovation (Choi, 2007; Jiang et al., 2012; Kwon & Kim, 2018). OCB, which includes behaviors like assisting coworkers, volunteering for additional tasks, and being an organizational citizen, can cultivate a supportive work environment that encourages the exchange of ideas and knowledge. In turn, this can facilitate

the generation and implementation of new ideas, resulting in greater EIB (Podsakoff et al., 2000). Additional research supports the notion that OCB can encourage innovative behaviour among employees. Tang and Chang (2010) discovered, for instance, that OCB facilitated the sharing of knowledge and resources among team members, which in turn led to enhanced innovation performance. Similarly, a study by Bolino and Turnley (2005) revealed that employees who participated in OCB were more likely to receive high ratings from their supervisors on creativity and innovation. Another study by Paille et al. (2014) demonstrated that OCB was positively related to employees' innovative work behaviour, with the relationship being stronger in organizations with an innovation-friendly culture. In addition, a meta-analysis conducted by Ng and Feldman (2012) confirmed the positive relationship between OCB and employee innovation, indicating that the positive effects of OCB on innovation are consistent across studies and contexts. Overall our findings highlight the importance of fostering a positive organizational culture that encourages employees to engage in citizenship behaviors, which may ultimately lead to greater innovation within the organization. Additionally, these results suggest that organizations should consider incorporating OCB as a part of their innovation strategy to promote a culture that values both citizenship behaviors and innovative behaviors.

Our study further revealed that the relationship between organizational politics (OP) and employee innovative behaviour (EIB) is significantly negative. These results are consistent with our correlation results suggesting that higher levels of perceived organizational politics are associated with a decrease in innovative behaviour among employees. These results are consistent with those of previous studies examining the effect of organizational politics on employee innovation. For example, Andrews and Kacmar (2001) found that employees who perceived a highly political work environment were less likely to engage in innovative behaviour. Similarly, a study by Rosen et al. (2009) discovered that perceptions of organizational politics negatively impacted employees' creativity and innovation, as political environments can be characterized by uncertainty and decreased trust among team members. Moreover, according to a study by Vadera et al. (2013), organizational politics can inhibit employees' innovative behaviour by fostering a climate of dread and uncertainty, which discourages employees from taking risks and exploring new ideas. In a related study, Othman et al. (2016) found that organizational politics has a negative impact on employee innovation, as it can contribute to increased stress and burnout, thereby diminishing employees' creative and innovative capacities. Overall our results imply that when organizational politics are

prevalent in a workplace, it can negatively impact employee innovative behaviour. Therefore, organizations that wish to promote and encourage innovative behaviour among their employees need to address and mitigate any factors related to organizational politics that may hinder the development of such behaviour.

Furthermore, when OCB interacts with the relationship between OP it has a positive impact on EIB. Consistent with prior research, these results indicate that OCB can function as a buffer against the negative effects of organizational politics on employee outcomes. For example, a 2011 study by Kacmar et al. found that OCB mitigated the negative impact of organizational politics on employee job satisfaction and performance. In addition, Choi (2007) demonstrated that OCB could strengthen the relationship between employee creativity and individual performance, indicating that OCB may positively influence the innovative behaviors of employees. The interaction effect observed in our study, which included participants from IT firms in Pakistan and Estonia, suggests that OCB has the potential to mitigate the negative impact of organizational politics on employee innovation. In other words, employees who demonstrate high levels of OCB may be better equipped to deal with the negative effects of organizational politics, allowing them to maintain or even enhance their innovative behaviour.

5.1.1 Theoretical Implications

Our findings contribute in multiple ways to the existing literature on OCB, organizational politics, and employee innovative behaviour:

Firstly, in line with prior research (Choi, 2007; Jiang et al., 2012; Kwon & Kim, 2018), our results bolster the hypothesis of a positive relationship between OCB and employee innovative behaviour. This not only reaffirms the essential role of OCB in fostering an environment conducive to innovation, but it also underscores the necessity for further exploration into the mechanisms facilitating this relationship. Particularly in the IT industries of Estonia and Pakistan, this finding illuminates the importance of encouraging behaviors that go beyond the standard job requirements, as they can serve as catalysts for innovation.

Consistent with previous research (Rosen et al., 2006; Vadera et al., 2013), our study supports the notion of a negative correlation between organizational politics and employee innovative behaviour. This finding underscores the detrimental impact of high levels of organizational politics on the innovative potential of employees. It further signals the need for organizations, especially those within the politically charged environment of Pakistan's IT

industry, to manage their internal political dynamics effectively to create an environment that nurtures innovation.

Our research provides new knowledge about the intricate interplay between OCB, organizational politics, and employee innovation. The finding of a significant interaction effect between OCB and organizational politics on employee innovative behaviour adds a new dimension to our understanding. It suggests that OCB could potentially buffer the negative impact of organizational politics on innovation. This insight calls for additional investigation into the specific mechanisms through which OCB moderates this relationship. This finding could have particular significance in the Estonian IT industry, known for its flat hierarchies and innovation-friendly culture, as it could further optimize the innovative potential of its workforce.

5.1.2 Practical Implications

On the basis of our research, we recommend the following to organizations:

First, our findings emphasize the value of promoting Organizational Citizenship Behaviour (OCB) among employees. For IT companies, where innovation often stems from collaborative problem-solving and out-of-the-box thinking, fostering a culture that values teamwork, cooperation, and mutual assistance is key. Recognizing and rewarding OCB can motivate employees in these environments to go beyond their defined roles and contribute creatively to organizational growth. This is especially pertinent to the Estonian IT sector, where a culture of innovation is already deeply rooted.

Second, the need to mitigate the negative effects of organizational politics is underscored. For IT companies, particularly those in Pakistan's IT sector, characterized by its high degree of organizational politics, this implies implementing policies that promote transparency in decision-making processes, nurture open communication, and provide clear conduct guidelines for employees. Quick and fair resolution of conflicts can also help minimize the detrimental effects of politics on innovation.

Third, given the significant relationship between employee work experience and innovative behaviour, it is suggested that organizations invest in development programs enhancing skills, knowledge, and expertise. In the rapidly evolving IT industry of both Pakistan and Estonia, such investments can help seasoned employees keep pace with technological advancements, thereby fostering innovation and preventing disengagement due to organizational politics.

Finally, our research underscores the importance of creating an environment conducive to innovation, irrespective of employees' demographic characteristics. This can be particularly impactful in the IT sector, where the generation and implementation of innovative ideas are critical for maintaining a competitive edge. By providing necessary resources, support, and opportunities for innovation, IT companies in both Pakistan and Estonia can boost their innovative output.

5.2 Limitations and Future Research

Despite the valuable insights obtained from this study, there are a number of limitations that must be acknowledged and addressed in future studies. These limitations are as follows:

First, our study's cross-sectional design curtails our ability to make causal inferences between organizational citizenship behaviour, organizational politics, and employee innovative behaviour. As such, future research could benefit from employing longitudinal designs to better understand the temporal dynamics and causal relationships between these variables.

Second, the limited sample of our study, comprising IT firms from Pakistan and Estonia, potentially narrows the applicability of our findings to other industries or countries. Thus, future research should endeavor to replicate this study across different industries and cultural contexts to comprehend more fully the universality of the observed relationships.

Third, our study relied on self-report measures, which might have introduced biases such as social desirability and common method variance. Future research could leverage multi-source data, including supervisor ratings or peer evaluations, to provide a more comprehensive evaluation of innovative employee behaviour and OCB.

Fourth, while our study concentrated on organizational citizenship behaviour, organizational politics, and a set of demographic control variables, other factors could influence employee innovative behaviour. Future investigations could examine the influence of additional factors, like personality traits, leadership styles, and organizational culture, on the relationship between organizational citizenship behaviour, organizational politics, and innovation.

Lastly, although our study discovered a significant interaction effect between OCB and organizational politics, future research should explore other potential moderating factors. These could include organizational climate, trust, and psychological safety, which might better

elucidate the conditions under which OCB influences the relationship between organizational politics and employee innovative behaviour.

By addressing these limitations and exploring new directions for future research, scholars can continue to advance our understanding of the complex relationship between organizational citizenship behaviour (OCB), organizational politics, and employee innovative behaviour, thereby assisting organizations in developing more supportive and innovative work environments.

Conclusion

In conclusion, our study found that organizational politics have a significantly negative impact on employee innovative behaviour, highlighting the need for organizations to address and mitigate any related factors. The interaction effect observed in our study suggests that employees who exhibit high levels of OCB may be better equipped to handle the negative effects of organizational politics, which could help maintain or even enhance their innovative behaviour. Work experience was also found to play a critical role in fostering innovative behaviour among employees, emphasizing the importance of continuous learning and development opportunities in the workplace.

In summary, our study underscores the significance of fostering a positive organizational culture that encourages OCB and mitigates the negative effects of OP on EIB. Our findings reveal that employees who engage in OCB are more likely to exhibit innovative behaviour, while high levels of perceived OP can hamper innovation. Importantly, OCB can act as a buffer against the detrimental impact of OP on EIB, suggesting that promoting OCB can help maintain or even enhance innovation among employees despite the presence of organizational politics. Organizations should, therefore, focus on cultivating an environment that supports citizenship behaviors and addresses political factors to bolster innovation and maintain a competitive edge in the dynamic business landscape.

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Resüme

Organisatsiooni kodanikukäitumise ja organisatsioonipoliitika mõju töötajate uuenduslikule käitumisele

Fasih Ullah Sajid & Sohaib Ali Shahid

Selles uuringus uuriti organisatsiooni kodanikukäitumise (OCB) ja organisatsioonipoliitika (OP) mõju töötajate uuenduslikule käitumisele (EIB) 102 Pakistani ja Eesti IT-ettevõtetes töötavate vastajate seas. Andmeid koguti veebiküsitluse kaudu, mida levitati erinevate platvormide kaudu seal hulgas WhatsApp, Facebookis ja. Küsimustikule koguti vastuseid 16 päeva jooksul. Andmete ja OCB, OP, EIB ja sotsiaal-demograafiliste muutujate vahelise seose analüüsimiseks kasutati tavalised vähimruudud regressioonitehnikat ja Pearsoni korrelatsiooni. Tulemused näitasid positiivset seost OCB ja EIB vahel, samas kui OP näitas negatiivset seost EIB-ga. Lisaks leiti, et OCB leevendab OP negatiivset mõju EIB-le. Uuring näitas ka, et töökogemus avaldab EIB-le olulist mõju, riik, sugu ja haridus aga mitte. Need leiud aitavad mõista, kuidas OCB ja OP mõjutavad töötajate innovatsiooni, ja annavad väärtuslikku teavet organisatsioonidele, kes soovivad edendada toetavat ja uuenduslikku töökeskkonda.

Uuringu eesmärk:

Meie uuring tõstab esile positiivse organisatsioonikultuuri edendamise tähtsust, mis julgustab OCB-d ja leevendab OP negatiivset mõju EIB-le. Meie tulemused näitavad, et OCB-ga tegelevad töötajad osalevad tõenäolisemalt uuenduslikus käitumises, samas kui kõrge tajutud OP võib innovatsiooni pärssida. Oluline on see, et OCB võib toimida puhvrina OP ebasoodsate mõjude vastu EIB-le, mis viitab sellele, et OCB edendamine võib aidata säilitada või isegi suurendada töötajate uuenduslikkust hoolimata organisatsioonipoliitika olemasolust. Organisatsioonid peaksid seetõttu keskenduma sellise keskkonna kujundamisele, mis toetab kodanikukäitumist ja tegeleb poliitiliste teguritega, et toetada innovatsiooni ja säilitada konkurentsieelist dünaamilisel ärimaastikul.

Vaatamata sellest uuringust saadud väärtuslikele arusaamadele on mitmeid piiranguid, mida tuleb tulevastel uuringutes tunnistada ja käsitleda. Piirangud hõlmavad meie uuringu ristlõike ülesehitust, mis piirab meie võimet teha põhjuslikke järeldusi organisatsiooni kodanike käitumise, organisatsiooni poliitika ja töötajate uuendusliku käitumise vahel. Tulevased uuringud võiksid kasutada pikisuunalisi kujundusi, et paremini mõista nende muutujate ajalist

dünaamikat ja põhjuslikke seoseid. Meie valimisse kuulusid Pakistani ja Eesti IT-ettevõtted, mis võivad piirata meie leidude rakendatavust teistes tööstusharudes või riikides. Tulevased uuringud peaksid seda uuringut kordama erinevates tööstusharudes ja kultuurikontekstides, et paremini mõista vaadeldavate suhete universaalsust. Uuring tugines enesearuande meetmetele, mis võisid tuua kaasa eelarvamusi nagu sotsiaalne ihaldus ja erinevused tavapärastes meetodites. Edaspidised uuringud võiksid kasutada mitmest allikast pärinevaid andmeid, näiteks juhendajate hinnanguid või vastastikust eksperdihinnangut, et anda põhjalikum hinnang töötajate uuenduslikule käitumisele ja OCB-le. Lisaks keskendus see uuring organisatsiooni kodanikukäitumisele, organisatsiooni poliitikale ja demograafilistele kontrollimuutujatele; töötajate uuenduslikku käitumist mõjutavad aga täiendavad tegurid. Tulevased uuringud võiksid uurida täiendavate tegurite, nagu isiksuseomadused, juhtimisstiilid ja organisatsioonikultuur, mõju organisatsiooni kodakondsuskäitumise, organisatsioonipoliitika ja innovatsiooni vahelisele suhtele. Kuigi meie uuring leidis märkimisväärset vastasmõju OCB ja organisatsioonipoliitika vahel, peaksid tulevased uuringud uurima muid võimalikke aeglustavaid tegureid, nagu organisatsiooni kliima, usaldus ja psühholoogiline ohutus, et paremini mõista tingimusi, mille korral OCB mõjutab organisatsioonipoliitika ja töötajate uuendusliku käitumise vastastikuseid seoseid.

Neid piiranguid käsitledes ja tulevaste uuringute jaoks uusi suundi uurides saavad teadlased jätkuvalt edendada meie arusaamist organisatsiooni kodaniku käitumise, organisatsioonipoliitika ja töötajate uuendusliku käitumise vahelisest keerulisest seosest, aidates seeläbi organisatsioonidel välja töötada toetavaid ja uuenduslikumaid töökeskkondi. Üldiselt selgus meie uuringust, et organisatsioonipoliitikal on töötajate uuenduslikule käitumisele märkimisväärne negatiivne mõju, rõhutades organisatsioonide vajadust tegeleda kõigi sellega seotud teguritega ja neid leevendada. Meie uuringus täheldatud interaktsiooniefekt viitab sellele, et kõrge OCB tasemega töötajad võivad olla paremini varustatud organisatsioonipoliitika negatiivsete mõjudega, mis võivad aidata säilitada või isegi parandada nende uuenduslikku käitumist. Samuti leiti, et töökogemus mängib olulist rolli töötajate uuendusliku käitumise soodustamisel, tuues välja pideva õppimise ja arenguvõimaluste olulisuse töökohal.

Üldiselt rõhutavad meie tulemused positiivse organisatsioonikultuuri edendamise tähtsust, mis julgustab töötajaid omaks võtma kodanikukäitumist, mis võib lõpuks viia suurema innovatsioonini organisatsiooni sees. Soovitame organisatsioonidel püüda vähendada poliitikat

ja edendada OCB kultuuri osana oma innovatsioonistrateegiast, et edendada uuenduslikku käitumist ja parandada organisatsiooni tulemuslikkust.

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