

The Nexus of Organizational Virtuousness, Work Disengagement, and Helping Behaviors in the Face of Perceived Organizational Politics

 Kamran Khan*¹

 Ather Mujitaba²

 Tanveer Aslam³

 Sobia Raja⁴

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Abstract

Perceived organisational politics has long been a severe factor in organisational performance. Drawing upon the conservation of resources and social exchange theory, the present research aims to investigate the effects of perceived organization politics on helping behaviors and engagement levels of employees, as well as examine the moderating role of organisational virtuousness between the above-stated variable. Our research aims to unravel how perceived organisational politics affects the employees' work-helping behaviours and level of engagement. *Design:* This cross-sectional study utilised a random sampling technique, and data was collected from 366 employees working in different federal government departments in Islamabad, Pakistan. *Findings:* The obtained results showed the significant negative effect of perceptions of organisational politics on helping behaviors by the mediating role of disengagement. These further stated that the positive role of organisational virtuousness had weakened the strong effect of perceived organizational politics on helping behaviours and reduced the level of disengagement between the predictor and criterion variables. *Theoretical Implications:* This study advances an understanding of organizational politics and its interaction with helping behaviours under the resources utilised in work settings. It contributes valuable insights for organisational and management theories, emphasizing the need to consider these multifaceted factors in optimising organizational virtuousness. *Practical Implications:* This research provides valuable insights to public sector organisations by shedding light

¹Assistant Professor, Management University, Al-Hamd University Islamabad.

Corresponding author: phdmanagement.hrm@gmail.com

²GIFT University Gujranwala, Pakistan

³University of Management and Technology

⁴Lecturer in Management Sciences, Abasyn University Islamabad



on these multifaceted dynamics seeking positive behaviours in task performance amid evolving levels of engagement. Limitations and future recommendations are provided for further generalizability of current research. *Originality:* This study pioneers the exploration of the intricate interplay between perceived organizational politics, work disengagement, organizational virtuousness, and helping behaviours in the context of helping behaviours in the public sector of society.

Keywords: Helping behaviours, work disengagement, perception of organizational politics, Organizational virtuousness.

1 Introduction

In the dynamic organizational structure and workplace environment landscape, comprehending the intricate interplay of factors shaping employee behaviors and attitudes is paramount for researchers and practitioners. Perceived Organizational Politics (POP) has garnered significant attention in organizational behavior, prompting exploration by various scholars across different perspectives and historical contexts. POP's subjective nature highlights how individual perceptions of organizational events shape beliefs about political behaviors (De Clercq et al., 2023). In a historical context, Kipnis et al. (1980) note a shift from viewing organizational politics as purely destructive to acknowledging its presence and potential benefits in facilitating resource allocation and decision-making (Ferris et al., 2016). Contemporary impact of POP, linking it to decreased job satisfaction and increased turnover intentions (Tang et al., 2023). The role of organizational factors indicates leadership's potential and work characteristics to mitigate or exacerbate perceptions of political behavior (Drory et al., 2022). The evolution of the organisational era in the 21st century and technological advancements influence the perceptions of power dynamics in workplaces. The multifaceted nature of POP is shaped by historical and contemporary viewpoints, offering substantial insights into employee experiences of organisational dynamics and helping behaviors (Tremblay, 2024).

Helping behaviours, voluntary actions aimed at providing assistance or support to others, have garnered substantial attention in social psychology and have been explored through various lenses and historical perspectives (Randel, 2023). The significance of work environments characterized by support and trust, as emphasized by Molines and Perrier (2024), can counteract the adverse effects of POP on employees' inclination to assist others. Organizational researchers like Azeem et al. (2023) underscore prosaically motivation's significance in the workplace, impacting team dynamics and organizational effectiveness. In essence, helping behaviors are multifaceted by nature, historical foundations, and modern perspectives provide insights into human interactions, empathy, and moral values. Helping behaviors, called prosaic, involve voluntary actions to assist others without immediate rewards (Murtaza et al., 2024). These behaviors reflect individuals' inclination to contribute positively to social and organizational trust and the work environment. The early work of Darley and Latene (1968) is considered a pioneer in explaining the diffusion of responsibility and the bystander effects' role in helping behavior. That further interlinks in modern research with stress, personal values, engagement, and moral identity. However, in an organization, trust among employees and prosocial behavior depend upon the organization's virtuousness to foster ethical culture and better workplace quality by keeping political concerns in context (Goyal et al., 2024; Ripoll et al., 2024).

The fundamental targets of this research are twofold: in the first place, to analyse the association between organisational politics and employee work engagement; moreover, second, to examine the moderating ways through which perceived organizational politics influences helping behaviours via the level of engagement (Aldabbas et al., 2023). This study explores the nuanced aspects of organizational dynamics by examining the connection between perceived organizational politics, helping behaviors, work disengagement as a mediator, and organizational virtuousness as

a moderator. It seeks to understand how employees' perceptions of power dynamics and manipulative behavior influence their willingness to assist their colleagues. Furthermore, it investigates whether feelings of detachment from work stemming from perceived politics impact employees' propensity to engage in helping behaviors. Additionally, the study explores how organizational virtuousness, which emphasises ethical behaviour, may moderate the relationship between perceived politics and helping behaviours.

2 Literature Reviews

2.1 The Association between Perceived Organizational Politics and Helping Behaviors

The dynamic connection between perceived organizational politics and helping behaviors is abundantly studied (Tremblay, [2024](#)). Previous literature highlighted the inverse effect of perceived politics and helping behaviour; for instance, increased perception of perceived organisational politics dwindled helping behaviour (De Clercq et al., [2023](#)). Opposing literature is also available that yields contrasting interactions between organizational politics and helping behaviours, as these investigations suggest employees might use helping behaviour to navigate politics in an organization (Molines & Perrier, [2024](#)).

The interaction between perceived organizational politics and helping behavior is suggested to be weighed by organizational support and leadership practice (Drory et al., [2022](#)). Multiple findings indicated that organizational support mediated the association between POP and helping behaviours; for example, the more extensive provision augments the likelihood of prosocial behaviour. In addition to these findings, some studies add other mediating factors De Clercq and Pereira (2024) posed that elevated POP leads to emotional exhaustion, which diminishes the willingness to help. As opposed to these findings, further studies validate the importance of a supportive work environment, reiterating that a supportive environment neutralises the adverse consequence of POP on helping behaviors (Nazir et al., [2024](#)). Relevant literature provides insight into how organisational employees navigate helping behaviour in politically overshadowed workplaces. Batson's empathy-altruism hypothesis suggests genuine empathy prompts selfless helping intentions, revealing a motivational aspect (Batson et al., [1981](#)). Historical perspectives have shifted from early behaviorism's focus on external rewards to recognising intrinsic motives like empathy, altruism, and personal values (Fehr & Fischbacher, [2003](#)). Social identity theory emphasizes how individuals are more likely to help those within their social group, connecting social identity with helping behaviours (Jetten et al., [2012](#)). Organizational researchers like Sawyer et al. ([2022](#)) delve into "prosocial motivation," indicating that intrinsic desires and perceived meaningfulness drive employees to help colleagues. Considering historical, psychological, and organizational aspects, this comprehensive approach offers insights into human nature and social dynamics across contexts.

Although most of the literature indicates a negative relationship between POP and helping behaviors, as exemplified by Ferris et al. ([2002](#)), who suggested that higher perceived politics reduces employees' likelihood of aiding their colleagues, the strategic use of assistance to forge alliances or gain favour is proposed by Ferris et al. ([2005](#)) and Wayne et al. ([2002](#)), suggesting that increased POP may lead to more helping behaviours, even if they may be less altruistic (Batson et al., [1983](#)). Research by Meisler ([2024](#)) suggests that emotional exhaustion, often associated with disengagement from high POP, can diminish individuals' capacity and willingness to invest energy in assisting others.

H1: *Perceived organizational politics is negatively associated with helping behaviours.*

2.2 Work Disengagement: Mediating the Perceived Organizational Politics-Helping Behaviors and Relationship

Work disengagement, a significant concept in organizational behavior, has attracted attention across various authors and historical periods. It has been explored through diverse lenses, conceptualized as withdrawal from work tasks and goals. Maslach and Leiter (2008) introduced burnout, preceding disengagement, highlighting exhaustion, depersonalization, and reduced accomplishment. Herzberg's Two-Factor Theory (Herzberg et al., 1959) emphasized dissatisfaction-inducing factors, potentially leading to disengagement (Atshan et al., 2022; Gawel, 1996). Demerouti et al. (2001) presented the Job Demands-Resources model, considering work-related stressors and well-being factors influencing engagement and disengagement. This multifaceted perspective encompasses historical insights and modern viewpoints, comprehensively understanding individual work dynamics. Work disengagement, or employee or workplace disengagement, signifies a state wherein individuals demonstrate diminished commitment, enthusiasm, and participation in their work obligations (Olley, 2023). This phenomenon has been examined from diverse angles, each offering insights into its origins, repercussions, and potential remedies. Kahn (1990) places work disengagement within the context of the psychological contract, highlighting the significance of addressing employees' socio-emotional needs for a sense of belonging and meaning to counteract disengagement. Historical perspectives on work disengagement have evolved. Present organizational theories often emphasize hierarchical and mechanistic work aspects, potentially leading to alienation and disengagement (De Clercq & Pereira, 2024).

In recent exploration, the mediating role of work disengagement between perceived organizational politics and helping behavior has gained increasing attention from researchers (Saei & Liu, 2024). These findings shed light on the downside of increased perceived politics and proposed that it may cause emotional exhaustion and job dissatisfaction, while these factors ultimately contribute to work disengagement (Cropanzano et al., 2003). It is well-studied that the more employees are shown designed in work, the less they are involved in helping behaviors because of its mediating role in perceived politics and assistive behavior (De Clercq & Pereira, 2024). In contrasting literature, studies investigated the inverse effect of helping behavior on work disengagement and perceived politics that emphasized supportive work as a critical factor in mitigating work disengagement towards work and perceived politics (Saei & Liu, 2024). Both kinds of studies rectify the need for further exploration that meticulously explores the complex and dynamic interplay of perceived politics, work disengagement, and helping behavior. In contemporary discourse, scholars such as Li (2023) introduce the Job Demands-Resource model, which emphasises the roles of job demand and resources in shaping engagement and disengagement at work.

Work disengagement is a highlighted problem that has been researched in multiple cultures and countries. To consider this, the researchers suggest creating a meaningful work environment in organizations that increases employees' well-being and satisfaction levels (Landells & Albrecht, 2019). They highlight the need to give resources such as autonomy and social support to minimize job expectations' adverse effects and prevent disengagement. Previous research reveals that work disengagement may influence the association between high organizational politics (POP) levels and emotional exhaustion, lower job satisfaction, and disengagement. Premeaux and Bedeian (2003) also found that organizations that have high managerial openness induce more self-monitoring attitudes in employees. Eisenberger et al. (2002) found that those employees who received more supervisor support (PSS) had high perceived organizational support (POS) and less employee turnover. Similarly, Cropanzano et al. (1997) found that organizational support reduces employee turnover. So, POS mediates the negative relationship between the perception of supervisor support and employee disengagement.

H2: *There was a relationship between Perceptions of organisational politics and degree of disengagement from work.*

H3: *Work disengagement negatively mediated the relationship between perceived organisational politics and helpful behaviours.*

2.3 Contextualizing perceptions of organisational politics and helpful behaviour, organisational virtue involves meditating.

In organizational behavior, organizational virtues have gained significance and interest from academics from many cultures and ages (Cameron & Dutton, 2003). This idea focuses on developing morally acceptable, effective, and ethical acts inside businesses. Similarly, Aubouin-Bonnaventure et al. (2024) explain that VOPs enhance the well-being and performance of employees at an organization. Taylor (1911) states that virtual leadership in the organization should increase productivity. Goyal et al. (2024) contributed to the knowledge of organizational dynamics by explaining that values significantly influence suitable work conditions and employees' well-being. The present researchers, like Waldman and Sparr (2023), focus on positive organizational behaviour, which is important in improving performance and well-being. At the same time, Ripoll et al. (2024) indicate that virtues and leadership are essential in improving organizational culture. Moreover, Luthans and Youssef (2007) explain the importance of positive psychological sources and virtue-based actions, which play a role in improving organizational effectiveness. Organizational virtuousness becomes the basis for creating a healthy environment in organizational settings. The relationship between Perceived organizational politics (POP) and helpful acts of employees is moderated by virtuousness (Cameron & Caza, 2004). Politics presents challenges, but moral cultures that value honesty and compassion should promote aiding others despite these dynamics (Ferris et al., 2008; Premeaux & Bedeian, 2003). According to Cameron and Spretizer (2012), the virtues prevent the negative impact of organizational politics on employees' willingness to help others. Eisenberger et al. (2010) indicate that virtue keeps the commitment to helping others, which keeps politics less harmful.

H4: *The relationship between organizational politics and helpful acts are moderated by organizational virtue. Moreover, organizational politics are negatively related with disengagement.*

2.4 Theoretical Framework: Resource Theory & Organizational Dynamics

The present research model investigates the relationships among variables, including Perceived Organizational Politics (POP), Organizational Virtuousness, Work Disengagement, and Helping Behaviors. Hobfoll (1989) proposed a conservation of resources (COR) theory, the present theoretical foundation for research. According to the COR theory, the well-being and reactions of an individual depend on the protection and acquirement of present resources. Based on this theory, the POP decreases the individual's present resources, which causes disengagement and emotional loss. On the other hand, a moral-driven organizational culture can help individuals restore their resources and psychological well-being and the harmful effects of perceived politics. Restoring resources should increase employee engagement, encouraging their involvement in helpful activities. So, this theoretical frame clearly explains the correlation between disengagement, virtuousness, perceived politics, and helping behavior in organizational settings. The employee's engagement should increase by understanding their habits and organizational dynamics.

The literature has explained the phenomena of employees strategically participating in assisting behavior as a response to perceived organizational politics (POP). Ferris et al. (2005) proposed the first "social exchange theory," explaining that workers may use helpful behaviors to navigate organizational politics. Similarly, Wayne et al. (2002) explained that employees might use helpful behaviors to build relationships with others. They also explained the organization's political environment to help other employees create a supportive environment from others.

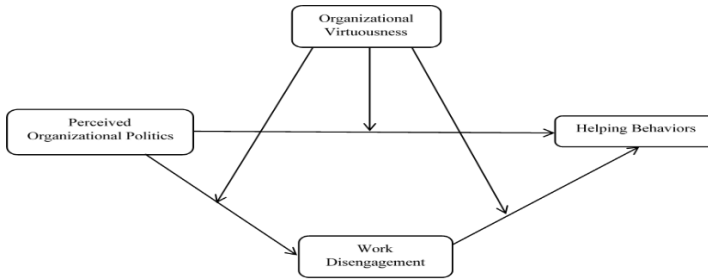


Figure 1: Conceptual Framework

3 Methodology

3.1 Study design

In the present study, a cross-sectional design was used, a quantitative survey method was adopted, and purposive sampling techniques were utilised for participant selection. Data were collected between March 11th and May 4th, 2023.

3.2 Sample, Procedure, and Data Collection

The respondents of the current study are employees working in Federal government departments in Pakistan. We selected significant cities, e.g., Lahore, Islamabad, Karachi, and Peshawar. We distributed 500 hard copies of the questionnaires of public and private hospitals. The researcher personally visited the hospitals and approached those in charge of data collection. The respondents were selected randomly, and a non-probability random sampling technique was used for data collection. Respondents were assured of their confidence in the information. A total number of 366 questionnaires were received back and found perfect for data analysis. The response rate was 73.2%; a more than 70% rate of responses is considered appropriate and adequate for a paper survey to reach the population size effectively (Nulty, 2008). The research design was cross-sectional. Generally, when there is a need to analyse the situation precisely on a given time framework (Spector, 2019).

Table 1: Demographic Details

Employees Particular	Description	Numbers	Percentage
Gender	Female	152	41.53
	Male	214	58.47
Total		366	100
Age	18- 30 Years	162	45.03
	30-45 Years	105	28.01
	Above 45 Years	99	26.96
Total		366	100
Academic Qualification	Matriculation	49	13.38
	Intermediate	38	10.38
	Graduation	166	45.35
	Masters	101	27.59
	MS/ MPhil or Higher	12	3.3
Total		366	100
Work Experience	1-10 Years	170	46.44
	11-18 Years	111	30.32
	Above 18 Years	85	23.24
Total		366	100

3.3 Instruments

3.3.1 *Perceived organizational politics.*

To measure employees' views and perceptions about the presence of organisational politics, a four-item scale by De Clercq et al. (2023) was used on a five-point Likert scale (1 = strongly disagree; 5 = strongly agree). The example items included 'People are working behind the scenes to ensure that they get their piece of the pie.'

3.3.2 *Helping behaviour.*

Employees' voluntary efforts and helping behaviors to assist organizational colleagues were measured using a seven-item scale from past research (Naseer et al., 2018), such as 'I help others who have been absent.' A Likert scale (1 = strongly disagree; 5 = strongly agree) was used to record the responses.

3.4 Statistical analysis

All analyses were conducted using SMART-PLS version 4.0 and SPSS version 28 software. Descriptive analysis was conducted on SPSS, and all sample characteristics, e.g., gender, nature, age, qualification, and work experience, were examined. Next, the outer model was measured by examining convergent and discriminant validity, and loadings of all items, including Cronbach's alpha, were examined on SMART-PLS. In the next step, the inner model was examined by adopting model 4, recommended by Hayes (2018). The process model allows for the assessment of the conditional effect (i.e., the influence of one variable on another that is conditioned on a third or interaction) by estimating the impact of X on Y at a specific point (or points) along the moderator and determining whether or not this effect is significant. The 95% confidence intervals (CIs) were used to determine the statistical significance of simple moderations.

4 Results

The present study examined the effects of perceived organisational politics on helping behaviours by mediating the role of work engagement and moderating the role of organisational virtuousness. The quantitative analysis was done on Smart-PLS 4.0 software in two phases. The initial model was tested using the PLS-SEM (partial least square-structural equation modelling) technique in the first phase. PLS-SEM (partial least square-structural equation modelling) technique is used in order to assess the model's convergent, discriminant validity, items' outer loadings, and assess the issues of multicollinearity (Sarstedt & Cheah, 2019). Composite reliability is used for internal consistency and to check the constructs' validity. The reliable value of composite reliability higher than 0.7 is considered adequate.

Secondly, Average Variance Extracted (AVE) presents an average portion of variation explained by a latent variable in the observed variable, which reaches or exceeds. The values of AVE greater than 0.50 are considered reliable and significant (Hair et al., 2018). Items loadings are also crucial for outer model assessment. These present the significant commonalities of each item in the related constructs. The item loadings greater than 0.70 are very relevant for the validity of the constructs and each item. Finally, the issues of multicollinearity need to be considered. The values of VIF (variance inflated factors) show the collinearity position in the data. The values of VIF less than 3 present no multicollinearity issue in the data (Henseler et al., 2016).

Table 2: Measurement of Validity and Reliability

Items	Outer Loadings (>0.6)	VIF (>0.3)	Composite reliability	AVE (>0.5)
DIS1	0.805	1.434	0.856	0.547
DIS2	0.741	1.370		
DIS3	0.818	1.851		
DIS4	0.786	1.477		
DIS5	0.818	1.723		
HB1	0.928	1.092	0.883	0.527
HB2	0.777	1.373		
HB3	0.828	3.162		
HB4	0.840	3.068		
HB5	0.645	1.594		
HB6	0.776	2.399		
HB7	0.796	1.861		
OV1	0.720	1.603	0.789	0.555
OV2	0.734	1.065		
OV3	0.779	1.640		
POP1	0.832	1.505	0.816	0.527
POP2	0.709	1.446		
POP3	0.700	1.394		
POP4	0.652	1.228		

Dis=disengagement, HB=Helping Behaviors, OV=Organizational Virtuousness, POP=Perceived Organizational Politics, VIF=Variance Inflated Factors, AVE=Average Variance Extracted

Table 2 provides all the information about convergent reliability. The values of composite reliability of the constructs are higher than 0.70, and the AVE of the latent constructs is more significant than 0.50, which sets the convergent validity. Secondly, the item's outer loadings of each construct are more significant than 0.70. Before assessing the hypotheses, it is necessary to examine the collinearity presented in Table 2 by VIF values. Values greater than 3 represent the issue of multicollinearity in the data. VIF values rely on between 1 and 3, which indicates that there is no issue of multicollinearity in the data set. The next step is to examine the divergent validity, which presents the distinct position of each construct. We followed the Fornell–Larcker criterion for discriminant validity, in which the diagonal value of each latent construct must exceed the highest squared correlation with any other latent variable. Table 3 shows that diagonal values of HB, OV, POP, and DIS are more significant from the below construct and present the distinct position of all constructs in the model.

Table 3: Discriminant validity

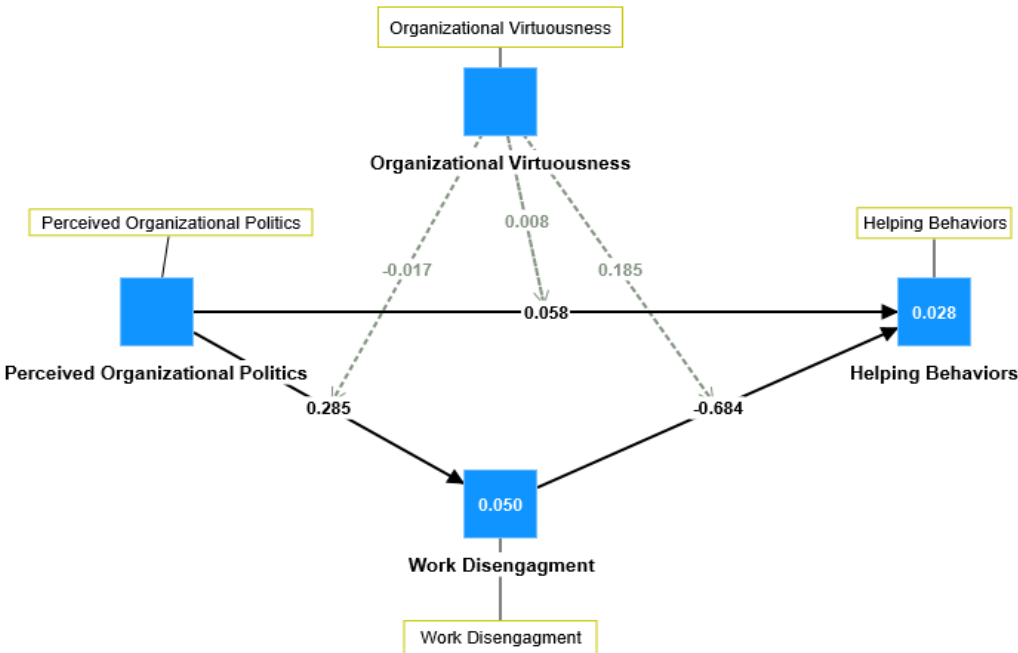
Constructs	HB	OV	POP	DIS
Helping behaviors	0.159			
Organizational virtuousness	0.993	0.110		
Perceived organizational politics	0.052	0.097	0.244	
work dis-engagement	0.042	0.075	0.051	0.170

Dis=disengagement, HB=Helping Behaviors, OV=Organizational Virtuousness, POP=Perceived Organizational Politics Fornell–Larcker criterion

4.1 Assessment of Direct and Indirect Relationships and Hypotheses Testing.

The assessment of hypothetical relations between the variables and analysis of the data was carried out using SmartPLS 4. The Hayes (2018) process model no 4 for mediating the role of work disengagement and moderating the role of organizational virtuousness. The PROCESS macro proves highly valuable because it simplifies the commitment to a unified structure for examining

a proposed mediation model (Hayes, 2018).



The path diagram in Figure 1 shows the direct/ indirect relations of the study variables and the mediation of work disengagement and moderation of the interaction of organizational virtuousness between perceived organizational politics and helping behaviors. Additionally, it presents a relatively straightforward approach for analyzing intricate models through bootstrapping techniques 5000 resample technique. Within the SMART-PLS PROCESS macro, the calculation of the interaction effect is automated in tandem with the determination of the proportion of variance elucidated by the moderating influence of acculturation (Hayes, 2018). A bootstrap procedure involving 5000 samples is employed to ascertain the significance of interaction effects, enabling the estimation of upper and lower boundaries for bias-corrected 95% confidence intervals (CIs). The statistical significance of relationships is evidenced by the exclusion of 0 from the CIs, and conversely, non-inclusion suggests the lack of significance.

Table 4: Test of Direct/Indirect Hypotheses

Hypotheses	Independent Variable	Mediator	Dependent Variable	Moderator	β	T statistics, >1.96	P values <0.045	Decision
H1	POP		HP		0.058	1.984	0.005	Accepted
H2	POP	DIS	HP		0.285	3.318	0.001	Accepted
H3	POP	DIS	HP		-0.684	2.555	0.011	Accepted
H4	POP	DIS	HP	OV	0.008	2.649	0.008	Accepted
H4a	-----	-----	-----	-----	-0.017	5.404	0.000	Accepted
H4b	-----	-----	-----	-----	0.185	2.425	0.015	Accepted

OV=Organizational Virtuousness, pop= Perceived Organizational Politics, DIS=Disengagement, HP=helping behaviours, t value->1.96, p-value <-0.045, Hair et al., 2018).

The impact of perceived organizational politics on helping behaviors is positive POP-> HB, (β = 0.058; t = 1.964, p < 0.042); perceived organizational politics reduce the helping behaviors. The relation between perceived organizational politics with disengagement POP ->DIS, (β = 0.285; t = 3.318, p < 0.045) shows that a higher level of perceived organizational politics enhances workplace disengagement. The intervening role of the mediating variable between perceived organizational politics and helping behaviors is negative, which indicates that disengagement and

work strongly mediate the effects of the independent variable on the dependent variable, DIS $\rightarrow$ HB ($\beta = -0.684$; $t = 2.555$, $p < 0.045$). Furthermore, the moderating role of organizational virtuousness has three paths: (1) OV x POP $\rightarrow$ HB, ($\beta = 0.008$; $t = 2.649$, $p < 0.045$), reducing the effects of POP on HB, (2) OV x POP $\rightarrow$ DIS, ($\beta = -0.017$; $t = 5.404$, $p < 0.045$), decline the strong relationship between POP and DIS. (3) OV x DIS $\rightarrow$ HB, ($\beta = 0.185$; $t = 2.425$, $p < 0.045$), which minimizes the adverse effects of disengagement on helping behaviors at the workplace and supports the study hypotheses.

4.2 Moderation Slope

The moderation slope was shown and drawn by adding the values of ± 1 S.D and mean in Fig. 2, proving the interaction term (POP x OV) effects on DIS, which explains that when the organizational virtuousness is higher, the effects of perceived organizational politics are lower on work disengagement. Secondly, fig 3 describes that the role of organizational virtuousness in relation to perceived organizational politics and helping behaviors is positive, and it has reduced the negative effects of POP on HP. Lastly, fig 4 presents that work disengagement has negatively affected helping behaviours. By adding the interaction effects of organizational virtuousness, the negative effects of disengagement have been minimized and reduced.

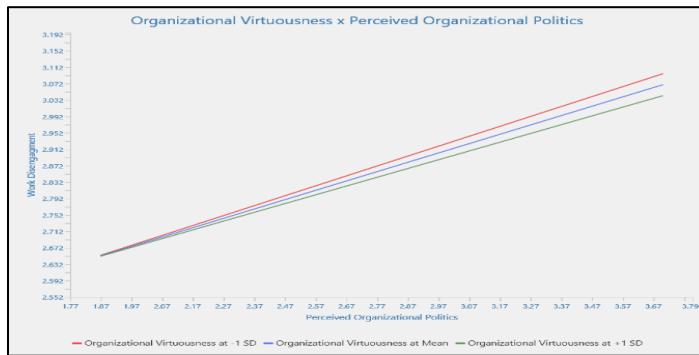


Figure 2: Moderation effect of OV * POP= DIS

Organizational virtuousness negatively moderate and has weakened the relationship between perceived organizational politics and work disengagement

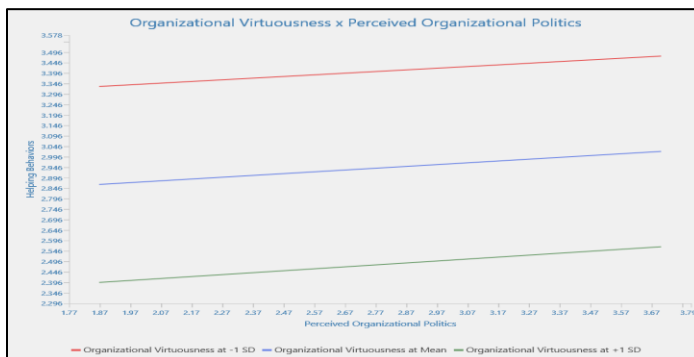


Figure 3: Moderation effect of OV * POP= HB

Organizational virtuousness positively moderate and has reduced the effects of perceived organizational politics on helping behaviors.

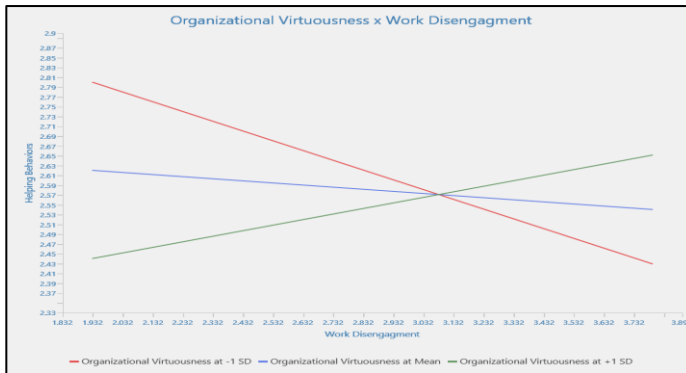


Figure 4: Moderation effect of OV * DIS = HB

Organizational virtuousness has declined the adverse effects of work engagement on helping behaviors by adding positive impact.

5 Discussion

The current study investigates the influence of employees' perceptions of organizational politics on their helping behaviors and engagement levels. It also explores how organizational virtuousness moderates these relationships. The results indicate a significant negative effect of perceived organizational politics on helping behaviors, mediated by disengagement. Moreover, they explain the positive impact of organizational virtuousness.

Recent studies have found a negative relationship between perceived organizational politics (POP) and helpful behaviour to investigate their risks and causes. The present study indicates a correlation between POP and helpful conduct. These are consistent with recent research like Nazir et al. (2024) and De Clercq & Pereira (2024), which explain that the relationship between POP and helping behavior is moderated by work disengagement. So, work disengagement causes less helping behavior. Moreover, many recent research results reveal that work disengagement mediates POP and helpful behavior. Riggle et al. (2009) explained that there is a relationship between POP perceptions and employee work disengagement. Alarcon and Edwards (2011) indicate that organizational politics might result in disengagement. So, recent studies have also examined the correlation between work disengagement and helpful conduct. Afrahi (2022) indicates a negative correlation between work disengagement and employees' less helpful behavior. Demerouti et al. (2001) also indicate a correlation between work and decreased helpful behavior.

These combined results of recent research support the present study's results. Work disengagement plays a crucial role in the correlation between POP and helpful behavior. Organizational politics increases disengagement, which decreases the likelihood of helpful acts. This research explains that organisations' welcoming and supportive environment can help decrease employee disengagement.

Moreover, the present research addresses the role of organisational virtuousness, which is a literature gap. It indicates that organisational virtuousness decreases the impact of perceived organisational politics (POP) on work disengagement, and also, the relationship between these variables is not addressed; the present study indicates that the relationship between these variables plays an important role in minimizing the detrimental effects of perceived politics on employee's disengagement and less helpful behaviours. The present study's findings explain the organizational virtuousness moderates work disengagement and beneficial acts, consistent with prior research that explains the influence of company culture, ethics on employee behavior. Applying organisational virtues in the workplace plays a vital role as a moderator. On the other hand, the

present study found a correlation between organizational virtuousness and work disengagement, consistent with recent research that explains the benefits of virtuousness in workplace environments for employees.

Spreitzer et al. (2021) explain that virtues play a role in developing moral behaviour and leadership in organizations. This means that when organizations implement virtues the chances of moral leadership and employees behaviours increase. Brown et al. (2005) and Piccolo and Colquitt (2006) conducted a study to check the effect of ethical leadership on followers' behavior, which indicates the ways which help promote ethical leadership, like moral behavior and trust among employees. Recent studies also support the present study findings. They demonstrate that moral leadership and the organization's virtue cultures can enhance the helping behavior of staff members. Therefore, the virtue might minimise the impacts of job disengagement on helpful behaviors consistent with these more general ethical leadership principles and the development of supportive ethical environments.

Work disengagement, helping behaviour, perceived organisational politics (POP), and organisational virtue are intricately and multifacetedly related. Contrary to popular belief, which holds that people with high perceived political anxiety prefer to avoid helpful acts out of fear of dangers and unfavorable consequences, this study has revealed a more nuanced picture. A positive link was seen between POP and helping behaviours, suggesting that employees might resort to helping behaviours as a tactical approach to managing the political landscape inside their firms. A mediator in this relationship has also been established, which means that emotional tiredness brought on by high POP may lessen people's motivation to devote their energy to helping others. On the other hand, the positive impacts of organisational virtue can offset the detrimental influence of perceived politics on helpful behaviors. This fits with the theory that moral values and virtue act as safeguards, reducing the negative impact of politics on workers' willingness to help out. Overall, this research emphasises the importance of fostering ethical cultures and virtuous organizational environments to enhance workplace collaboration and engagement despite organizational politics.

5.1 Limitation

The present research is not out of limitations. Firstly, the population of study consisted of the specific organization, i.e. nurses and Para-medical staff of the hospital in Punjab province, Pakistan. Secondly, our study has examined the negative role of perceived organisation politics on helping behaviours by moderating the role of environmental dynamics and mediating the effects of disengagement. Employees disconnected from work tasks in an unsupportive environment and self-serving behaviours. Lastly, the current research has adopted cross-sectional research design.

5.2 Future Recommendations

Future studies can be conducted with other organisations and regions to see the generalizability of the findings with longitudinal research design. Future studies may examine the positive role of organisational leadership, work environment, and helping behaviours concerning social relational influences in developing a collaborative environment and encouraging discussion of the work task by correcting the transactions (Tang et al., 2023). The research by Eisenbeiss et al. (2008) examines the concept of transformational leadership. It suggests that transformational leaders inspire employees by setting high standards and modelling ethical behaviour. This inspiration will likely encourage employees to engage in prosocial behaviours, such as helping colleagues. Similarly, research by Liu et al. (2022) focuses on the mediating role of moral identity and the positive effects of ethical leadership on employee behaviours. Further, many other environmental factors may be mediating/ moderating variables. Research on inclusion and dynamics, such as alignment at work and interaction factors, has rapidly increased attention for future research (Randel, 2023).

5.3 Organizational Implications

The present research has also provided some critical guidelines for organizational implications because it has highlighted the perceived organisational politics' role in workplace performance behaviours. Although organizations cannot be sure of absolute avoidance of politics at work, they can ensure set mechanisms in which the harmful effects of the perception of organizational politics can be reduced. For example, ensuring transparency, fairness, and ethical behaviours can help employees to meet performance standards and enhance their attachment to the workplace (Azeem et al., [2023](#)). Although the current research finding of a positive correlation between POP and helping behaviour may seem contrary to the prevailing literature, it is essential to recognise the intricate interplay of contextual and individual factors in shaping this relationship, suggesting that specific conditions or scenarios may foster such a positive association. Thus, the relationship between POP and helping behaviour is multifaceted and influenced by numerous factors (Ferris et al., [2002](#); Eisenberger et al., [2002](#); Leiter & Laschinger, [2006](#)).

The behavioural outcomes from perceived organizational politics intentionally harm the organizational hostility, fairness and support (Nazir et al., [2024](#))—secondly, the major responsibilities of managers/supervisors are to manage day to day work atmosphere. Managers/supervisors need to understand the complexity of unnecessary gossip and its complexity with employees' relationships, which can affect their level of attachment to work tasks. Perceived organisational politics is interrelated with management style. Leadership is critical for developing a perception of organisational politics and detachment (Drory et al., [2022](#)). Thirdly, work with helping behaviours to support the individuals in accomplishing tasks. The supportive factors should be encouraged. Employees avoid assisting other colleagues voluntarily in the presence of perceived organisational politics. This reduces the personal positive resources in the organizations (De Clercq et al., [2023](#)).

Leadership styles such as abusive supervision strengthened the disengagement level and diminished the supportive environment (Drory et al., [2022](#)). Challenge stressors have been positively correlated with a detachment that, ultimately removes the sense of helping behaviours among coworkers (Tang et al., [2023](#)). A chain of important effects, such as workplace gossip, perceptions of organizational politics and undue favours of specific employees, influence human resources (Virgolino et al., [2023](#)). Employees work with coworkers with passion, help and acts of kindness. Day-to-day interactions have been accompanied by an organizational virtuousness climate. These positive interactions and support decline when perceived politics remain high in work settings (Tang et al., [2023](#)). There is converging evidence that unfavourable organisational factors have influenced helping behaviours, feelings of gratitude, and supporting interactions (Sawyer et al., [2022](#)). Job disengagement has been examined under environmental factors, and this reduced unfair treatment from organization interactions (Olley, [2023](#)). Organizational performance and citizenship are marked by self-serving behaviours. These increase the probability of disengagement. Individuals in the organization feel discomfort and are uneasy with politicising discussions about organizational life (De Clercq & Pereira, [2024](#)).

5.4 Conclusion

The perceptions of perceived organization politics have closely interlinked with the shaping of employees' attitudes. Perceived organizational politics has negatively affected the employees' motivation and attitudes. Perceived organisational politics creates an unbalanced work environment and sets the situation of highly self-serving behaviours. This depletes job resources and is associated with negative consequences that affect helping behaviors. Perceived organizational factors such as unfair supervisor and colleagues' attitudes create disengagement levels among employees. This position has vertically escalated between supervisors and employees. Moreover, horizontally worsens employees' interactions with colleagues. A lack of

positive-oriented organisational energy creates a climate of disengagement at work. Helping behaviors have been diminished by perceived organisational politics and self-serving behaviors. In examining how they display the unfair treatment environment; the present research has focused on perceptions of organisational politics and its effects on helping behaviours and engagement. Further, the positive role of virtuousness is to reduce the impacts of self-serving behaviors and support the collaborative work environment in organisations.

6 References

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