KADİR HAS UNIVERSITY
GRADUATE SCHOOL OF SOCIAL SCIENCES
BUSINESS ADMINISTRATION DISCIPLINE AREA

THE EFFECT OF WORKPLACE POLITICAL TACTICS ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR AND TASK PERFORMANCE: THE MODERATING ROLE OF PERCEPTIONS OF ORGANIZATIONAL POLITICS

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SUPERVISOR: ASST. PROF. DR. HAVVA PINAR İMER

MASTER'S THESIS

ISTANBUL, JANUARY, 2018

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Submitted to the Graduate School of Social Sciences of Kadir Has University in partial fulfillment of the requirements for the degree of Master's in the Discipline Area of Business Administration under the Program of Business Administration

ISTANBUL, JANUARY, 2018

I, TUĞBA GÜRBUĞA;

Hereby declare that this Master's Thesis is my own original work and that due references have been appropriately provided on all supporting literature and resources.

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ACCEPTANCE AND APPROVAL

This work entitled **THE EFFECT OF WORKPLACE POLITICAL TACTICS ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR AND TASK PERFORMANCE: THE MODERATING ROLE OF PERCEPTIONS OF ORGANIZATIONAL POLITICS** prepared by **TUĞBA GÜRBUĞA** has been judged to be successful at the defense exam held on **09/01/2018** and accepted by our jury as **MASTER'S THESIS.**

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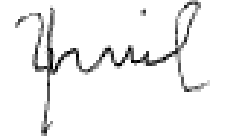
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ABSTRACT

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The aim of the study is to investigate the impacts of organizational placement as a hierarchical political tactic and coalition building as a networking tactic with the moderating role of perceptions of organizational politics on organizational citizenship behavior and task performance.

In order to realize this purpose, a model for the moderating role of perceptions of organizational politics in the relationships between the use of political tactics and OCB and task performance was developed. Afterwards, a questionnaire for collecting data on following subjects was conducted: a) within the context of organizational citizenship behavior; OCBI and OCBO b) within the context of task performance; in-role behaviors c) within the context of political tactics; the use of organizational placement tactic as a hierarchical tactic and coalition building tactic as a networking tactic d) within the context of organizational politics perceptions.

The results of regression analyses pointed out that there were important relationships between OCB, task performance and the use of political tactics with a moderating role of perceptions of organizational politics. According the results, the use of organizational placement tactic had an impact on OCBO and task performance. The analyses also showed that there was not a significant relationship between the use of coalition building tactic and both task performance and OCBO. However, a relation has occurred when POP got involved in the relationship. It has been determined that POP had a moderating role in the relationship between coalition building as a networking tactic and task performance. Finally, OCBI had a significant relationship with none of the variables.

Keywords: Organizational Placement, Coalition Building, Hierarchical Political Tactics, Networking Political Tactics, Organizational Citizenship Behaviors, Perceptions of Organizational Politics

ÖZET

GÜRBUĞA, TUĞBA. *İŞ YERİNDE UYGULANAN SİYASİ TAKTİKLERİN ÖRGÜTSEL VATANDAŞLIK DAVRANIŞI VE İŞ PERFORMANSI ÜZERİNE ETKİSİ: ÖRGÜTSEL POLİTİKA ALGISININ MODERATÖR ROLÜ*, MASTER TEZİ, İstanbul, 2018.

Bu çalışmanın amacı; hiyerarşik taktik olan örgütsel yerleştirmenin ve bağlantı kurma taktiği olan destek oluşturmanın örgütsel vatandaşlık davranışlarına ve iş performansına örgütsel siyaset algısı moderatörlüğündeki etkisini araştırmaktır.

Bu amacı gerçekleştirmek için, öncelikle politik taktik kullanımının örgütsel vatandaşlık davranışları ve iş performansı ilişkisinde örgütsel siyasi algının moderator etkisini ölçen bir model geliştirilmiştir. Daha sonra a) örgütsel vatandaşlık davranışları kapsamında örgütsel vatandaşlık davranışı-birey ve örgütsel vatandaşlık davranışı- örgüt b) iş performansı kapsamında rol içi davranışlar c) politik taktik kullanımı kapsamında hiyerarşik taktik olan örgütsel yerleştirme ve bağlantı kurma taktiği olan koalisyon kurma d) örgütsel politika algısı kapsamında bireysel düzeyde veri toplamak amacıyla bir anket düzenlenmiştir.

Regresyon analizleri sonuçlarına göre örgütsel yerleştirme taktiğinin iş performansı ve örgütsel vatandaşlık davranışları-örgüt üzerinde etkileri olduğu görülmüştür. Analizler sonucu koalisyon kurma taktiğinin örgütsel politika algısı olması durumunda iş performansına etkisi olduğu tespit edilmiştir. Örgütsel politika algısı olmaması durumunda ise bağlantı kurma taktiği olan destek oluşturmanın iş performansıyla ve örgütsel vatandaşlık davranışlarıyla anlamlı bir ilişkisinin olmadığı tespit edilmiştir. Son olarak örgütsel vatandaşlık davranışı-birey'in diğer değişkenlerle bir ilişkisi olmadığı tespit edilmiştir.

Anahtar Sözcükler: Örgütsel Yerleştirme, Koalisyon Kurma, Hiyerarşik Politik Taktikler, Bağlantı Kurma Politik Taktikleri, Örgütsel Vatandaşlık Davranışları, Örgütsel Politika Algısı

INTRODUCTION

The increasing competition in both global and local markets has empowered the importance of work behaviors because of its effects on organizations' overall success. Organizational citizenship behavior is one of the most important topics for researchers because of its impact on organizational effectiveness and performance in this respect. OCB is positively affecting the organization as well as effectiveness and the productivity in organizations (Organ, 1988; Podsakoff et al., 2006; Podsakoff et al., 2000; Gong, Cheng and Cheung, 2010). Organ (1988, p. 4) defines OCB as "individual behavior 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". In other words, OCB is extra behaviors and efforts that add to task performance (Coleman and Borman, 2000).

There are different studies and research about what affects OCB, its antecedents, outcomes and task performance (Graham, 1986; Hackman and Odham, 1975; Podsakoff et al.; Organ, 1988; Williams and Anderson, 1991; Organ and Konovsky, 1989). The studies concentrated on the relationship between job satisfaction, organizational commitment, perceptions of organizational justice, and leadership behaviors and OCB in general (Bateman and Organ 1983; Motowidlo 1984; Organ and Konovsky 1989; Organ and Ryan 1995; LePine, Erez and Johnson 2002; Hoffman et al. 2007; Moorman, 1991; Wang et al. 2005).

There are different common grounds, which make people come together. These are reflections of what people share in order to achieve both common and personal goals by sharing tasks and responsibilities on the way. As rationalist structures, organizations consist of different interest groups with limited resources (Dubrin, 2009). All social relationships include power and because of the contrasting interests, politics are both inevitable means and ends of them. In this context, business units and organizations are political places consisting of individuals and coalitions on the way of achieving both organizational and personal goals (Shafritz, Ott, & Jang, 2016). Political behavior can be defined as a political game played by influencers to control decisions and actions (Mintzberg, 1985). Political behaviors are the actions that are not included in the formal

role of individuals but the ways of influencing others and outcomes (Farrell and Peterson, 1982). Because politics have negative connotations, people tend to ignore the concept in organizational life (Bodla and Danish, 2013). Therefore, there are unaddressed questions about political tactics and its effects on organizational life. If political tactics are informal ways to influence individuals' actions and behaviors, the question how these tactics affect OCB and task performance could be asked.

While reviewing literature, it has been realized that the relationships between OCB, task performance and the use of political tactics have not been thoroughly studied. Thus, how the actual use of specific political tactics is related with employee's OCB and performance remains as a major question for investigation. Political tactics were generally researched by providing a list of tactics to participants (Zanzi, Arthur and Shamir, 1991; Thiel et al., 2014; Zanzi, O'Neill, and Regina, 2001). Zanzi, Arthur and Shamir (1991) classified political tactics as networking and hierarchical. In order to specify the effects, coalition building as a networking tactic and organizational placement as a hierarchical tactic will be investigated in this study. Furthermore, Hochwater, Witt, and Kacmar (2000) reported a moderating effect of perceptions of organizational politics between conscientiousness and job performance. Their findings contributed to organizational politics literature by indicating that politics perceptions can be a moderator of relationships between personality and job-related outcome. From this point of view, it is possible to assume that politics perceptions may also act a moderating role of relationships between behaviors shaped by personalities and job-related outcomes. Therefore, in this study, perceptions of organizational politics are expected to moderate the relationships between the use of political tactics and OCB and task performance.

Thus, the present study aims to investigate the potential moderating role of perceptions of organizational politics in the use of organizational placement and coalition building tactics' relationships with OCB and task performance. To the knowledge of the researcher, this study is one of the rare attempts to investigate this moderation effect.
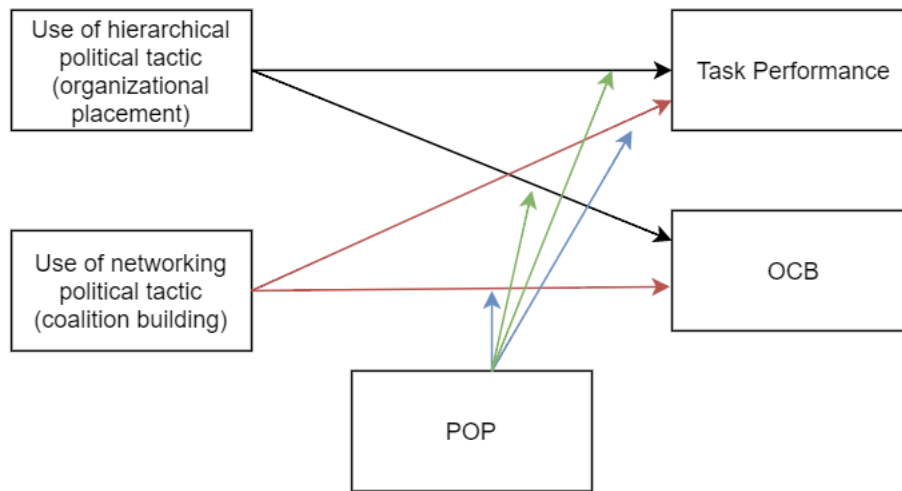
Figure 1.1 Proposed Model of Use of Organizational Placement and Networking Tactics – Task Performance and OCB Relationships as Moderated by Perceptions of Organizational Politics

CHAPTER 1

LITERATURE REVIEW AND THEOCRATICAL FRAMEWORK

1.1. OCB AND TASK PERFORMANCE

Organ has defined OCB as "individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization" (Organ, 1988, p. 4). According to him, there were three basic features of OCB. Firstly, behaviors were optional and not included in the job description so based on individuals' personal preferences and choices. Secondly, these behaviors were more than feasible and applicable in a job definition and description. Finally, OCB contributed to overall organization performance thanks to contribution on resource transformation, innovativeness, and adaptability (Organ 1988).

According to Schanake (1991), OCB was behavior that directly affected the individuals, groups, and organizations because of its functional and pro-social nature. To help new comers and the ones who are absent or not to take redundant breaks were two examples of these kinds of behaviors.

Studies in this area has showed that two broad classification in this concept (Williams and Anderson, 1991; Smith, Organ, and Near, 1983; O'Reilly and Chatman, 1986). The first one was OCBO behavior that contributes to organization in general. For example, when an employee cannot come to work, s/he gives information in advance. The second one was OCBI behavior that an individual benefits the behavior immediately and in the end organization benefits, as well. For instance, former employees help the new ones (Williams and Anderson, 1991). OCBI was about altruistic reasons on the other hand OCBO was about compliance. The scope of this thesis will be on this classification while assessing the OCB.

In the literature, two dimensions of work attitudes caused OCB. The first was individuals' ideas and cognitive dimensions about the characteristics of objects and the second has

referred the feelings or affective dimensions about the characteristics of objects (Penner, Midili, and Kegelmeyer,1997). In other words, a positive feeling as well as cognitive reasons could cause OCB. Personal willingness, voluntary effort, and sincerity were the fundamentals of OCB (Goodman and Svyantek, 1999).

George and Bettenhausen (1990) and Karambaya (1990) found out the positive effect of OCB on organizational performance and accomplishments. Because OCB had a positive impact on organizational effectiveness, many researchers have been investigated the concept (Bateman and Organ, 1983; Hoffman et al. 2007; Organ, 1997; Podsakoff et al., 2000). Most of these authors have concentrated on the predictors of OCB such as organizational commitment, task characteristics, organization structure, and leadership behaviors (Nielson, Hrivnak and Shaw, 2009). Furthermore, OCB has been investigated in the context of personality traits and job satisfaction (Organ and Lingl, 1995), job attitudes and organizational variables (Penner et al., 1997), age of employees (Wagner and Rush, 2000), the environment in which these behaviors are expressed (Turnipseed and Murkison, 2000). Furthermore, there were studies on the relationship between perceptions of organizational politics (Danaeefard, Balutbazeh, and Kashi, 2010; Chang et al., 2012). However, no study on political tactics and OCB relation was found in the literature review.

Katz (1964) stated a distinction between in-role behaviors and extra-role behaviors. Williams and Anderson (1991) found that task performance, OCBI, and OCBO were different concepts. Therefore, it is relevant to divide the research scope into three variables as task performance, OCBI and OCBO.

Task performance was the actions and behaviors of employees in order to fulfill the job requirements. These requirements could vary from different tasks and jobs. Individual skills and knowledge were important factors that affected the outcomes. All activities were the part of job description (Borman and Motowidlo, 1997; Werner, 2000). However, Campbell (1990) stated that actions could not specify the outcome on their own. This is because; individual performance was a part of overall performance.

It is important to consider contextual performance in order to assess the performance. Social and organizational contexts were also significant parameters of performance. Task performance as defined "as the effectiveness with which job incumbents perform

activities that contribute to the organization's technical core either directly by implementing a part of its technological process, or indirectly by providing it with needed material and services" (Borman and Motowidlo, 1993, p. 72). On the other hand, contextual performance contained activities that were not in the job description and depended on individuals' personality or choices. Therefore, this performance included voluntary actions that helped to carry out tasks and increase performance. As a result, it has more related to organizational citizenship behavior. To sum up, task performance was doing the tasks assigned officially while contextual performance was going beyond the formal expectations.

1.2. POWER AND POLITICAL TACTICS

Power is one of critical and important sources for organizational actions and actors. There are more than one person in each organizational relationship and this leads a complexity for the mechanism of decision-making. Therefore, there is a "war" between parties of relationships in order to influence, persuade and enable others to accept his/her idea (Zaleznik, 1970). In other words, power is the one's ability to do things according to his/her preferences against others (Weber, 1947). Pfeffer (1981, p. 30) described power as "the potential ability to influence behavior, to change the course of events, to overcome resistance, and to get people to do things that they would not otherwise do". In the literature, Lukes (1974) provided three dimensions of power. First, power gives a chance to a member or group to get what they want against other members and groups in a social relationship. Second, the control of knowledge is crucial in order to has and exercise power. Lastly, power provides suppression of conflicts stemming from clash of interests.

French and Raven (1960) profoundly studied the power bases and classified it into six categories: coercive, reward, legitimate, referent, expert, and informational power. The definitions of bases are listed below.

1. Coercive Power: This power utilizes threat as a force to persuade other party to be compliant with the party who applies. This force can be physical, emotional, social, psychological or economic. In order to be coercive, affected

groups or individuals do not accept what the other party offers or make them do.

2.   Reward Power: The party that applies this power offers others rewards in the exchange of expected behaviors. The rewards can be material, emotional, or social.

3.   Legitimate Power: Authority is the essence of power because it should be based on elected, appointed or selected source.

4.   Referent Power: This type of power is that a group or individual has an affiliation with another while wanting to be one of them or like them. Charisma is the key word for referent power.

5.   Expert Power: Knowledge and skills provides expert power. Generally, if there is a need for accomplishment and success, expert power can be more powerful in social relations. This is because, success is a motivation behind accepting one party as more powerful while others do not have such talent, skill, or knowledge.

6.   Informational Power: French and Raven added this base of power later. Information can be seen as a resource in order to change different parties' minds or persuade them in accordance with the group that has information.

The bases of power are important to understand parties' ability to recognize their own sources of power as well as the level of the effects of using power against others. Organizations are political systems and the groups in this system mobilize power. These power bases helps to understand the question of how groups utilize it (Omisore and Nweke, 2014).

Organizational politics were intentional acts of individuals to affect or to preserve personal or groups' interests. Then political tactics were the actions taken by employees in order to gain and protect power and interests by influencing others (Allen et al., 1979). Research have stated that doing business included political acts (Ferris, et al., 1996; Williams and Dutton, 2000). Moreover, there was an agreement among researchers about the inadequate study of political tactics in the literature (Ferris and Kacmar, 1992; Gandz and Murray, 1980; Drory and Romm, 1990). Early studies have stated that reactions of individuals to political tactics such as organizational commitment, job performance, and

turnover were negative (Cropanzazo et al., 1997; Ferris, et al., 1989). However, the approach towards political tactics was generally illegal action in these research not directed to specific political tactics (Thiel et al., (2012), Wayne and Liden (1995), and Higgins, Judge, and Ferris (2003) have found that specific political tactics could form different reactions and results. Moreover, there were studies about the positive relationships between political tactics and work outcomes (Zanzi, O'Neill, and Regina, 2001; Treadway et al., 2005).

In the literature, there were lots of classification of tactics. Some writers preferred to divide them as sanctioned and non-sanctioned political tactics (Mayes and Allen, 1977; Thiel et. al., 2012). This classification assumed that if there was deviation from organizational values and norms, then these tactics could be named as non-sanctioned. People using these tactics were very careful about hiding the behaviors because they thought that there are undesirable results such as losing their jobs. Therefore, they tended to be secretive because of negative and unacceptable nature of the tactics. On the other hand, sanctioned tactics have been seen as acceptable because they were compatible with the organizational norms. To use these tactics was normal and even positive and desirable (Zanzi, O'Neill, and Regina, 2001). This classification has focused on how they were interpreted by employees in the organization.

The second classification assumed that tactics could be labeled as hierarchical and networking tactics by evaluating the purpose of them (Zanzi, Arthur and Shamir, 1991). Hierarchical tactics aimed to gain status, authority, and power. Promising a salary increase or threatening employees with loss of promotion are examples of using of these tactics. Networking tactics, on the other hand, were softer and tended to be more about common interests. Obtaining the support of others to back up one's requests is an example for the use of networking tactics. The second label could be seen as more acceptable and openly applied by the employees. Therefore, this classification will be taken as a base of separating of tactics in this study.

There were different studies about categories of political tactics. In the scope of this thesis, Zanzi O'Neill, and Regina's classification (2001) will be taken as a basis for definition of categories of political tactics. Although this categorization had 24 different tactics, this study will not concentrate on all of them. Rather the author has chosen to

research about coalition building and organizational placement in order to specify the effects of certain political tactics on certain outcomes. Organizational placement tactic was chosen because of its vertical application in the organizations. On the other hand, coalition building generally had lateral use in the organizations. Gordon (1996), Wayne and Liden (1995), and Higgins, Judge, and Ferris (2003). Zanzi, O'Neill and Regina (2001) have measured the use of political tactics in organizational life by defining 24 political tactics. Exchange of favors refers to the tactic that one party trades its present or future benefit or obligations with others in accordance with an interest. Co-Optation means that in order to control one party, one power group or individual merges or incorporates another one. Rituals and symbols are formal ceremonies and symbols of power used as a chance of enhancing or consolidating one's position. Manipulation means that by misleading reality or misrepresenting intentions one party tries to get support of another's. Mentorees are individuals who are juniors in the membership relations. Mentors are individuals who are seniors in the membership relations. Through organizational placement tactic, individuals get promotions against potential opponents. Agreeable people are supported by isolating the others. Persuasion tactic enables one party to utilize rational argumentation in order to accomplish its interest against others. Others to eliminate or absorb them can use one's uncertainty. This tactic is called as coping with uncertainty. By using intimidation or innuendoes, language, actions and figure of speech become a means to threaten or to scare others. Thanks to control of information tactic, an individual has a chance to control what information is distributed to and who to get it. Rule-oriented tactics are formal documentations about organizational rules guidelines, and procedures being means of gaining support one's position against others. Using surrogates tactic refers that individuals use a third party agent as an intermediary. Image building is that through creating a good image with power holders, one party aims to accomplish its self-interest. Rule-evading tactics are the ones that formal documents such as organizational rules, procedures, and guidelines re-evaluated in accordance with a specific group's will and benefit. Networking means that one party utilizes its access power to powerful people in the organization. Ingratiation is a tactic which individuals make compliments or develop intimacy with others. Super-ordinate goals refer that individuals pretend and show that their argument or aim has a link with organizational goodness. Providing resources tactic is allocating resources among others

on a purpose. Use of expertise tactic is to provide specific skills and talents, knowledge and solutions to develop their position. Piggybacking is that individuals or groups establish a mutually supportive relationship with others and move in the same direction. Blaming or attacking others is a tactic which in the case of failure, one party regards another part as responsible. Outside experts tactic is that in order to strengthen individuals' or groups' position, external consultants or experts recommend by creating supporting actions. Coalition building is a political tactic that through forming alliances with others, one group or individual gathers more support for its position or interest and achieve its purpose. The tactics are listed below.

1. Exchange of Favors: One party trades its present or future benefit or obligations with others in accordance with an interest.
2. Co-Optation: In order to control one party, one power group or individual merges or incorporates another one.
3. Rituals and Symbols: Formal ceremonies and symbols of power are used as a chance of enhancing or consolidating one's position.
4. Manipulation: By misleading reality or misrepresenting intentions one party try to get support of another's.
5. Mentoree: They are individuals who are juniors in the membership relations.
6. Mentor: They are individuals who are seniors in the membership relations.
7. Organizational Placement: Through this tactic, individuals get promotions against potential opponents. Agreeable people are supported by isolating the others.
8. Persuasion: One party utilizes rational argumentation in order to accomplish its interest against others.
9. Coping with Uncertainty: One's uncertainty can be used by others to eliminate or absorb them.
10. Intimidation or innuendoes: Individuals use language, actions and figure of speech to threaten or to scare others.
11. Control of Information: This tactic controls what information is distributed to and who to get it.
12. Rule-oriented Tactics: Formal documentations about organizational rules guidelines, and procedures are the means of gaining support one's position against others.

13. Using Surrogates: Individuals use a third party agent as an intermediary.

14. Image Building: Through creating a good image with power holders, one party aims to accomplish its self-interest.

15. Rule-Evading Tactics: Formal documents such as organizational rules, procedures, and guidelines re-evaluated in accordance with a specific group's will and benefit.

16. Networking: One party utilizes its access power to powerful people in the organization.

17. Ingratiation: Individuals make compliments or develop intimacy with others.

18. Super-ordinate Goals: Individuals pretend and show that their argument or aim has a link with organizational goodness.

19. Providing Resources: Individuals allocate resources among others on a purpose.

20. Use of Expertise: Individuals provides specific skills and talents, knowledge and solutions to develop their position.

21. Piggybacking: Individuals or groups establish a mutually supportive relationship with others and moves in the same direction.

22. Blaming or Attacking Others: In the case of failure, one party regards another part as responsible.

23. Outside Experts: In order to strengthen individuals' or groups' position, external consultants or experts recommend by creating supporting actions.

24. Coalition Building: Through forming alliances with others, one group or individual gather more support for its position or interest and achieve its purpose.

Political tactics have been concentrated on mostly job satisfaction, organizational commitment, career concerns or overall perceptions on attitude (Treadway et. al., 2005; Zanzi and Arthur, 1991; Thiel et. al.,2012). In this respect, the relationship between the use of political tactics and OCB and task performance left as hardly even not researched in the literature.

As mentioned earlier, according to Zanzi and Arthur (1991), there were two dimensions of tactics: hierarchical and networking. Hierarchical political tactics were directly related with gaining status and power. They stated that the use of hierarchical tactics has been seen as an indicator of self-serving behavior. Therefore, they were socially undesirable.

Moreover, the tactics were generally based on coercive power through using sanctions. Organizational placement was under the hierarchical tactics. OCB and task performance were two distinct types of performance. OCBI was intrinsic and benefited by individuals while OCBO was extrinsic and benefited by organization. However, both of them were not included in formal job description. Moreover, task performance was about how much an employee is successful in terms of fulfilling formal expectations (Williams and Anderson, 1991). In the light of this information, it is important to measure how the use of one specific political tactics affect OCB and task performance. Based upon these old studies and findings, the first three hypotheses assume that:

H1a: The use of organizational placement tactic, which is a hierarchical tactic, is negatively related with employee's task performance.

H1b: The use of organizational placement tactic, which is a hierarchical tactic, is negatively related with OCBI.

H1c: The use of organizational placement tactic, which is a hierarchical tactic, is negatively related with OCBO

Differing from the first three assumptions, the next three hypotheses are expecting a positive relation between the variables. This is because; networking tactics were mostly socially desirable and could be beneficial for organization and individuals as a whole (Zanzi and Arthur, 1991). Coalition building is the networking tactic that is measure in this study. There is a possibility of a win-win situation of use of this tactics so that OCB and task performance can be positively affected. As a result, the next three hypotheses assume that:

H2a: The use of coalition building tactic, which is a networking tactic, is positively related with employee's task performance.

H2b: The use of coalition building tactic, which is a networking tactic, is positively related with OCBI.

H2c: The use of coalition building tactic, which is a networking tactic, is positively related with OCBO.

1.3. PERCEPTIONS OF ORGANIZATIONAL POLITICS

Scarcity and competition are two important concepts to define organizational politics. This is because, an organization is a place where individuals and groups are in a struggle to have scarce sources and take advantage of it in accordance with their personal interests. Therefore, there is a need for a system that regulates this complexity. Organizational politics may be one of such systems in this respect (Zaleznik, 1970). "Organizational politics involve intentional acts of influence to enhance or protect the self-interests of individuals or groups" (Allen, Maddison, Renwick and Mayes, 1979, p. 77). According to Mintzberg (1985), organizational politics were the actions of utilizing resources and power to have preferred personal outcomes. Organizations distributed authority among the employees and set an arena for the exercise of power and business turned into an appropriate place for employees who are comfortable with securing and using power (Zaleznik, 1970). Moreover, politics were also influencing others in order to maintain their power in business. Then it is possible to say that organizational politics did not have one definition but included three common points that are a means of creating social effects, protecting self-interest and at least two parties in the struggle in the process in the literature (Vigoda, 2000; Kacmar and Carlson, 1997; Ferris, et. al, 1996). This approach was focusing on politics in a skeptical and negative manner in organizational life. However, organizational politics were not necessarily harmful and undesirable actions for organizations. In contrast, in some cases it could have positive effects on organizational functioning (Vigado-Gadot and Drory, 2006).

Pfeffer (1981) stated that politics were essentially neutral and realization, understanding and controlling were necessary. If individuals were able to capture and perceive the politics, they could manage it with their behaviors and specify its negative and positive impacts on work outcomes (Ferris, et. al., 1993). As a result, perceptions of organizational politics were important to understand the direction and intensity of use of politics in organization.

Perceptions of organizational politics were about how employees assess their business environment as political (Ferris and Kacmar, 1992). Ferris and Kacmar's studies mostly stated that political environment in business was based on self-interest and unfair in the individual point of view. Perceptions of individuals and groups were also the way of

constructing and maintaining organizational politics (Buenger et. al., 2007). The benefits or harms of organizational politics and political tactics could vary according to how the behavior is perceived, instead of the reality (Parker, Dipboye, and Jackson, 1995). The early studies about measuring the perceptions of organizational politics belonged to Gandzy and Murray (1980) and Madison et. al., (1980). However, the studies have mostly used Kacmar and Ferris's (1992) Perceptions of Organizational Politics' scale. This scale assumed that real and objective political behaviors did not drive individuals' behaviors but the perceptions of reality were driven force behind them. Antecedents of POP were classified into three groups. The first one was organizational influences that were centralization, formalization, hierarchical level, and span of control. The second group was job/work environment such as autonomy, feedback, interaction with supervisor/coworkers, and opportunity for advancement. Finally, the last group was personal influences focusing on demographic changes (Ferris, Gail, and Fandt 1989;Adams, Treadway, and Stepina, 2008).

The research about the outcomes of the POP showed that turnover intentions of individuals, low performance, decreasing job satisfaction, organizational justice, and organizational commitment have been observed in relation with POP (Vigoda 2000; Randall, et. al, 1999). However, there were other studies showing positive outcomes about increasing organizational effectiveness (Kumar and Ghadially, 1989). Political behaviors could be observed to great extent but perceptions of behaviors could change person to person according to personalities, situations, and time (Ferris and Kacmar, 1992). Perceptions were based on interpretation and organization of what is happening around with external factors in order to provide a meaningful experience (Lindsay and Norman, 1977). Perceptions of organizational politics could shape political behaviors of the employees in the organization. Then, the impacts of use of political tactics on OCB and task performance can increase or decrease in accordance with the level of political perceptions of the actors.

The author assumes that perceptions of organizational politics have an important moderating role in the relationships between the use of political tactics, task performance and OCB. In different organizations, it is possible to experience the same political tactic behavior. However, the effect of such behaviors can vary because of perceptions, which

are formed by the atmosphere of the organization or the background of the individuals (Parker, Dipboye, and Jackson, 1995). Therefore, the author considers that it is very important to find out the effect of perceptions of organizational politics on the relations between the use of political tactics and OCB and task performance. In this context, the next set of hypotheses is:

H3a: Higher perceptions of organizational politics will strengthen the relation between the use of organizational placement tactic and task performance.

H3b: Higher perceptions of organizational politics will strengthen the relation between the use of organizational placement tactic and OCBI.

H3c: Higher perceptions of organizational politics will strengthen the relation between the use of organizational placement tactic and OCBO.

H3d: Higher perceptions of organizational politics will strengthen the relation between the use of coalition building tactic and task performance.

H3e: Higher perceptions of organizational politics will strengthen the relation between the use of coalition building tactic and OCBI.

H3f: Higher perceptions of organizational politics will strengthen the relation between the use of coalition building tactic and OCBO.

CHAPTER 2

METHODOLOGY

2.1. SAMPLE

In this study, quantitative research method was applied. The theoretical nature of the study was descriptive. The technic of random sampling was applied in this study. There have already been Turkish translations of the scale of OCB, task performance, and POP. The scale of political tactics was translated by the researcher. After the scale was checked by another researcher, necessary improvements were made in accordance with the feedback. Questionnaires were delivered to the respondents online and anonymous because of the sensitive nature of the political tactics issue. Participation was based on voluntariness and full confidentiality was fundamental in the process. The guarantee of confidentiality provided to participants in the process. The sample represented white-collar employees from private sector and public sector employees. The number of valid questionnaires returned within the scope of the research was 112. Females constituted 49.1% of the respondents whereas males' share was 50.9% of the total. More than half of the respondents (67%) were employees. The share of the senior level, mid-level and junior managers in total were respectively 14.3%, 15.2% and 3.2%. The respondents' level of income were changing from less than 500 TL to over 10.000 TL. The participants who reported a monthly income less than 500 TL were 3.6% of the total. Approximately nine percentage of the total were earning between 1000 and 2000 TL. The participants who reported a monthly income between 3000 TL and 5000 TL were 38.4% of the sample. The respondents who earned between 5000 TL and 10000 TL followed them with 19.6% of share in total and others who reported more than 10000 TL monthly earnings were 12.5% of the sample. The percentage of the participants who had between 2 and 4 years of full time work experience was 35.7. They were followed by the participants who had work experience between 5 and 7 years with 22.3% share of total. The respondents who had 11 years and over experience constituted 20.5% of the sample. Finally, one year and less experienced respondents' share was 12.5% and nearly nine percentage of the total

sample had full time experience between 8 and 10 years. Demographics can be followed by Table 2.1.

Table 2.1 Demographics Summary of the Sample

Variable	N	Percentage
Gender		
Female	55	49.1
Male	57	50.9
Title		
Employee	75	67.0
Junior Level Manager	4	3.6
Mid-Level Manager	17	15.2
Senior Level Manager	16	14.3
Monthly Earnings		
< 500 TL	4	3.6
1000-2000 TL	10	8.9
2000-3000 TL	19	17.0
3000-5000 TL	43	38.4
5000-10000 TL	22	19.6
>10000 TL	14	12.5
Full-Time Experience		
1 year and less	14	12.5
2-4 years	40	35.7
5-7 years	25	22.3
8-10 years	10	8.9
11 years and over	23	20.5
Total	112	100.0

2.2. MEASURES

2.2.1. Ocb and Performance

In order to measure OCB, the scale developed by Williams and Anderson (1991) was used. OCBI was measured with seven items on a 6-point Likert-type scale (1 = Never; 6 = Always). Sample items included "Helps others who have been absent", "Takes time to listen to co-workers' problems and worries" and "Passes along information to co-workers". The reliability score for the total sample of the 7-item OCBI scale was .85, measured with Cronbach's alpha. According to the analysis of Cronbach's Alpha if Item Deleted computation, one item was deleted and the reliability score increased to .86.

The scale of the same authors measured OCBO of the respondents. There were seven items and each of them was measured on a 6-point Likert-type scale (1 = Never; 6 = Always). "Attendance at work is above the norm", "Conserves and protects organizational property", "Great deal of time spent with personal phone conversations" were the examples of scale items. The reliability score for the total sample of the 7-item

OCBO scale was .57, measured with Cronbach's alpha. One item was deleted according to SPSS recommendation and the score increased to .58. Generally, .60 and above scores are counted as reliable. However, Kehoe (1995) indicated that for short scales up to 15 items, values of .5 and above are satisfactory.

In order to measure task performance of the respondents the author combined two different scales. The first scale belonged to Williams and Anderson (1991) and consisted of seven items. The second scale was taken from the study of Sigler ve Pearson (2000) translated in Turkish by Çöl (2008). The scale had eleven items in total. Each of items was measured on a 6-point Likert-type scale (1 = Never; 6 = Always). "Adequately completes assigned duties", "Meets formal performance requirements of the job", and "Responds quickly when problems come up" were examples of the scale items. The reliability score for the total sample of the 11-item task performance scale was .87, measured with Cronbach's alpha. According to the analysis of Cronbach's Alpha if item deleted computation, one item was deleted and the reliability score increased to .92.

2.2.2. The Use of Political Tactics

For the use of political tactics, two scales were applied. The five-item scale developed by Kipnis, Schmidt, and Wilkinson article (1980) was used to measure organizational placement which is a hierarchical political tactic. Each of the items was measured on 6-point Likert-type scale (1 = Never; 6 = Always). The reliability score for the total sample of the 6-item use of hierarchal political tactics scale was .79, measured with Cronbach's alpha. A sample item for the tactic was "Threatened him or her with loss of promotion". To measure coalition building which is a networking tactic the same authors' three-item scale was used. Each of the items was measured on 6-point Likert-type scale (1 = Never; 6 = Always). The reliability score for the total sample of the 3-item use of networking political tactics scale was .74, measured with Cronbach's alpha. A sample item for the tactic was "Obtained the support of co-workers to back up my request".

2.2.3. Perceptions of Organizational Politics

In the study, Perceptions of Organizational Politics scale developed by Kacmar and Ferris (1991) was used. The scale was translated in Turkish by Evrim Erol (2015) and this version was utilized in the questionnaire. There were 3 different subgroups named as "Go Along To Get Ahead", "General Political Behaviors" and "Business Ethics".

The scale consisted of mostly qualified and used twelve items, which includes all the items of three subgroups. The scale of POP was measured on a 6-point Likert-type scale (1 = Strongly disagree; 6 = Strongly agree). After deleting two items with the suggestions of SPSS, the reliability score for the total sample of the 12-item POP scale was .89, measured with Cronbach's alpha. "Rewards come to hard workers" was a sample item for "Go Along to Get Ahead" content. "I have seen changes made in policies here that only serve the purposes of a few individuals, not the work unit or the organization." was a sample item for "General Political Behaviors" content. "Employees are encouraged to speak out frankly even when they are critical of well-established ideas." was a sample item for "Business Ethics" content.

The reliabilities of all scales are listed in Table 2.

Table 2.2 Reliability of Scales

Scale	Cronbach's Alpha	N of Items
OCBI	.862	6
OCBO	.576	6
Task Performance	.925	10
The Use of Hierarchical Tactics	.793	5
The Use of Networking Tactics	.738	3
POPS	.892	10

CHAPTER 3

FINDINGS

Means and standard deviations of the study variables and inter-correlations between the variables are displayed in Table 3.1. Since data were collected from self-reported responses to questionnaires, respondents were observed to report high task performance (m=5.20). The respondents reported low use of hierarchical political tactics (m=1.90). The results suggest that task performance had positive and significant correlations with other behavior dimensions of OCBI (r = .27) and OCBO (r = .626). Task performance had negative and significant associations with the use of hierarchical political tactics (r = -.28) and perceptions of organizational politics (r = -.29) whereas there was not significant correlation between task performance and use of networking political tactics (r = -.17). Table 3 shows that OCBI was positively correlated with OCBO (r = .32). It was also shown to be negatively correlated with perceptions of organizational politics (r = -.20) whereas it had not significant correlation with the use of hierarchical (r = -.10) and networking tactics (r = .06). OCBO was shown to be negatively correlated with the use of hierarchical political tactics (r = -.34) and organizational politics perceptions (r = -.28). It had no significant correlation with the use of networking political tactics (r = -.168). Although networking tactics had no correlations with other variables, there is still a potential for its influence on the dependent variables through interaction effects. Therefore, it was included in regression analyses.

Table 3.1 Descriptive Statistics and Intercorrelations among Study Variables

Variables	Mean	SD	1	2	3	4	5	6
Task Performance (1)	5.1713	.63768	1					
OCBI (2)	4.2577	.92658	.270**	1				
OCBO (3)	4.9337	.61090	.626**	.323**	1			
Hierarchical Tactics (4)	1.9054	.86492	-.283**	-.104	-.343**	1		
Networking Tactics (5)	3.4732	1.43434	-.165	.058	-.168	.360**	1	
POP (6)	4.0920	.96964	-.287**	-.199*	-.281**	.410**	.157	1

N=112, *p≤.05, **p≤.01

3.1. TESTING HYPOTHESES

To test the research hypotheses, a set of regression analyses was performed for each of the citizenship behavior and task performance. For each dependent variable, in the first step, hierarchical and networking political tactics were entered. In the second step, perceptions of organizational politics were added to the analysis. In the third step, two interaction effects, which were calculated by multiplying mean-centered POP and independent variables, were entered. The results of the regression analyses are presented in Table 3.2.

Table 3.2 Regression Results

Variables	Task Performance			OCBI			OCBO		
	Step 1	Step 2	Step 3	Step 1	Step 2	Step 3	Step 1	Step 2	Step 3
Hierarchical Tactics	-.257[c]	-.173	-.156	-.143	-.066	-.029	-.325[d]	-.256[b]	-.172
Networking Tactics	-.072	-.070	-.161	.110	.112	.132	-.051	-.049	-.101
POP	-	-.205[b]	-.224[b]	-	-.189	-.175	-	-.168	-.161
POP x Hierarchical Tactics	-	-	.116	-	-	-.137	-	-	-.135
POP x Networking Tactics	-	-	-.485[d]	-	-	.168	-	-	-.171
R^2 (adjusted)	.068	.095	.273	.003	.025	.029	.104	.119	.168
F	5.032[c]	4.882[c]	9.351[d]	1.181	1.933	1.666	7.412[d]	6.019[d]	5.489[d]
ΔR^2	-	.035	.187	-	.030	.022	-	.024	.062
F for ΔR^2	-	4.280[b]	14.257[d]	-	3.387	1.250	-	2.965[a]	4.165[b]

[a]$p \leq .10$, [b]$p \leq .05$, [c]$p \leq .01$, [d]$p \leq .001$.

First regression analysis was conducted to measure how task performance was affected by political tactics, POP and interaction terms. The result of the first step for the first dependent variable task performance ($R^2 = .068$, F = 5.032, $p \leq .01$) suggested only the use of hierarchical tactics (ß = -.257, $p \leq .01$) affected task performance in a negative way. Thus, hypothesis 1a, which assumed that the use of organizational placement as a hierarchical tactic was negatively related with employee's task performance, found support whereas the hypothesis 2a predicting that the use of coalition building as a networking tactic was positively related with employee's task performance, was rejected. These results suggested that when the use of hierarchical tactics was increasing, the task performance of employees was likely to decrease. The second step for task performance

(R^2 = .095, F = 4.882, p ≤ .01) revealed that task performance was negatively associated with perceptions of organizational politics (ß = -.205, p ≤ .05). This result suggested that higher perceptions of organizational politics was likely to cause lower task performance. The relationships between task performance and independent variables were insignificant for the second step. The result of the third step for task performance (R^2 = .273, F = 9.351, p ≤ .001) presented that only the interaction effect for networking tactics was negatively significant with task performance. Hypothesis 3d that predicted a strengthening impact of higher perceptions of organizational politics on the relationship between the use of networking tactic and task performance, was supported. However, H3a assuming that higher perceptions of organizational politics would strengthen the relation between the use of organizational placement tactic as a hierarchical political tactic and task performance was rejected. As a result, when perceptions of organizational politics were high, the impact of use of networking political tactics on task performance seemed to be strong.

Second regression analysis was conducted to measure the relation of OCBI with independent variables, POP, and interaction terms. The analysis showed that all steps in the regression were insignificant and OCBI had no significant relationships with the use of political tactics, POP, and interaction terms. Therefore, hypothesis 1b which assumed a negative relationship between the use of organizational placement as a hierarchical political tactic and OCBI was rejected. H2b predicting a positive relationship between the use of coalition building as a networking tactics and OCBI, was not supported. H3b expecting that higher organizational politics perceptions would strengthen the relationship between the use of hierarchical political tactic and OCBI was not found. Finally, H3e, which stated that higher perceptions of organizational politics, will strengthen the relation between the use of coalition building tactic and OCBI was rejected.

The third regression was performed in order to find how OCBO was affected by the use of political tactics, organizational politics perceptions, and the interaction terms. The result of the first step for third dependent variable OCBO (R^2 = .104, F = 7.412, p ≤ .001) showed only the use of hierarchical political tactics (ß = -.325, p ≤ .001) had a negative impact on OCBO. Therefore, hypothesis 1c, which was expecting a negative relationship

between the use of a hierarchical political tactic and OCBO, was supported. Hypothesis 2c was predicting that the use of coalition building tactic as a networking tactic is positively related with OCBO. It was not accepted. According to findings, OCBO seemed to be decreasing when the use of hierarchical political tactics was increasing. In the second step, there was still a negative relation between OCBO and hierarchical political tactics (β = -.256, p ≤ .05) and perceptions of organizational politics (β = -.168, p ≤ .10) was close to predicting OCBO negatively (R^2 = .119, F = 6.019, p ≤ .10). Although the second model was significant, the change in the model compared to the first one was close to being significant. The final step for OCBO (R^2 = .168, F = 5.489, p ≤ .05) suggested that the model including the independent variables, POP, and interaction terms was significant, none of the variables turned out to be significant. Hypothesis 3c assumed that higher perceptions of organizational politics would strengthen the relation between the use of organizational placement tactic and OCB-O. Hypothesis 3f predicted that higher perceptions of organizational politics would strengthen the relation between the use of coalition building tactic and OCB-O. As a result of findings, both H3c and H3f were not supported. The summary of hypotheses can be followed by Table 3.3.

Table 3.3 The Summary of Hypotheses

Hypotheses			Moderation
H1a	Organizational Placement -Task Performance	S	
H1b	Organizational Placement - OCBI		
H1c	Organizational Placement - OCBO	S	
H2a	Coalition Building + Task Performance		S
H2b	Coalition Building + OCBI		
H2c	Coalition Building + OCBO		

Note: S, supported.

DISCUSSION AND CONCLUSION

In this chapter, by presenting of overview of study findings, the results will be evaluated. There will be a discussion on findings in accordance with existing empirical and theoretical evidence. Then the practical implications and limitations of the study will be presented.

The aim of the study was to investigate the moderating effect of perceptions of organizational politics in the relationships between political tactics, which are organizational placement as a hierarchical political tactic and coalition building as a networking political tactic, and task performance and organizational citizenship behaviors. One hundred twelve employees from different sectors completed the questionnaire including measures of OCB, task performance, the use of political tactics, and perceptions of organizational politics.

The first analysis was conducted to measure how task performance was affected by the use of a hierarchical tactic, a networking tactic and interaction terms. The use of organizational placement as a hierarchical tactic is negatively related with task performance as findings suggested as H1a suggested. In the third analysis, the relationships between OCBO and the use of hierarchical political tactics, the use of networking tactics and interaction terms were measured. This analysis showed that the use of organizational placement as a hierarchical tactic was negatively associated with OCBO. These results revealed that the use of hierarchical political tactics was likely to decrease both task performance and OCBO. As stated before, hierarchical tactics aim to gain status, authority, and power (Zanzi, Arthur and Shamir, 1991). Therefore, it is possible to say that the self-serving intentions of the tactics are likely to cause a decrease in task performance and OCBO. Employees would approach others who are using hierarchical political tactics with reciprocity. Because of negative connotations of tactics, they would respond these actions with another negative action (e.g. not successfully completing assigned duties). For task performance, it may reflect that individuals' performance diminish because they think that other parties try to gain self-interests by applying hierarchical tactics and taking an advantage of them. OCBO is the behavior directed at the organization. Individuals may tend to be unwilling to show extra effort for

the organization because other employees are using self-serving political tactics for personal benefits. From this point of view, it can be a possible explanation. Despite there were a significant relationships between the use of hierarchical tactics task performance and OCBO, the interaction effects could not found in the analysis. In this respect, H3a and H3c were rejected. As a result, perceptions of organizational politics did not empower the relationships.

Although the use of networking tactics was not significantly related with task performance as suggested H2a, the findings offered that the relationship between the use of coalition building as a networking tactic would be stronger with the interaction effect of perceptions of organizational politics. When an individual has high perceptions of organizational politics, his/her task performance would be more affected by the networking tactics negatively. One possible reason of this result can be that individuals do not like the use of political tactics regardless of its possible outcomes. Coalition building would end with a benefit for all the members of coalition. However, individuals who are highly aware of organizational politics may not be interested in possible outcomes because of the negative connotations of politics. The relationship between the use of networking tactics and OCBO was not significant and there was no interaction effect on this relationship. As a result, H2c and H3f were not supported.

Another notable finding was that OCBI were not related any of the independent variables and interaction terms. This may be explained by considering the definition of OCBI. OCBI is the non-contractual behaviors that are coming from altruism and directed at other individuals (Williams and Anderson, 1991). Therefore, these behaviors can be neutral in terms of what other people do. Regardless of the outside actions and external stimulus about workplace politics, the employee has a tendency about the behaviors. In other words, OCBI is more about the personality and values of the actor so that the impacts of the use of political tactics or POP cannot be a determinant in this respect.

There are two important limitations should be kept in mind while reading these findings. The first one is the sample size of the research. The use of political tactics are a sensitive topic and people are unwilling to participate such questionnaires. Therefore, the sample size was limited in this study. Because of small sample size, the collected data were small and the research had limitations. For example, the model of second step in the third

regression analysis performed to measure OCBO was significant, however, none of the relationship between variables except for hierarchical tactics turned out to be significant. If it is possible to collect data from bigger sample, to find out significant relationships between the variables can be possible. In general, the significance levels were close to the limits and the models were significant except from OCBI.

The second limitation is about the source of data. In the study, the answers of employees were used to measure OCB and task performance and their relationships with hierarchical and networking tactics as well as the impact of perception of organizational politics. According to Glick, Jenkinson, and Gupta (1986), there is a relative validity in the method of collecting data because job characteristics and outcomes may differ and cause substantial improvements in method effects. Therefore, a single self-report method can cause limitations for the research. This study would be improved by using observations, evaluations of peers and supervisors, and additional interviews.

To sum up, future studies can gather data from bigger sample and use improved techniques for the research. It is possible to expand especially studies about the use of political tactics in organizational politics literature.

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APPENDICES

APPENDIX A

PERCEPTION OF ORGANIZATIONAL POLITICS

1) Favoritism rather than merit determines who gets ahead around here.

2) You can get along here by being a good guy, regardless of the quality of your work.

3) Employees are encouraged to speak out frankly even when they are critical of well-established ideas.

4) There are "cliques" or "in-groups" which hinder the effectiveness around here.

5) When objective standards are not specified, it is common to see many people trying to define standards to meet their needs.

6) There has always been an influential group in this department that no one ever crosses.

7) People here usually don't speak up for fear of retaliation by others.

8) Rewards come only to those who work hard in this organization.

9) Promotions in this department generally go to top performers.

10) People in this organization often use the selection system to hire only people that can help them in their future or who see things the way they do.

11) I have seen changes made in policies here that only serve the purposes of a few individuals, not the work unit or the organization.

12) Overall, the rules and policies around here concerning promotion and pay are specific and well-defined.

APPENDIX B

THE USE OF POLITICAL TACTICS

Organizational placement:

1) Gave no salary increase or prevented the person from getting a pay raise.

2) Threatened his or her job security (e.g., hint of firing or getting him or her fired).

3) Promised (or gave) a salary increase.

4) Threatened to give him or her an unsatisfactory performance evaluation.

5) Threatened him or her with loss of promotion.

Coalition building:

6) Obtained the support of co-workers to back up my request.

7) Had him or her come to a formal conference at which I made my request.

8) Obtained the support of my subordinates to back up my request.

APPENDIX C

OCB AND PERFORMANCE

OCBI:

1) Adequately completes assigned duties.

2) Fulfills responsibilities specified in job description.

3) Performs tasks that are expected of him/her.

4) Meets formal performance requirements of the job.

5) Engages in activities that will directly affect his/her performance evaluation.

6) Neglects aspects of the job he/she is obligated to perform.

7) Fails to perform essential duties.

OCBO:

8) Helps others who have been absent.

9) Helps others who have heavy work loads.

10) Assists supervisor with his/her work (when not asked).

11) Takes time to listen to co-workers' problems and worries.

12) Goes out of way to help new employees.

13) Takes a personal interest in other employees.

14) Passes along information to co-workers.

Performance:

15) Attendance at work is above the norm.

16) Gives advance notice when unable to come to work.

17) Takes undeserved work breaks.

18) Great deal of time spent with personal phone conversations.

19) Complains about insignificant things at work.

20) Conserves and protects organizational property.

21) Adheres to informal rules devised to maintain order.

22) I complete my tasks on time.

23) I meet or exceeds my goals.

24) I make sure that products meet or exceed quality standards.

25) I respond quickly when problems come up.

APPENDIX D

I. Bu bölümdeki ifadeler, iş ortamı, çalışma arkadaşları ve genel örgütsel davranışları ölçmeyi amaçlamaktadır. Aşağıdaki maddeleri 'hiçbir zamandan'dan 'her zaman'a uzanan ölçek üzerinde değerlendiriniz.

	hiçbir zaman	nadiren	bazen	sık sık	çok sık	her zaman
Görevlerimi yeterli şekilde tamamlarım.	0	0	0	0	0	0
İş tanımında belirtilmiş sorumluluklarımı yerine getiririm.	0	0	0	0	0	0
Benden beklenen görevleri yaparım.	0	0	0	0	0	0
İşin resmi performans gereksinimlerini karşılarım.	0	0	0	0	0	0
Performans değerlendirmesini doğrudan etkileyen etkinliklerde bulunurum.	0	0	0	0	0	0
Yerine getirmek zorunda olduğum işlerin hususlarını ihmal ederim.	0	0	0	0	0	0
Önemli görevleri yerine getirmekte başarısız olurum.	0	0	0	0	0	0
İşte bulunmayan kişilere yardım ederim.	0	0	0	0	0	0
İş yükü ağır olanlara yardım ederim.	0	0	0	0	0	0
Yöneticimin işine yardım ederim (yöneticim yardımımı istemediği zamanlarda bile).	0	0	0	0	0	0
Çalışma arkadaşlarımın problemlerini ve endişelerini dinlemek için zaman ayırırım.	0	0	0	0	0	0
İşe yeni başlayanlara yardım etmek için çabalarım.	0	0	0	0	0	0
Diğer çalışanlarla kişisel olarak ilgilenirim.	0	0	0	0	0	0
Çalışma arkadaşlarımı bilgilendiririm.	0	0	0	0	0	0
İşe katılımım standardın üstünde.	0	0	0	0	0	0

	kesinlikle katılmıyorum	katılmıyorum	pek katılmıyorum	biraz katılıyorum	katılıyorum	kesinlikle katılıyorum
İşe gelemeyeceğim zamanlarda önceden haber veririm.	0	0	0	0	0	0
Gerektiğinden fazla iş molası alırım.	0	0	0	0	0	0
Büyük bir zaman dilimini kişisel telefon konuşmalarıma harcarım.	0	0	0	0	0	0
İş ile ilgili önemsiz şeylerden şikayet ederim.	0	0	0	0	0	0
Kurumun eşyalarını korur ve muhafaza ederim.	0	0	0	0	0	0
Düzeni korumak için resmi olmayan kurallara uyarım.	0	0	0	0	0	0

II. Bu bölümdeki ifadeler, iş yaşamında ilerlemek için yapılması gereken davranışlar üzerine ne düşündüğünüzü ölçmeyi hedeflemektedir. Aşağıdaki maddeleri 'kesinlikle katılmıyorum'dan 'kesinlikle katılıyorum'a uzanan ölçek üzerinde değerlendiriniz.

	kesinlikle katılmıyorum	katılmıyorum	pek katılmıyorum	biraz katılıyorum	katılıyorum	kesinlikle katılıyorum
Yaptığınız işin kalitesine bakılmaksızın, herkesle iyi geçinerek işlerinizi yürütebilirsiniz.	0	0	0	0	0	0
Verimliliği engelleyen karşıt görüşlü gruplar vardır.	0	0	0	0	0	0
İşe yeni giren bir kişi, kimlerle iyi geçinmesi gerektiğini kısa süre içinde öğrenir.	0	0	0	0	0	0
Adamın varsa istediğin şeyleri elde edebilirsin.	0	0	0	0	0	0
Kuralların açık olmadığı durumlarda, çalışanların çoğunun kendi ihtiyaçlarını karşılayacak kuralları oluşturdukları görülür.	0	0	0	0	0	0
Kimsenin karşı gelmeyi göze alamayacağı etkili gruplar vardır.	0	0	0	0	0	0
İşten ayrılanlar, ilerlemek için sadece çok çalışmanın yeterli olmadığını anladıkları için ayrılmışlardır.	0	0	0	0	0	0
Çalışanlar, misilleme yapılmasından korktukları için, düşündüklerini açığa vuramazlar.	0	0	0	0	0	0

Kriz ve belirsizlik zamanlarında kaçamak yollarla işlerden sıyrılanların daha iyi ilerledikleri görülür.	0	0	0	0	0	0
Kaynaklar (bütçe, malzeme vs.) dağıtılırken, "ağlamayan bebeğe meme verilmez" deyişi gerçekten işler.	0	0	0	0	0	0
Yöneticiler, ileride kendilerine yardımı dokunabilecek ya da bakış açıları kendilerine benzeyen kişileri işe alacak bir seçme sistemi kullanırlar.	0	0	0	0	0	0
Kimin yükseleceğini liyakatten (yeterlilik) ziyade adam kayırmacılık belirler.	0	0	0	0	0	0

IV. Bu bölümdeki ifadeler, çalıştığınız kurumda karşılaşılaştığınız politik davranışları ölçmeyi amaçlamaktadır. Aşağıdaki maddeler ile ilgili düşüncelerinizi 'kesinlikle katılmıyorum'dan 'kesinlikle katılıyorum'a uzanan ölçek üzerinde değerlendiriniz.

	kesinlikle katılmıyor um	katılmıyo rum	pek katılmıyo rum	biraz katılıyor um	katılıyor um	kesinlikl e katılıyor um
Başkaları tarafından istenen bilgileri vermeyerek veya eksik vererek, bu bilgileri kişisel çıkarları için kasten çarpıtan insanlar görmüşümdür.	0	0	0	0	0	0
Maaş ve terfi politikaları çalışanlara bildirilir.	0	0	0	0	0	0
Çalışma arkadaşlarımın kendilerinden başkasına faydaları dokunmaz.	0	0	0	0	0	0
Terfi ve maaş ile ilgili kurallar ve politikalar tüm kapsamıyla bellidir ve anlaşılır bir biçimde tanımlanmıştır.	0	0	0	0	0	0
Bir çalışma arkadaşınız size yardım teklif ederse, bunu gerçekten sizi önemsediği için değil, bu yardım karşılığında sizden bir şeyler beklediği için yapacaktır.	0	0	0	0	0	0
Terfi ve maaş ile ilgili kurallar ve politikalar adildir; adil olmayan, üstlerin bu politikaları uygulama yöntemleridir.	0	0	0	0	0	0

	kesinlikle katılmıyorum	katılmıyorum	pek katılmıyorum	biraz katılıyorum	katılıyorum	kesinlikle katılıyorum
Çalışanlar, ileride kendilerine yardımı dokunabilecek ya da bakış açıları kendilerine benzeyen kişileri işe alacak bir seçme sistemini desteklerler.	0	0	0	0	0	0
Başkalarının hareketleri beni doğrudan etkilemediği sürece onların ne yaptıklarıyla ilgilenmem.	0	0	0	0	0	0
Üstlerin çalışanlara yönelik performans değerlendirmeleri, çalışanların gerçek performanslarından ziyade, üstlerin çalışanlarla ilgili şahsi fikirlerini yansıtmaktadır.	0	0	0	0	0	0
Üst'üm (amirim) benimle iletişim kurduğunda, amacı bana yardım etmek değil, kendini çevreye daha iyi göstermektir.	0	0	0	0	0	0
Üstüm yaptığı birçok şeyi (örn. iletişim kurmak, geri bildirim vermek gibi) çalışanlara yardım etmek için yapıyormuş gibi görünürken, asıl niyeti kendini korumaktır.	0	0	0	0	0	0
Olaylar karşısında seslerini yükseltmeye hazır olanlar, diğerlerine göre işlerini yürütmekte "daha iyi durumda" görünmektedirler.	0	0	0	0	0	0
Çalışma birimlerinin ya da örgütün yararına değil, sadece birkaç kişinin amaçlarına hizmet etmek üzere bazı değişikliklerin yapıldığını görmüşümdür.	0	0	0	0	0	0
Diğer bölümlerle yürütülen ilişkiler, onlardan bir iyilik yapılması istendiğinde son derece yararlı olur.	0	0	0	0	0	0

III. Bu bölümdeki ifadeler, kurumunuzdaki genel iş ahlakı ve dürüstlük ile ilgili algıyı ölçmeyi amaçlamaktadır. Aşağıdaki maddeleri 'kesinlikle katılmıyorum'dan 'kesinlikle katılıyorum'a uzanan ölçek üzerinde değerlendiriniz.

	kesinlikle katılmıyorum	katılmıyorum	pek katılmıyorum	biraz katılıyorum	katılıyorum	kesinlikle katılıyorum

	kesinlikle katılmıyorum	katılmıyorum	pek katılmıyorum	biraz katılıyorum	katılıyorum	kesinlikle katılıyorum
Her şeye "evet efendim" diyenlere yer yoktur; üstlerle anlaşmazlık anlamına bile gelse iyi fikirlerin ortaya koyulması arzu edilir.	0	0	0	0	0	0
Çalışanlar yerleşik fikirleri eleştirseler bile, ne düşündüklerini açıkça söyleme konusunda teşvik edilirler.	0	0	0	0	0	0
Bölümümüzde terfileri iyi performans gösteren kişiler alır.	0	0	0	0	0	0
Ödülleri sıkı çalışan kişiler alır.	0	0	0	0	0	0
İş konusunda yardıma ihtiyaç duyduğunuzda, size yardım edecek bir çalışma arkadaşınız daima vardır.	0	0	0	0	0	0

V. Bu bölümdeki ifadeler, bireysel iş performansını ölçmeyi amaçlamaktadır. Aşağıdaki maddeleri 'kesinlikle katılmıyorum'dan 'kesinlikle katılıyorum'a uzanan ölçek üzerinde değerlendiriniz.

	kesinlikle katılmıyorum	katılmıyorum	pek katılmıyorum	biraz katılıyorum	katılıyorum	kesinlikle katılıyorum
Görevlerimi tam zamanında tamamlarım.	0	0	0	0	0	0
İş hedeflerime fazlasıyla ulaşırım.	0	0	0	0	0	0
Sunduğum hizmet kalitesinde standartlara fazlasıyla ulaştığımdan eminim.	0	0	0	0	0	0
Bir problem gündeme geldiğinde en hızlı şekilde çözüm üretirim.	0	0	0	0	0	0

VI: Aşağıda kurumlarda politik taktiklerin kullanımı ile ilgili birtakım ifadelere yer verilmiştir. Kurumunuzda bu taktiklerin kullanımına ilişkin cümleleri 'hiçbir zaman'dan 'her zaman'a uzanan ölçek üzerinde değerlendiriniz.

	hiçbir zaman	nadiren	bazen	sık sık	çok sık	her zaman
Maaş artışı verilmeyeceği ya da zam almama engel olunacağı ile ilgili tehdit edilirim.	0	0	0	0	0	0
İş güvencemle ilgili tehdit edilirim (örneğin: işten kovulmak).	0	0	0	0	0	0
Zam verme sözü verilir.	0	0	0	0	0	0

Performans değerlendirmesinde düşük notlandırılmakla tehdit edilirim.	0	0	0	0	0	0
Terfi edememekle tehdit edilirim.	0	0	0	0	0	0
İş arkadaşlarım taleplerinin desteklemesi için desteğimi alınır.	0	0	0	0	0	0
Üstümün talep ettiği resmi bir konferansa gitmek zorunda bırakıldım.	0	0	0	0	0	0
Üstlerimin taleplerine arka çıkmam için desteğim alınır.	0	0	0	0	0	0

Cinsiyetiniz   Kadın   0   Erkek   0

Mezun olduğunuz üniversite:	

Üniversiteden mezun olduğunuz bölüm: _____ _____	

Çalıştığınız Sektör:	Özel 0	Kamu 0

Tam zamanlı iş tecrübesi (yıl sayısı):	

Bulunduğunuz kurumda tam zamanlı iş tecrübesi (yıl sayısı):	

*Aylık gelir düzeyiniz:	500TL'den az	500-1.000 TL	1.000-2.000 TL	2.000-3.000 TL	3.000-5.000 TL	5.000-10.000 TL	10.000 TL üstü
	0	0	0	0	0	0	0

Çalıştığınız Pozisyon:	Çalışan	Alt Düzey Yönetici	Orta Düzey Yönetici	Üst Düzey Yönetici
	0	0	0	0