Relationship of Benevolent Leadership and Organizational Citizenship Behavior: Interactional Effect of Perceived Organizational Support and Perceived Organizational Politics

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Abstract

Benevolent leadership has emerged as a contemporary leadership style that has scantly been studied. To address this gap in literature, current research pursues a threefold objective. First, it validates the measurement scale of benevolent leadership in the context of Pakistan. Second, it tests the effect of benevolent leadership on employees' organizational citizenship behavior (OCB). Third, it studies the role of perceived organizational support (POS) and perceived organizational politics (POP) as potential moderators. Data was collected from a representative sample of 202 information technology companies operating in Pakistan through structured questionnaires. Confirmatory factor analysis via AMOS was conducted to validate the measurement scale. Model fit indices, AVE and Fornell & Larcker criteria provided the evidence of its validity, while reliability was ensured through Cronbach's alpha and composite reliability measures. The analysis through linear regression and PROCESS MACRO revealed that benevolent leadership enhances employees' OCB. Furthermore, POP and POS moderate the relationship between benevolent leadership and employees' OCB.

Keywords: benevolent leadership, organizational citizenship behavior, perceived organizational support, perceived organizational politics, IT companies.

1. Introduction

A number of authors and researchers have contributed in the field of management to understand leadership styles. Research in this domain has focused on transactional and transformational leadership (Bass & Avolio, 1993), servant leadership (Greenleaf & Spears, 2002) and spiritual leadership (Karakas, 2006). A synthesis across these leadership styles was provided by Karakas (2009) under the umbrella of benevolent

leadership to broaden the scope of subject matter. Benevolent leadership shares ethical sensitivity, integrity and self-awareness with ethical leadership, and positive engagement with authentic leadership. It shares spiritual depth, integrity, self-awareness and hope with spiritual leadership (Karakas & Sarigollu, 2013). Additionally, benevolent leadership includes community responsiveness, stewardship and wisdom that are in common with servant leadership. Karakas and Sarigollu (2012) consider benevolent leadership a crucial factor that can bring positive change and create common good in organizations of 21st century.

Benevolent leadership is a contemporary area of leadership research (Karakas & Sarigollu, 2012). However, empirical research in this area has been conducted by only a few scholars (Ghosh, 2015; Lin, et al., 2018; Shen et al., 2017; Tan, 2015; Tan et al., 2016). Extant literature has focused on the relationship of benevolent leadership with organizational citizenship behavior in the context of developed countries (Ghosh, 2015; Karakas & Sarigollu, 2012; Lin et al., 2012; Tan et al., 2016). Therefore, current research addresses this gap in literature through empirically testing the relationship of benevolent leadership with organizational citizenship behavior of employees.

Organizational scholars have contended that employees in organizations are affected by numerous factors related to organizational structure, functions and climate (Schneider et al., 2014). They also argue that the perception of employees about organizational phenomenon shape their behavior in organizations because people generally respond according to their perception, rather than what is objectively real (Ferris & Kacmar, 1992). In this regard, the perception of followers towards various organizational phenomenon in the presence of a benevolent leader has not been studied in management literature. Therefore, current research looked on employees' perception about organizational support and politics as potential moderators. The result of present research stresses upon the significance of CEO's leadership style as it has been found that benevolent leadership enhances employees' OCB, even in the presence of high politics and low organizational support. Employees' OCB is beneficial for the whole organization, thus organizations are encouraged to develop benevolence among employees who may be future leaders to reap its potential benefits and bring positive change in the organization.

This research pursues three main objectives. First objective is to validate the scale of benevolent leadership in the context of Pakistan. Second, to study the relationship of benevolent leadership and employees' organizational citizenship behavior. Third, to examine the role of employees' perception of organizational support and politics as potential moderators. This paper comprises of four main sections. First section reviews the literature about variables involved in this research. Second section includes the details about population, sample, sampling technique and research instruments. Data analysis and results have been reported in the third section, and the fourth section discusses the results and concludes this research.

2. Literature Review

2.1. Benevolent Leadership (BL)

Karakas and Sarigollu (2012) presented the concept of benevolent leadership as a process to promote positive change in the organizations. Their archetype of benevolent leadership consists of four streams namely morality, spirituality, vitality and community responsiveness. It is asserted that the challenges in environment are becoming far more complex with the passage of time (Antwi et al., 2019). Therefore, obsolete leadership models based on competition and hierarchy are considered unsuitable for the multifaceted contemporary challenges. To deal with these complex problems, the concept of benevolent leadership has emerged.

The four streams of benevolent leadership jointly assess the level of benevolent leadership in an organization. The morality stream is characterized by ethical sensitivity, morality, integrity, trust, honesty and accountability (Karakas, 2009). This stream emphasizes on leaders' ethics and values. Spirituality stream of benevolent leadership is understood in terms of spiritual depth, reflection, spirituality at work and wisdom. The inner landscapes and spiritual actions of leaders are its main focus (Karakas & Sarigollu, 2012).

The vitality stream entails positive engagement, positive deviance, hope and thriving. According to Karakas (2009), vitality stream comprises of those aspects of leadership that relate to bringing positive change in the organization. Vitality stream is mainly based on four core concepts. First is positive psychology that aims at shifting the focus from weaknesses of people to their strengths (Seligman & Csikszentmihalyi, 2000). Second is positive organizational scholarship that is based on many related constructs like meaningfulness, authentic leadership, empowerment and resilience (Cameron & Dutton, 2003). The third concept underlying vitality stream is appreciative inquiry that is an organizational method which engages individuals within an organizational system for positive change by asking positive questions. The forth concept is positive engagement that means providing courage and hope to people and inspiring them to bring positive change (Karakas, 2009).

The last stream of benevolent leadership represents community responsiveness, corporate social responsibility, organizational citizenship behavior, sustainability and stewardship. It focuses on leaders' contribution to their organizations and society. Community stream emphasizes on leaders' role in creating benefits for all stakeholders including society and the global community (Karakas, 2009). Leaders are especially encouraged to develop benevolent leadership in paternalistic cultures (Li et al., 2018). Keeping in view the crucial role of benevolent leaders for creating common good in the form of observable benefits, current research considers organizational citizenship behavior as a possible outcome of benevolent leadership. The theoretical underpinnings regarding the relationship of benevolent leadership and organizational citizenship behavior are presented next.

2.2. Benevolent Leadership and Organizational Citizenship Behavior (OCB)

Organizational scholars have identified various employee behaviors that are necessary for efficient functioning of organizations. Some behaviors are role specified while others are extra role behaviors that cannot be prescribed beforehand (Lam et al., 2016). Extra role behaviors are beyond role requirements, therefore, they are not formally rewarded. Furthermore, OCBs can be directed towards individuals, group or organization (Gupta et al., 2017; Mao, 2016). Organizational citizenship behaviors toward individuals (OCBI) include cooperating with the co-workers and helping them in doing various tasks. Examples of organizational citizenship behaviors toward organization (OCBO) are cooperating with the organizational procedures, loyalty to the organization and putting extra effort towards organizational goals. OCBO also includes trying to protect the organization from unexpected dangers, trying to improve it and favorably speaking about it (Williams & Anderson, 1991).

Leadership styles are found to have influence on pro-social behaviors of employees. Ethical leaders are more likely to enhance employees' OCB (Ko et al., 2017). Karakas and Sarigollu (2012) found that benevolent leadership positively affects organizational citizenship behavior. They also studied four dimensions of benevolent leadership separately and found that vitality and community stream had positive direct effect on OCB. The study of Ghosh (2015) endorsed these results as ethical sensitivity, spiritual wisdom, positive engagement and community responsiveness positively influenced OCB in his research. He also found an indirect positive impact of benevolent leadership on OCB mediated through the ethical climate. A U-shaped relationship between benevolent leadership and team's performance has been found by Li et al. (2018). Even under highly uncertain environment, life-oriented and work-oriented benevolent leadership enhance followers' team identification and satisfaction (Lin et al., 2018).

The theoretical links of all the streams of benevolent leadership have been established with organizational citizenship behaviors. Various studies explain the positive relationship of ethical leadership and followers' OCB (Avey et al., 2011; Kacmar et al., 2013; Ofori, 2009). Spiritual stream of benevolent leadership also positively influences employees' OCB (Chen & Yang, 2012; Ahmadi et al., 2014). The concept of positive engagement underlying vitality stream of benevolent leadership affect OCB directly (Ghosh, 2015; Karakas & Sarigollu, 2012) and indirectly mediated through the ethical climate (Ghosh, 2015).

One of many important determinant of employees' OCB is management's citizenship behavior that is based on the respect of workers, giving workers their rights and ensuring the production's technical viability (Hodson, 1999). As benevolent leaders focus on the community, welfare of stakeholders and the society as a whole, they also encourage these values in their followers, according to social learning theory (Capece, 2016). Thereby, benevolent leadership enhances OCB of employees. Moreover, perceived corporate citizenship and OCB of employees are positively related (Lin et al., 2010). However, benevolent leadership is not found to moderate the relationship between authoritarian leadership and followers' deviant behaviors (Latif et al., 2018).

Most of the research studies emphasize on the positive influence of benevolent leadership on various behaviors useful to organizations as discussed above. Research has also contrastingly found that there are certain conditions when benevolent leadership negatively influences a situation. For example, high levels of performance stress lead to ego depletion and workplace deceit (Yuan & Yue, 2019). In such situations, it is expected that benevolent leadership might compensate for the performance pressure and weaken the relationship of said variables (Farh et al., 2008). However it has been found that benevolent leadership exacerbates the effect because employees try harder to return benevolent leader's kindness while dealing with high performance requirements that they are not able to meet. Such cognitive dissonance caused by the contradiction between organizational requirements and leadership attitude makes the situation even worse leading to higher levels of self-depletion and workplace deception (Coldwell et al., 2019).

As long as the followers don't face any contradiction between leader's behavior and other organizational factors, benevolent leadership leads to the improvement of human condition through enabling and empowering the human potential of followers. As a result, followers may behave in a manner that benefits other people and the organization in the form of organizational citizenship behavior. Subsequent to the literature discussed above, following relationship has been hypothesized.

> H_1: Benevolent leadership positively influences employees' organizational citizenship behavior

In current research, we have also conceptualized perceived organizational support (POS) and perceived organizational politics (POP) as the potential moderators of BL-OCB relationship. Since the development of benevolent leadership concept, it has been studied with few other organizational variables like leader-member exchange (LMX), perceived insider status, supervisor rated their innovative behavior (Shen et al., 2017), ethical climate (Ghosh, 2015), organizational citizenship behavior, organizational commitment (Tan, 2015; Tan et al., 2016) and power distance orientation (Lin et al., 2010). As per the best knowledge of the researcher, the moderators of benevolent leadership's relationship with any other variable have not been studied yet, let alone POS or POP. However, theoretical grounds regarding the linkage of POS and POP with BL and OCB have been presented next.

2.3. Perceived Organizational Support (POS)

Perceived organizational support is defined as the belief of employees about the extent to which their organization cares about their well-being and values their contribution. It is also understood as employees' inference about organization's commitment to them (Eisenberger & Huntington, 1986). Employees develop exchange relationships with leaders and organizations in the form of leader-member exchange and organizational support respectively (Wayne et al., 1997). POS is based on social exchange according to which something should be offered by each party that is considered valuable by the other party and each party must see the exchange as reasonably equitable (Wang & Cheng, 2010). Additionally, the history of rewards administered by the leaders is a basis for POS

(Eisenberger & Huntington, 1986). It is argued that the role of perceived organizational support is crucial to influence followers' behaviors in organizations, complementary to leadership characteristics (Thao & Kang, 2018). The relationship of leadership style and various aspects of innovation capability are also mediated by the level of employees' POS (Le & Lei, 2019; Qi et al., 2019).

Regarding the theoretical relevance of POS and OCB, POS has been found to enhance employees' citizenship behaviors (Chang, 2014; Duffy & Lilly, 2013; Wu & Liu, 2014). In addition, it has been found that OCB directed at organization is correlated with POS, but OCB directed at the peers is not correlated with POS (Wayne et al., 2002). Consequently, in a study conducted by Settoon, Bennett, and Liden (1996), no relationship was found between POS and OCB because OCB was measured using helping behavior measure only. The reason for no relationship described in literature is that helping behavior is a dimension of OCB directed at the peers as compared to OCB directed at the organization (Moorman et al., 1998). According to social exchange theory, employees get benefits from the organizational policies so the efforts to reciprocate should also be directed at the organization (Lambert, 2000). Contrastingly, group level organizational support plays a mediating role between directive leadership and group-level helping behavior that is peer focused OCB (Tremblay et al., 2019). Wayne et al. (1997) found strong relationship between POS and OCB when they added OCBO in their study. A related concept called perceived supervisory support is found to moderate the relationship between benevolent leadership and followers' objective performance (Chan, 2017). Although literature points towards the links of POS with leadership and OCB, but it doesn't provide clear evidence about the moderating role of organizational support between benevolent leadership and OCB, thus we propose following hypothesis to understand this relationship.

> **H$_2$:** Perceived organizational support moderates the relationship of benevolent leadership and employees' organizational citizenship behavior.

Current research also considers perceived organizational politics as a possible influence on the relationship of benevolent leadership and employees' organizational citizenship behavior.

2.4. Perceived Organizational Politics (POP)

Organizational politics is defined as a "subjective state in which organizational members perceive themselves or others as intentionally seeking selfish ends in an organizational context when such ends are opposed to those of others" (Gandz & Murray, 1980). A corollary that follows is that politics is a state of mind, and the individuals can have different perceptions about organizational politics. However, organizational scholars consider employees' perceptions very crucial because employees behave according to their perception, rather than what is objectively real (Ferris & Kacmar, 1992).

The research about the relationship of leadership and POP is quite scarce and the available literature is fragmented. Atinc et al. (2010) have mentioned in the meta-analysis about the antecedents of organizational politics that employees having trusting relationship with the leader tend to have lower perception of politics. Researchers studied

leader-subordinate interactions through leader-member exchange and found that the out-group of leader tends to perceive higher level of politics in the organization as compared to the in-group. The members of out-group believe that favoritism shown to in-group members is due to politics rather than merit (Atinc et al., 2010). Perceived organizational politics partially mediates the relationship of ethical leadership and internal whistleblowing which is considered a positive employee behavior that benefits organizations in the long run (Cheng et al., 2019).

Investments in the political environment are considered very risky. In highly political environment, employees put very little efforts towards the progress of organization. Subsequently, POP is found to have comparatively stronger negative relationship with OCBO than OCBI. (Randall et al., 1999). A negative relationship of POP with OCBI and OCBO was found where the relationship of POP with OCBO was comparatively stronger (Chang et al., 2009). The authors explained that due to high POP, employees consider the reward allocation process unfair, and their morale is affected. Thereby, they don't get motivated to show behaviors that contribute to the well-being of organization. Recent studies have also found a negative relationship of POP with employee's well-being (Ullah et al., 2019) and OCB (Khan et al., 2019).

Maslyn and Fedor (1998) found positive relationship between POP and OCB at the group level in contrast to above mentioned studies. They provide valuable insights for explaining this positive relationship. They posit that on the group level, OCB works as a defensive mechanism in political environment to make peace and mitigate unconstructive interpersonal conflicts. A mediating role of POP has also been found between leadership style and organizational citizenship behavior (Islam et al., 2013; Dappa et al., 2019). Subsequent to the theoretical underpinnings discussed, we propose following hypothesis.

> **H₃:** Perceived organizational politics moderates the relationship of benevolent leadership and employees' organizational citizenship behavior.
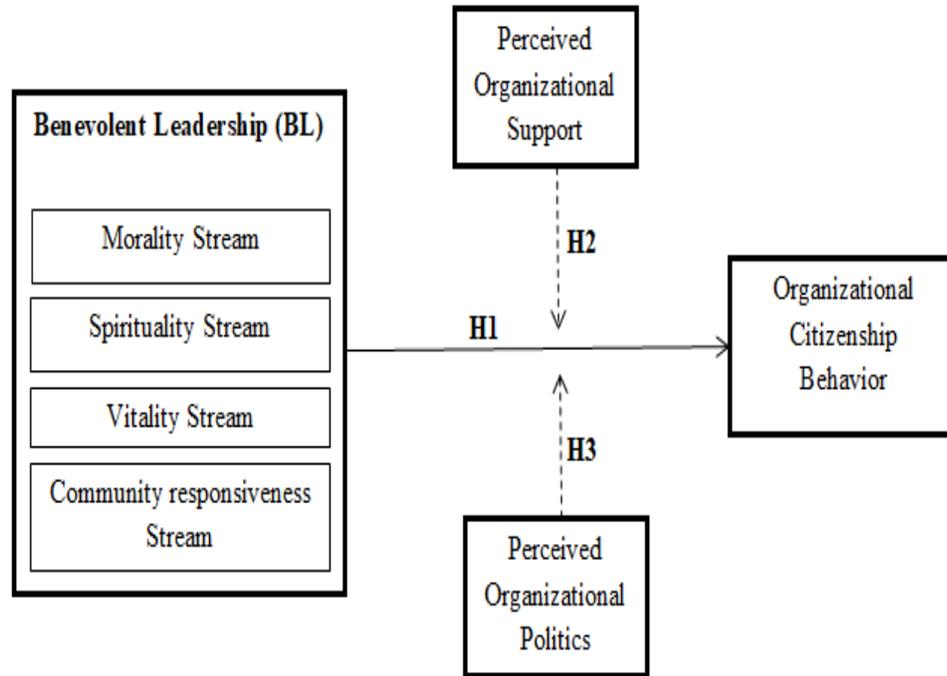
3. Conceptual Framework

Figure 1: Conceptual Framework

4. Methodology

4.1. Population and Unit of Analysis

A large portion of Pakistan's GDP comes from the services industry i.e., 58.8% in 2014-15 (GoP, 2015, Ayub et al., 2017). In the services industry, most IT companies have a growth rate of 30% per year according to the State of the Industry report developed by Pakistan Software Houses Association (PASHA, 2008). Thus, there is a need to study various phenomenon including leadership in this sector that might have contributed to its growth. The data for current research has been collected from the IT industry of Pakistan. Employees were asked to report the benevolent leadership of organizational leaders i.e., Chief Executive Officers (CEOs). They were also asked to report their own perceived organizational politics (POP), perceived organizational support (POS) and organizational citizenship behavior (OCB). As benevolent leadership was not self-reported, thus common method bias was controlled.

4.2. Research Sample and Sampling Technique

320 IT companies are registered with Pakistan Software Houses Association for IT and ITES (P@SHA). 80% of these organizations (256 in number) were selected through random sampling for the data collection. Although South Asians are considered hesitant to exchange data and reluctant to participate in research activities because of trust deficit or unsolicited monitoring activities (Zhang et al., 2000) but the response rate in current research was quite high (80.07%) and employees from 205 companies responded. After initial screening, data from 202 organizations was used for analysis. The responses from individual employees working in these organizations aggregated to 261.

4.3. Research Measures

Structured questionnaires were used as a tool for the data collection. To measure benevolent leadership, scale developed by Karakas and Sarigollu (2012) was used. The scale comprised of forty items (ten items to measure each stream of benevolent leadership). We used OCB scale developed by Williams and Anderson (1991). To measure perceived organizational support, 6-items scale was used (Eisenberger et al., 2001). Perceived organizational politics was measured through scale developed by Kacmar and Ferris (1991) having 14 items. The scale of benevolent leadership was modified based on confirmatory factor analysis for validation in the context of current research. To use these research scales, we asked permissions of respective research papers' authors through e-mail. The data collection was initiated after getting their due permissions.

5. Data Analysis

5.1. Validity and Reliability of Benevolent Leadership Scale

One of the objectives of this study was to validate the scale of benevolent leadership in the context of Pakistan. Based on Hair, Anderson, and Black's (2010) suggestion to delete items that have inter-total correlations less than .5, we eliminated 15 items of benevolent leadership scale (Table 1).

**Table 1: Item-Total Correlations of Benevolent Leadership Scale Items**

Sr.	Item	Item-Total Correlation	Sr.	Item	Item-Total
1	MS1	.230	9	CS7	.421
2	CS4	.307	10	VS2	.442
3	VS1	.361	11	CS3	.434
4	VS10	.418	12	CS9	.426
5	MS5	.438	13	SS1	.439
6	MS2	.439	14	VS8	.439
7	MS4	.430	15	SS8	.453
8	CS6	.438			

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Confirmatory Factor Analysis (CFA) was conducted (through AMOS v. 22) on remaining items of the benevolent leadership scale to ensure the construct validity (convergent and discriminant validity). The items with standardized residuals more than 2.5 that had standardized loadings less than .7 were identified as candidates for elimination (DiStefano & Hess, 2005). Elimination of each item lead to improvement in the model fit (Table 2).

Table 2: Standardized Residuals and Standardized Loadings of Items and Model Fit Indices

CFI	RMSEA	SRMR	SRC	Items	SL	Decision
.851	.100	.0637	2.817	CS1	.728	Eliminate SS7
				SS7	.681	
.883	.090	.0602	2.674	SS9	.627	Eliminate SS9
				MS7	.693	
.913	.080	.0575				

Figure 2 portrays the four factor benevolent leadership model with retained items after conducting confirmatory factor analysis.
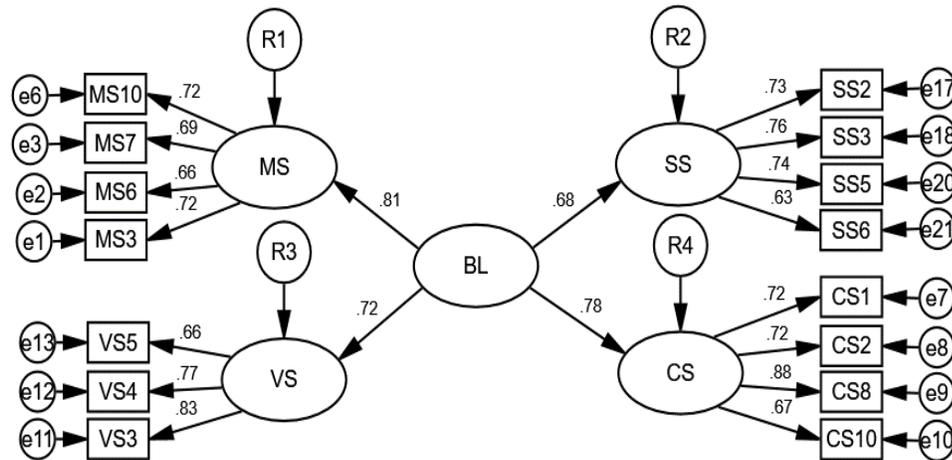
Note: The figure shows the standardized factor loadings
Figure 2: Four Factor Measurement Model of Benevolent Leadership

5.1.1. Convergent Validity

CMIN/DF, CFI, RMSEA and SRMR were used to estimate the model fit of four factor model of benevolent leadership. The model fit indices and AVE (average variance extracted) has been reported in Table 3 and Table 4 respectively for assessment of convergent validity. CFI of the model is .91 that exceeds the suggested threshold of .9 (Tabachnick, 2001). SRMR below .09 (Hooper et al. 2008) shows that the degree of

misfit in the benevolent leadership model is tolerable. Additionally CMIN/DF of 2.65 is below 3 which further strengthen the model fit. RMSEA equal to or less than .08 is considered acceptable (Bryne, 2010). Average variance extracted above .5 confirms the convergent validity of all benevolent leadership streams (Awang, 2012).

Table 3: Model Fit Indices of Measurement Model

	Indices of Current Model	**Acceptable Threshold**
CMIN/DF	2.659	< 3
CFI	.913	> .9
RMSEA	.080	< .08
SRMR	.0575	< .09

5.1.2. Reliability Analysis

As shown in Table 4, the value of Cronbach's Alpha and CR (construct reliability) above .7 point towards the presence of internal consistency and construct reliability respectively (Hair et al., 2010; Nunnally, 1978).

Table 4: Assessment of Convergent Validity

			Item and Factor	**CR**	**Cronbach's alpha**	**AVE**
MS3	<---	MS	.72	0.85	.78	0.50
MS6	<---	MS	.65			
MS7	<---	MS	.68			
MS10	<---	MS	.72			
SS2	<---	SS	.72	0.81	.80	0.51
SS3	<---	SS	.76			
SS5	<---	SS	.73			
SS6	<---	SS	.62			
VS3	<---	VS	.83	0.90	.79	0.57
VS4	<---	VS	.77			
VS5	<---	VS	.66			
CS1	<---	CS	.72	0.90	.83	0.56
CS2	<---	CS	.71			
CS8	<---	CS	.88			
CS10	<---	CS	.67			
MS	<---	BL	.81	0.93	.88	0.56
SS	<---	BL	.68			
VS	<---	BL	.72			
CS	<---	BL	.77			

5.1.3. Discriminant validity

We used Fornell and Larcker criterion to assess the discriminant validity of the benevolent leadership scale (Fornell & Larcker, 1981). Table 5 shows that the square root of AVE for all the streams of benevolent leadership is higher than their correlations with any other stream. Therefore, the discriminant validity is evident.

Table 5: Discriminant Validity Assessment (Correlation Matrix And √AVE)

	MS	SS	VS	CS	√AVE
MS	1				0.69
SS	.57	1			0.71
VS	.57	.49	1		0.76
CS	.63	.51	.57	1	0.75

5.2. Hypotheses Testing

5.2.1. Assumptions of Regression Analysis

In Table 6, the critical ratio of skewness and kurtosis below |1.96| show that the variables involved in this research are normally distributed. Additionally, insignificant Breusch-Pagan and Koenker test point towards the homoscedasticity of the data.

Table 6: Normality and Homoscedasticity Assessment

	Skewness			Kurtosis		
	Statistic	*SE*	*CR*	*Statistics*	*SE*	*CR*
Benevolent Leadership	-.008	.151	-.05	-.340	.300	-1.13
Perceived Organizational	.079	.151	.52	-.102	.300	-1.47
Perceived Organizational	-.003	.151	-.01	-.209	.300	-0.69
Organizational Citizenship Behavior	.071	.151	.47	-.070	.300	-0.23
	Breusch-Pagan test			Koenker test		
	Statistic	*Sig.*		*Statistic*	*Sig.*	
	2.03	.15		2.25	.13	

As the data has met the assumptions for conducting regression analysis, we proceeded further towards hypotheses testing through constructing two models.

5.2.2. Model 1

Model 1 was constructed to test hypothesis 1 which postulates that benevolent leadership positively influences employees' OCB. Regression analysis was used to test hypothesis 1 (Table 7).

Table 7: Linear Model of Predictors of OCB of Employees (Model 1)

	B	SE	β	ρ-value	R^2
Constant	1.79	0.35	--	0.00	--
Predictor:					
Benevolent leadership	0.38	0.08	0.26	0.00	26.1%

Table 7 shows that benevolent leadership significantly predicts organizational citizenship behaviors of employees ($\beta = .26$, $\rho = .00$). Therefore, Hypothesis 1 is fully supported i.e., benevolent leadership positively affects employees' organizational citizenship. This finding provides further empirical support for the research work of Chan and Mak (2012), Karakas and Sarigollu (2012), Ghosh (2015), Lin et al. (2012) and Tan et al. (2016). It also confirms the conceptual arguments within social exchange theory (Cropanzano, Anthony, Daniels, & Hall, 2016) and the norm of reciprocity (Thompson & Bergeron, 2017) that people tend to reciprocate those who benefit them. As an exchange to the benevolent leadership of CEOs, employees tend to reciprocate through benefitting CEO's organization by displaying organizational citizenship behaviors.

5.2.3. Model 2

Hypothesis 2 and hypothesis 3 based on moderation were tested through PROCESS MACRO developed by Hayes (2018). Model 2 of PROCESS MACRO was used with 5000 bootstrap samples and 95% confidence intervals (Table 8). This procedure automatically mean-centers independent variable and moderators to cater the issue of multicollinearity.

Table 8: Results of PROCESS MACRO to Test Moderation (Model 2)

|	B	SE	ρ-	LLCI	ULCI	ΔR^2
Constant	3.3181	.0417	.0000	3.2360	3.4003	--
Predictors:						
Benevolent leadership	.3507	.0809	.0000	.1914	.5100	--
Perceived organizational	-.3076	.0911	.0008	-.4869	-.1282	--
Perceived organizational	-.1070	.0685	.1197	-.2419	.0279	--
Two-way interactions:						
BL x POS	.4905	.1860	.0089	.1242	.8569	2.25%
BL x POP	.5324	.1297	.0001	.2769	.7879	6.24%

It can be observed from Table 8 that the interaction of benevolent leadership and perceived organizational support significantly affects OCB of employees ($B = .49$, $\rho < .05$). Thus, hypothesis 2 has been supported i.e., perceived organizational support moderates the relationship of benevolent leadership and OCB. The interaction of benevolent leadership and perceived organizational politics also has significant effect on employees' OCB ($B = .53$, $\rho < .05$). This result lends support to hypothesis 3 i.e., POP

moderates the relationship of BL and OCB. To fully understand the moderation effects, we followed Dawson (2014) to test the relationship of BL and OCB at high (one SD above mean) and low (one SD below mean) values of POS and POP (Figure 3-A and 3-B).
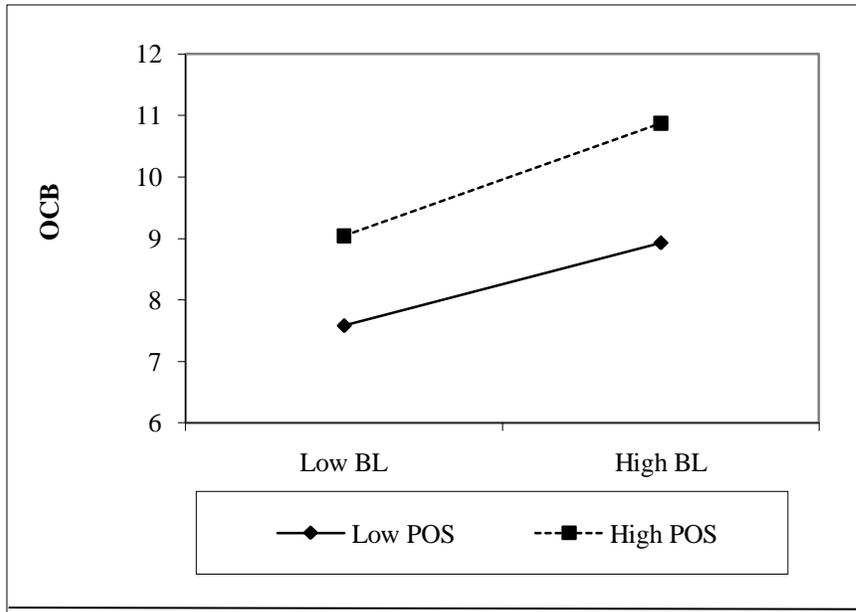
Figure 3: Interaction of BL and POS predicting Employees' OCB
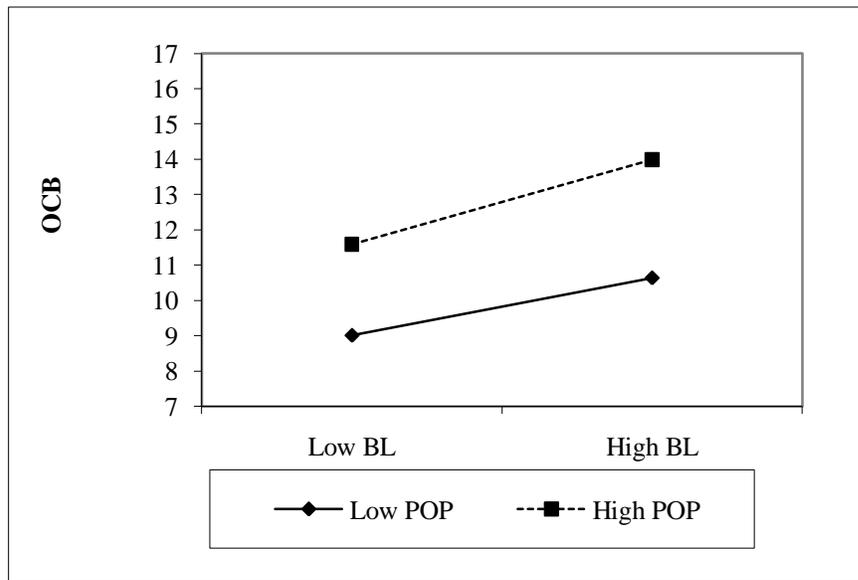
Note. Moderations are significant at p< .05

Figure 4: Interaction of BL and POP predicting Employees' OCB

Simple slopes test revealed that at high level of POS, effect of BL on OCB is stronger (gradient = 1.853, p = 0.002) than lower level of POS (gradient = 1.361, p = 0.001). Similarly, effect of BL on OCB is stronger at high level of POP (gradient = 2.417, p = 0.000) as compared to low level of POP (Gradient=1.653, p=.000). In addition, the results reveal that the conditional effect of BL on OCB is stronger in case of POP as compared to POS. As both the benevolent leader and organizational support are found to have positive effects on OCB of employees in extant literature (Gupta et al., 2017; Tremblay et al., 2019), their conditional effect was clearly expected to enhance OCB of employees in current research. However, significant moderating effect of perceived organizational politics provides significant insights about the role of benevolent leader in the organizations. We found that as employees perceive higher level of uncertainty and politics in the organization, they show higher level of OCB when the leader is benevolent. Thus benevolent leadership mitigates the effect of politics (Scanlan et al., 2018), and helps employees benefit the organization through showing OCB instead of involving in further political behaviors to worsen the situation.

6. Discussion and Conclusion

Benevolent leadership is considered a relevant and useful concept in contemporary business organizations (Mercier, & Deslandes, 2019). We set out to validate the scale of benevolent leadership developed by Karakas and Sarigollu (2012) in Pakistan's context. By studying organizational citizenship behavior at the organizational level, we have looked upon a phenomenon that benefits whole organization (Bolino & Turnley, 2003). Our research has inspected the moderating effect of perceived organizational support and politics on the relationship of benevolent leadership and employees' OCB.

It is evident in the extant literature that benevolent leadership leads to various positive behaviors and wellbeing of employees (Luu, 2019). Current research confirms that benevolent leadership enhances the organizational citizenship behavior of employees. This finding can be explained in the light of social exchange theory (Cropanzano et al., 2016) and the norm of reciprocity (Thompson & Bergeron, 2017). Benevolent leaders might create safe and caring environment where employees feel more valued, and in turn, develop feelings of gratitude toward the leader (Wang & Cheng, 2010). As a result, employees exert additional time and effort on their tasks that go above and beyond their job requirements to achieve broader organizational goals (Gumusluoglu et al., 2017; Konovsky & Pugh, 1994). Benevolent leadership encourages a phenomena in organizations that tends to benefit the whole organization (Bolino & Turnley, 2003). Management scholars have also explained the relationship of leadership with OCB through followers' trust on the leader in Asian context (Sendjaya et al., 2019). In such paternalistic cultures, OCB of employees is more affected as compared to the cultures where paternalism is not common (Butar et al., 2019).

Present research establishes that morality, spirituality, vitality and community responsiveness are four streams of BL in the context of Pakistan. Subsequently, the relationship between BL and OCB can be understood from the standpoint of individual streams. First, being moral and ethical, the benevolent leader benefits employees through

justly compensating them for their efforts, and resolving other matters. As a result of fair reward allocation process, employees' morale might be affected and they get motivated to show behaviors that lead to well-being of the organization (Chang et al., 2009) Ethical leadership has also been found to enhance employees' OCB in previous research (Zhang et al, 2019; Shareef & Atan, 2019). Second, being spiritual the benevolent leaders develop certain characteristics due to which people trust and follow them. Chen and Yang (2012) found that the spiritual leadership has positive effect on employees' perception of meaning that, in turn, positively affects altruism (OCBI) and conscientiousness (OCBO). The spiritual leadership and OCB of followers had a positive linear relationship in another empirical study (Ahmadi et al., 2014). Evidence about the direct effect of spiritual leadership on employees' OCB has been provided in a research conducted by Sholikhah et al. (2019).

Third, the benevolent leader believes in vitality and tries to improve the human condition by enabling and empowering the human potential of employees. According to the vitality stream of benevolent leadership, the leader creates positive change in the organization (Karakas & Sarigollu, 2012) and develops better citizenship behaviors in employees such as "responsibility, altruism, civility, moderation, tolerance, and a strong work ethic" (Luthans, 2002). Based on social exchange theory (Cropanzano et al., 2016) and the norm of reciprocity (Thompson & Bergeron, 2017), employees might reciprocate leader's behaviors by benefitting the organization as a whole through displaying OCB. Lastly, the benevolent leader is responsive towards community (Karakas, 2009). According to the theory of social learning (Bandura, 2014), being socially responsible, the leader encourages these values in followers leading to higher OCB.

Management researchers consider politics a negative phenomenon (Pfeffer, 1981) as an inverse relationship of politics and OCB has been found in extant research (Saleem, 2015). In a political environment where uncertainty prevails, employees believe that they would not be compensated for the efforts they put in and they will not be promoted on the basis of merit (Chang et al., 2009). In such an environment, it can be expected that people would not show OCB because their efforts are not appreciated. It is also expected that benevolent leadership and organizational politics are contradictory concepts that may cause cognitive dissonance in the employees, leading to decreased levels of organizational citizenship behavior (Yuan, & Yue, 2019). However, present research reveals contrasting results as it has found an interactional effect of POP on the relationship of benevolent leadership and employees' OCB. This result can be explained in the light of institutional theory that focuses on the points of convergence and divergence of findings from various settings. We argue that in the context of Pakistan, although politics prevails in the organizations but benevolent leader acts as a buffer and provides a sense of honesty and fairness similar to transformational leader (Saleem, 2015). Due to the buffering effect (Scanlan et al., 2018), the negative effect of politics might be mitigated leading to enhanced OCB of employees.

Moreover, politics might prevail in lower management where employees are working at the same organizational level. While working at the same level, employees might try to hurt others for getting ahead through vertical political behaviors i.e., complaining to immediate supervisors, bypassing the chain of command and mentor-protégé activities etc. (Farrell & Petersen, 1982; Pehlivana et al., 2019). Consequently, employees might feel that they need to highlight themselves in front of the leader through going above and beyond their job duties. As IT companies are small in size, the CEO is generally in direct contact with the employees (Andries, & Czarnitzki, 2014; Miller & Toulouse, 1986). Therefore, the discretionary extra role behaviors of the employees would influence CEO's perceptions, recognition, and rewards towards those employees over time (Bowler et al., 2019; Organ, 1988). Consequently, employees' extra role behaviors will be considered while appraising them (Werner, 1994) ultimately leading to higher ratings of their performance (Van Dyne & LePine, 1998). In essence, employees' OCB may act as an impression management technique (Eastman, 1994; Shukla, 2019). It may work as a defensive mechanism in political environment to make peace and mitigate unconstructive interpersonal conflicts (Maslyn & Fedor, 1998).

The moderation of perceived organizational politics and support can be understood in comparison since management scholars posit that POP and POS are two extremes of the same continuum (Witt, 2003). A corollary that may follow in the context of current research is that both of them may have opposite effects on the BL-OCB relationship. Contrastingly we have found that both of POP and POS enhance the relationship of BL and OCB. As it is important for employees to feel valued (acknowledged for the efforts), so perceiving a good level of support from the organization has positive effect on employees' behaviors (Scanlan et al., 2018) like job satisfaction and work engagement (Els et al., 2018). Additionally, POS tends to reduce negative employee behaviors like turnover intentions (Liu et al., 2018). Previous research in this domain also indicates that POS enhances employees' citizenship behaviors (Chang, 2014; Duffy & Lilly, 2013; Paramaartha et al., 2019; Wu & Liu, 2014). Therefore, it clearly emerges in current research that POS complements benevolent leadership to enhance employees' organizational citizenship behavior.

7. Practical Implications

We have found that benevolent leadership enhances organizational citizenship behavior that is valuable for the organizations as it frees up the resources for more productive use. Thus, current research has many practical implications for the organizations. It stresses upon the leadership style of the top management i.e., even if the CEO shows characteristics of benevolent leader, employees tend to do something extra beneficial for the organization. The corollary that follows is that CEOs should transform their leadership style for improving citizenship behavior of employees to reap its benefits.

Keeping in view the significance of benevolent leadership, organizations should focus on the development of benevolence among employees who may be potential leaders. When those employees reach the top leadership positions, they should have developed the qualities of benevolent leader to bring positive change in the organizations. Another

practical implication of current research is that CEO's benevolence not only mitigates the negative effect of politics but also enhances OCB of employees while a political environment prevails in the organization. Thus, benevolent leadership can also play a positive role in catering the political issues.

8. Theoretical Implications

Current research is significant in terms of its contribution to the literature, particularly in the domain of leadership. Extant literature has not studied the interactional effect of benevolent leadership and employees' perception of various organizational factors on OCB of employees. Current research addressed this gap and found that employees' perception of organizational support and politics moderates the relationship of BL and OCB. Social exchange theory (Emerson, 1976) explains the results of current study as employees may show OCB as an exchange to CEO's benevolence on one hand, and organizational support on the other. Understanding the findings of current research from the lens of institutional theory (Scott, 1987) also provides valuable insights. Institutional theory posits that social interactions are guided by the cultures and institutions that provide norms and rules, therefore, the points of convergence and divergence of findings help to understand varying contexts. In this regard, previous studies have found that benevolent leadership sometimes negatively influences followers. Extant literature has used cognitive dissonance theory (Festinger, 1957) to explain this finding i.e., it happens due to the dissonance employees feel when other organizational factors (e.g., politics and performance pressure) do not align with the values of benevolence. However, we have found that in the context of Pakistan, this is not the case as benevolent leader mitigates the effects of politics, and enhances OCB of employees. Thus current study uses institutional theory to explain that some theories (cognitive dissonance theory in this case) may not be applicable in certain contexts.

9. Limitations and Future Implications

The number of employees' response across various organizations in current research was not equal which might have affected the results. Future researchers can collect data from equal number of employees from all organizations for equal representation. Researchers can also select employees per organization on the basis of organizational size. For the future studies, OCBI can be incorporated as a dependent variable in the model presented in this research study. It can be tested if perceived organizational politics and perceived organizational support moderate the relationship between benevolent leadership and OCBI of employees. Additionally, perceived organizational politics can be studied with the distinction of in-group and out-group of leaders as these two groups are expected to have different perceptions about politics in the organization. The model presented in current research can be tested in organizational sectors other than IT sector. In current research, As IT companies are smaller in size, the employees had interaction with the CEOs and they experienced their benevolence, however future studies can select larger organizations to understand the effect of benevolence in case of distant leadership.

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