

# The Mediating Effect of Compensation on Organizational Politics, Human Resource Management Practices and Organizational Citizenship Behavior

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**Abstract:** Organizational citizenship behavior is one of the critical determinants of institutional success. This study examined the effect of organizational politics and human resource management practices on the organizational citizenship behavior of the employees in Ghana's private tertiary institutions, with compensation as a mediating variable. The study used a causal design and mediation analysis to examine the relationships and interrelationships between the variables. 334 participants were selected from 33 institutions. Regression analysis and Smart Partial Least Square – Structural Equation Modeling were used to analyze the data. Although human resource management practices did not predict organizational citizenship behavior, corporate politics explained 24.4%, ( $F(332) = 107.188, p < .000$ ) variance in organizational citizenship behavior. The total variance in compensation explained by organizational politics and human resource management practices is 54.6%,  $F(331) = 198.961, p < .000$ . Compensation partially mediated organizational politics' path to organizational citizenship behavior while it fully intervened in the path of human resource management practices to organizational citizenship behavior. The study recommends improving human resource management practices and enhancing employees' compensation packages since it positively intervenes in organizational citizenship behavior.

**Keywords:** *Private tertiary institutions, organizational politics, human resource management practices, organizational citizenship behavior.*

## Introduction

Organ (2018) defined organizational citizenship behavior (OCB) as an 'individual at-work activity that is voluntary, not expressly or acknowledged explicitly by the structured rewards program, and facilitates the organization's effective and efficient functioning in general' (p. 4). Pratiwi and Setiawan (2017) averred that employees' high literacy in organizational citizenship behavior contributes to companies' success. Therefore, stakeholders must pay attention to organizational citizenship behavior.

According to Saleem et al. (2018), organizational politics is one of the essential workplace phenomena that directly or indirectly influences employee conduct and attitudes. It affects

corporate loyalty and determines organizational citizenship behavior. Corporate politics allows people to take many voluntary steps required for organizational life and high achievement standards. Therefore, corporate politics influence the maintenance of organizational membership, which also determines organizational citizenship behavior (Saleem et al., 2018).

Ahmed (2016) proposed that human resource management strategies-performance evaluation, training and development, and employee movement are needed to develop employee citizenship behavior. The author averred that evaluating employee performance in light of performance standards, upgrading employee knowledge, skills, abilities, and other competencies through training and development,

and employee mutation or movement influence workers' citizenship behaviors.

Okeke and Ikechukwu (2019) argued that whether employees are happy with their work and readiness to continue in an employment relationship results from the organization's remuneration packages and reward plan. Hence, compensation management is an essential function of human resource management.

Numerous studies on organizational citizenship behavior (Abane, 2016; Atta & Khan, 2016; Njage, 2017; Agustiniingsih et al., 2017; Dwomoh et al., 2019) have focused on the impact of extra-role behavior on client reactions and organizational performance. Employees' perspectives on the mediating role of compensation on organizational politics, human resource management practices, and discretionary work behavior have received less attention from researchers in Ghana. The research purposed to fill this knowledge gap and analyze how corporate politics and human resource management practices influence organizational citizenship behavior in Ghana's private tertiary institutions, with compensation as a mediating variable.

### **Literature Review**

This section reviews literature related to the endogenous variable (organizational citizenship behavior), the exogenous variables (organizational politics, human resource management practices), and the mediator (compensation).

#### **Organizational Citizenship Behavior**

The conception of organizational citizenship behavior (OCB) can be traced to Bateman and Organ in 1983 and has received many researchers' attention in recent years. Organ (2018) categorized organizational citizenship behavior into five dimensions: courtesy, sportsmanship, civic virtue, conscientiousness, and altruism. He described organizational citizenship behavior as an "individual behavior at work that is noncompulsory, not directly or explicitly recognized by the official rewards structure, and in the collective promotes the efficient and effective operations of the organization" (p.4).

The voluntary behaviors are: courtesy, sportsmanship, civic virtue, conscientiousness,

and altruism. Courtesy relates to teaching and informing colleagues about potential hazards or difficulties that may influence smooth job performance (Özduran & Tanova, 2017). Khan et al. (2017) maintained that sportsmanship refers to increased tolerance and avoiding and refraining from complaining. Hence, employees do not focus on trivial organizational difficulties but extend the olive branch to others to enhance corporate operations. In other words, sportsmanship can accept the discomfort and irritations of organizational life without complaining (Demerouti & Cropanzano, 2017). Civic virtue cultivates and engages employees in non-mandatory practices that are considered necessary. It allows employees to keep up with modifications in the organization's working setting. It is demonstrated by actively participating in the organization's operations and programs by truly worrying about its well-being, seeking its benefit, and assuming responsibility for ensuring its support (Khan et al., 2017). Conscientiousness means going beyond one's work requirements. It demonstrates the employees' care for the organization's rules and regulations to ensure effectiveness and efficiency (Khan et al., 2017). Özduran and Tanova (2017) described altruism as assisting a particular colleague in fulfilling a task to solve an organizational problem.

#### **Organizational Politics**

Although there is extant literature on the phenomenon, the study conceptualizes organizational politics using the framework of Jarret (2017). The latter defines organizational politics as a range of activities that use influence strategies to enhance personal or corporate interests. Contrary to popular dimensions of organizational politics espoused by previous authors (Agarwal, 2016; Kaya et al., 2016; Mabasa et al., 2016; Elkhilil, 2017), Jarrett (2017) advanced that in order to influence an organization, one should understand the four dimensions of organizational politics. The author posited four metaphorical representations of organizational politics. Using the two levels of analysis that is where political actions take place (individual and corporate stages) and the two sources of power (formal and informal), the author posited four dimensions of organizational politics. First, 'woods' refers to an informal source

of influence at the corporate level. Second, the 'high ground' refers to the formal basis of power at the organizational level. The third dimension is 'weeds,' which is the personal influence and informal networks. Finally, the fourth dimension is the 'rocks' which refer to personal political activities derived from traditional power sources in the organization. Therefore, organizational politics refers to using individual or corporate influence derived from formal or informal sources to achieve the desired outcome (Olusegun, 2019). It also refers to using tactics meant to impact desired results and a social mechanism that can contribute to the organization's fundamental functioning.

### **Human Resource Management Practices**

The current business setting demands all functional sectors within the company, including human resources activities. The human resource management practices discussed in this study are training, development, and compensation because of their relationship with organizational citizenship behavior.

**Training and development.** According to Engetou (2017), training is a learning activity to gain the skills and expertise required to accomplish a job. The idea of training is the need for employees to be more productive. From this definition, training is the upgrade in employee skills, expertise, and experience required by the job. On the other hand, development is an instructive process concerned with the employees' overall long-term growth. Therefore, training is job-specific, whereas development is broader in scope. Berber and Lekovic (2018) posited that employee or human resource development directly links to enhancing and improving employee understanding, skills, and capabilities with two critical outcomes: achieving more excellent organizational performance and personal objectives, growth, and satisfaction. Consequently, employees remain loyal to the organization resulting in higher citizenship behaviors.

**Compensation.** Compensation or total rewards is an exchange relationship in which employees exchange their labor, experience, time, effort, and other input for organizational outcomes such as salaries or wages, benefits,

incentives, and allowances (Bennett et al., 2017). Emerole and Edeh (2017) advanced direct and indirect components of employee compensation and posited that it refers to wages and salaries, incentive payments, bonuses, and commissions. Incentives are monetary payments conditional on accomplishing targets and are a critical organizational way to reinforce employees' morale (Ritala et al., 2019). Benefits may include income protection, savings, health benefits, job security, and pension plans (Hoole & Hotz, 2016). According to Bustamam et al. (2014) (as cited in Ahmat et al., 2019), compensation management determines the caliber of employees hired and retained to achieve the establishment's goals and is the foundation for strengthening employee performance. Okeke and Ikechukwu (2019) concluded that compensation is essential in determining whether employees are happy with their work, affecting job attitudes and behaviors.

### **Theoretical Framework**

The research is anchored on theoretical frameworks to explain the relationship between the theories and the variables. The Social Exchange Theory explains organizational politics, human resource management practices are connected to the Resource-based view, and the Equity theory of motivation underlies compensation. Organizational citizenship behavior is situated on the Individual-Organization Fit Theory.

#### **Social Exchange Theory**

The theory is used to represent organizational politics. In 1958, American sociologist Homans introduced the idea of social exchange, and then Blau (1964) improved the view. Social exchange views that social behavior encompasses the give-and-take between parties in an employment relationship characterized by what each party perceives and the actual gains and hazards in a relationship. Therefore, employee relationships in organizations depend on giving and taking economic, social, or emotional exchanges. People in employment interactions balance the cost of that relationship with expected benefits. Hence, the demonstration of influence results in political maneuvering in the corporate environment (Cross & Dundon, 2019). Depending on what exists in that relationship, parties, especially employees,

will engage in activities to influence decisions in the self and the organization's interest. Hence, parties' behavior in an employment relationship is due to give-and-take or exchange, which depends on how each party views the gains they can make from an employment relationship and subjective interpretation. When the disadvantages outweigh the benefits, this relationship is terminated or abandoned by individuals.

### **Resource-Based Theory**

The resource-based theory represents human resource management practices. Barney (2017) developed the resource-based view and posited that human resources are precious, rare, non-imitable, and irreplaceable at the same time. The resource-based theory determines the strategic assets that a company can exploit to obtain and maintain a sustainable competitive advantage. Resource-based theory suggests that human resources are sources of core competencies that contribute to firms' competitive edge, and this competitive advantage of employees results from training and development, performance evaluation, and employee movement.

### **Equity Theory of Motivation**

The theory of equity is used to discuss compensation in this study. Stacy J. Adams established equity theory for the first time in the 1960s. It claims that employee tries to keep an equilibrium between the inputs they bring to a job and the outcomes they get from it against other people's perceived inputs and outputs (Kiruja & Mukuru, 2013). Owners of productive capital tend to produce schemes where salary, incentives, benefits, and allowances can be split among members to maximize people's benefits. Hence, employees look for fair compensation for equal work.

### **Individual-Organization Fit Theory**

Chatman first introduced the theory in 1989. The individual-organization fit theory is used to back the discussions on organizational citizens' behavior. He maintained that employers could influence the connection between people and organizations. Although many other variables can affect people and organizations' relationships, value is the most fundamental and

long-lasting (Firfiray & Mayo, 2017). Therefore, the individual-organization theory posits that individuals' and organizations' alignment is a significant factor affecting individuals' work behavior and attitude. Thus, when there is a fit between individuals and the organization, they engage in extra-role behaviors, namely altruism, conscientiousness, courtesy, civic virtue, and sportsmanship. Therefore, employees will engage in extra-role behaviors when connected to their organizations.

### **Empirical Study**

Khan et al. (2017) conducted research using 392 respondents from tourism companies at two different periods in Southern China that showed that awareness of organizational politics negatively influenced organizational citizenship behavior mediated by moral efficacy. Similarly, De Clercq and Belausteguigoitia (2017) randomly selected 109 respondents from northern Mexico, and the results showed that organizational politics negatively correlated to organizational citizenship behavior. Hence, respondents' views on self-serving actions and tactics diminished the probability of engaging in extra-role behaviors.

In contrast, Din et al. (2018) researched the influence of organizational politics on organizational citizenship behavior moderated by employee engagement, using a sample size of 125 employees of Faisalabad textile organizations. The study showed a positive correlation between organizational politics and organizational citizenship behavior.

Munyon et al. (2016) in their study found an inverse association between how employees view organizational politics in compensation strategies and effectiveness of compensation, indicating that pay systems will be regarded as less effective by employees when they perceive politics to have an impact on compensation outcomes.

Tinti et al. (2017) studied human resource management practices and discretionary work with data from 156 employees of São Paulo State-based, private and mixed companies. They found that human resource management practices (Involvement, Training and Development, Performance Evaluation, Remuneration and Rewards, Work conditions, and Recruitment and Selection) explained 31.7% of organizational

citizenship behavior. Therefore, it concluded that human resource management practices predicted 31.7% of the change in organizational citizenship behavior.

Otoo (2019) conducted research using 50 senior staff of the Accra Technical University and concluded that training and development were positively related to employee salary and benefits because training improved employees' knowledge, skills, and abilities, which made employees promotable and competitive. Therefore, the lack of assistance in training and development affects personal and organizational growth and compensation.

Furthermore, Al Adresi and Darun (2017) researched strategic human resource management and commitment to 52 oil and gas companies in Lybia. They found that training and development increased organizational inner career possibilities linked to pay satisfaction due to direct payments and other benefits.

Ducharme et al. (2005) (as cited in Levy et al., 2017) randomly sampled 15,000 Canadian employees and discovered that employees who received performance feedback received higher compensation than those who did not. Performance feedback led to greater pay satisfaction than any other staff who did not receive any performance feedback.

Suryani et al. (2019) investigated the effect of compensation on organizational citizenship behavior using 89 respondents of the Office of Cooperatives and Small and Medium Enterprises in Bali Province. The findings indicated that the fairer the reward workers receive, the higher the level of employee participation in discretionary work activities.

In examining incentives and organizational citizenship behavior mediated by corporate support, Detnakin and Rurkkhum (2019) gathered data from 327 frontline hotel staff in the most visited provinces in southern Thailand. Employing Confirmatory Factor Analysis (C.F.A.) and Structural Equation Modeling (S.E.M.), the results showed that pay-for-performance (incentive) increased organizational citizenship behavior, and perceived institutional support partially intervened in the relationship between the two variables (incentives and organizational citizenship behavior). Therefore, incentives

increase extra-role behaviors and communicate how valuable organizational citizenship behavior is to organizations.

Numerous studies on organizational citizenship behavior (Abane, 2016; Atta & Khan, 2016; Njage, 2017; Agustini et al., 2017; Dwomoh et al., 2019) have focused on the impact of extra-role behavior on client reactions and organizational performance. Employees' perspectives on the mediating role of compensation on organizational politics, human resource management practices, and discretionary work behavior have received less attention from researchers in Ghana. Hence this paper endeavored to fill the knowledge gap. Its purpose is to analyze the effect of human resource management practices and organizational politics on organizational citizenship behavior in Ghana's private tertiary institutions with compensation as a mediator.

The following research questions are used to fill the purpose of the paper.

1. Which of the following variables predict organizational citizenship:
  - a. Organizational politics?
  - b. Human resource management practices?
2. Which of the following variables predict compensation:
  - a. Organizational politics?
  - a. Human resource management practices?
3. Does compensation mediate the relationship between organizational politics, human resource management practices, and organizational citizenship behavior?

## Methodology

This section is about the methodology used in the paper. In particular, it describes the research design, the research setting, sampling, data collection, data analysis, and ethical considerations.

## **Research Design**

The study adopted the quantitative design to analyze research questions. Specifically, it used a causal design to establish the relationship between the independent and dependent variables. Additionally, a mediation analysis was used to describe examine how compensation mediated the relationship between organizational politics and organizational citizenship behavior.

## **Population and Sampling Technique**

The study focused on private tertiary institutions in Ghana accredited by the Ghana Tertiary Education Commission as units of analysis. Both teaching faculty and staff from these institutions were considered for the study, and the total population was 3,717 employees. The recommended sample size of a total population size of 3,717, using the Raosoft sample size calculator, was 349, which approximated 352. Out of the number, the study used 334 responses due to outliers, constituting 5% of the estimated sample size. The respondents were chosen based on their willingness and readiness to fill the questionnaire. Thus convenience sampling was chosen.

## **Instrument for Data Collection**

The study used a self-developed research instrument based on reviewed literature to obtain information from respondents on the variables under study. Its validity was checked using several experts from several sectors (education, human resource, and management). A pilot study was conducted with 32 respondents to determine internal reliability. The research measured organizational politics and OCB on a scale ranging from 'strongly agree' to 'strongly disagree,' verbally interpreted as very high to very low. Human resource management practices and compensation items were scaled 'always' to 'never' verbally translated 'very poor' to 'very good'. The Cronbach's alpha, used to test interitem reliability, was above .65 for all the variables. The research used Cohen's (1988) (as cited in Brydges, 2019) absolute correlation values to determine the relationship's strength in the mediation path, where  $r=.10$  to  $.29$  means low,  $r=.30$  to  $.49$  implies moderate, and  $r=.50$  to  $1.0$  indicates high.

## **Data Analysis**

The study used regression to answer the research question of how the exogenous variables (organizational politics, human resource management practices) predicted Organizational citizenship behavior and Smart Partial Least Squares (PLS) - Structural Equation Model (S.E.M.) in answering the mediation question.

## **Ethical Considerations**

The respondents were assured of anonymity, confidentiality and informed of the purpose of the study. The research instrument was not intrusive and conformed with Ghana's Data Protection Act (Act 843, 2012). The study sought respondents' informed consent, had the option to refuse to participate in the research, and the right to withdraw from participating in the study. Furthermore, respondents were aware of the type of information the research sought, how they were to partake, its purpose, and the benefits of findings to private and public universities in Ghana. However, the respondents were informed that the results would be shared broadly through colloquia, workshops, conferences, and publications. Respondents did not receive any financial benefits for participating in the study.

The Ethical Review Board of Adventist University of the Philippines (AUP) considered, reviewed, and approved the research protocols to ensure that the research met ethical standards and assigned study protocol code 2020-ERB-AUP-029.

## **Results**

The research presents the prediction results using regression and mediation findings using Smart Partial Least Squares-Structural Equation Modeling.

### **Predictors of Organizational citizenship behavior**

The study sought to determine whether independent variables-organizational politics and human resource management practices predicted organizational citizenship behavior. The result reflects the independent variable that significantly predicts organizational citizenship behavior. The R-value was .494, and the R square value was

.244. The total variance in organizational citizenship behavior explained by the model was 24.4%,  $F(332) = 107.188$ ,  $p < .000$ . Human resource management practices were excluded from the predictors as it was not significant ( $p = .320$ ). See table 1 below.

Table 1

*Predictors of Organizational citizenship behavior*

Model	R square Change	B	Std. Error	Beta	T	Sig
1		0.624	0.107		5.835	0.000
	0.244	0.518	0.05	0.494	10.353	0.000
<b>R=.494                  R<sup>2</sup>=.244    F=107.188                                          p=0.000</b>						
<b>Excluded Variables<sup>a</sup></b>						
Model		Beta In	T		Sig.	
1	Human resource management Practices	.048 <sup>b</sup>	0.996		0.32	
a. Dependent Variable: Organizational citizenship behavior						
b. Predictors in the Model: (Constant), Organizational Politics						

From the result, this model did not explain 75.6% of the variance but can explain organizational citizenship behavior in employees of private tertiary institutions in Ghana. The regression coefficients output of organizational politics ( $\beta = .518$ ) shows that organizational citizenship behavior would increase by .518 points for each unit increase in organizational politics. The proposed applied model based on the unstandardized beta for this study is  $OCB = .624 + .518OP + e$ . Thus, the findings suggest that organizational politics does account for the variance in organizational citizenship behavior.

**Organizational Politics, Human resource management Practices as Predictors of Compensation**

To predict compensation, the research used the regression analysis approach to evaluate the two independent variables of organizational politics and human resource management practices. The result reflects that human resource management practices and organizational politics significantly

predicted compensation. When the two predictors were taken as one, the R-value was .739, and the R square value was .546. The total variance in compensation explained by the model was 54.6%,  $F_{(331)} = 198.961$ ,  $p < .000$ . As shown in table 2 below, 54.6% of the variance can explain the effect of human resource management practices on employee compensation in Ghana's private tertiary institutions. The regression coefficients output of human resource management practices ( $\beta = .714$ ) and organizational politics ( $\beta = .658$ ) show that for each unit increase in the measure of the two independent variables, compensation would increase by 0.714 and 0.658 points, respectively. The equation that reflects the model could be written as follows:  $COMP = -.383 + 0.714HRMP + 0.658OP + e$ .

Therefore, human resource management practices and organizational politics accounted for the variance in compensation.

Table 2

Predictors of Compensation

Model		R square Change	B	Std. Error	Beta	T	Sig.
	(Constant)		-0.383	0.175		-2.192	0.029
2	Human resource management Practices	0.43	0.714	0.045	0.6	15.991	0.000
	Organizational Politics	0.116	0.658	0.072	0.345	9.193	0.000
		<b>R=.739 R<sup>2</sup>=.546 F=198.961</b>	<b>p=0.000</b>				

- a. Dependent Variable: Compensation
- b. Predictors: (Constant), Human resource management Practices
- c. Predictors: (Constant), Human resource management Practices, Organizational Politics

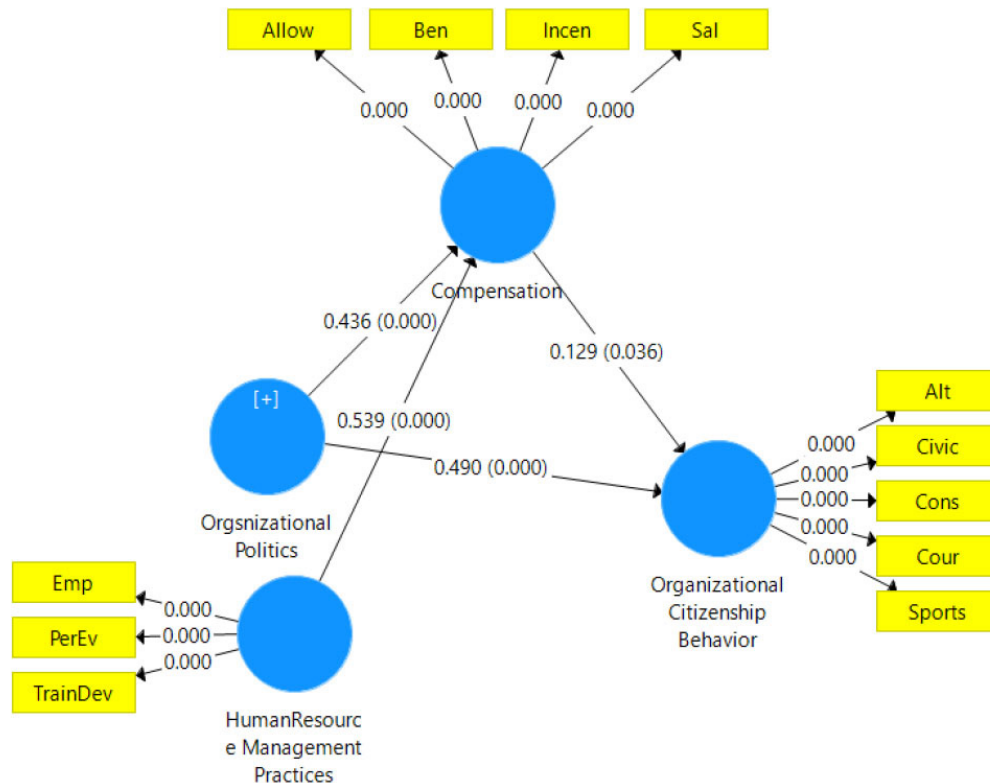
**Mediation Effect of Compensation in the Relationship of Organizational Politics and Human resource management Practices on Organizational citizenship behavior**

The third research question was whether compensation mediated the relationship of organizational politics and human resource

management practices on organizational citizenship behavior. This research question was answered using Partial Least Squares Structural Equation Model (PLS-SEM). See figure 1 below.

Figure 1.

Compensation Mediation Model 1





The relationships' path regression model found that compensation mediated the relationship of the two independent variables (organizational politics and human resource management practices) on organizational citizenship behavior. In a detailed analysis, the study found that the mediating effect of compensation on the relationship between organizational politics and organizational citizenship behavior was partial. The direct and indirect effects are both significant and point in the same direction. Since the direct and indirect effects are both positive, and their product is also positive, compensation represents complementary mediation of the relationship from organizational politics to organizational citizenship behavior. organizational politics exerts a pronounced (0.490) and significant effect ( $t = 10.856$ ,  $p = 0.000$ ) effect on organizational citizenship behavior. Furthermore, the mediating

practices will rely on compensation to influence employee organizational citizenship behavior. This finding suggests that, although going the 'extra mile' is discretionary, employees' voluntary work behavior will increase if employees receive fair compensation. Hence, human resource management practices are only indirectly linked to organizational citizenship behavior with an indirect effect ( $0.539 * 0.129 = 0.069$ ). Therefore, human resource management practices' total effect is 0.069, or 6.9%, implying that an upsurge in human resource management practices when mediated by compensation accounts for a 6.9% increase in organizational citizenship behavior. See table 3 below.

Table 3

*Mediating Effects of Compensation*

Independent Variable	Mediator	Dependent Variable	Indirect Effect	Direct Effect	Total Effect	VI	Type of Effect
Organizational Politics	Compensation	Organizational citizenship behavior	0.056	0.49	0.546	Small	Partial
Human resource management Practices	Compensation	Organizational citizenship behavior	0.069	Nil	0.069	Small	Full

**VI-Verbal Interpretation**

variable compensation accounts for the observed relationship between organizational politics and organizational citizenship behavior. Organizational politics had a direct effect of (0.490) and an indirect effect of ( $0.436 * 0.129 = 0.056$ ) on organizational citizenship behavior. The indirect effect of organizational politics is 5.6% and direct effect is 49% resulting in a total effect of  $0.490 + (0.436 * 0.129) = 0.546$ . Hence, when mediated by compensation, organizational politics predicts a 54.6% increase in organizational citizenship behavior.

The intervening role of compensation on the relationship of human resource management practices and organizational citizenship behavior was significantly full mediation. In the model, human resource management practices are not directly related to organizational citizenship behavior but are fully mediated by compensation. As a result, human resource management

Whereas organizational politics can directly predict organizational citizenship behavior, this effect increases by 5.6% when compensation is introduced into the equation. The findings suggest that human resource management practices cannot impact voluntary work conduct without compensation since the mediation was full. Although the magnitude of the effects was small, it was significant.

**Discussion**

The first research question was whether the independent variables- organizational politics and human resource management practices predicted organizational citizenship behavior. The result suggests that using political skills and employees' perception that the benefits of an employment relationship outweigh the hazards will lead to engagement in altruism, conscientiousness, courtesy, civic virtue, and sportsmanship,

especially when employees and organizations' interests are aligned. Hence, a good fit between employees and the organization will improve employee attitudes, such as going beyond one's job description to increase organizational success.

Organizational politics' ability to predict organizational citizenship behavior confirms the findings of Din et al. (2018), which showed a positive correlation between organizational politics and organizational citizenship behavior. However, it contradicts the work of De Clercq and Belausteguigoitia (2017), who found politics negatively related to organizational citizenship behavior.

Human resource management practices' inability to predict organizational citizenship behavior without compensation suggests that human resource management practices (training and development, performance evaluation, and employee movement) as perceived employees in private tertiary institutions do not motivate employees to engage in voluntary work behaviors beyond their job descriptions. Hence may negatively affect the ability of private tertiary institutions to leverage human capital to gain competitive advantage, as espoused by the resource-based view theory. Although organizational citizenship behavior is discretionary and not formally recognized by reward structures, employees will engage in it based on the perceived fairness of compensation they receive from employers. The finding contradicts the works of Tinti et al. (2017), who found that human resource management practices explained 31.7% of organizational citizenship behavior and increased employee involvement in voluntary work activities beneficial to individuals and businesses.

The second research question was whether organizational politics and human resource management practices predicted compensation. The results suggest that employees in private tertiary institutions utilize various influence tactics to affect their compensation. This result confirms Kipnis and Schmidt (1988) (as cited in Clarke et al., 2019), who said that upward influence tactics are positively related to salary.

Additionally, it was found that skills upgrade and favorable performance evaluation outcomes influence employee advancement, and the

compensation employees receive. This finding lends credence to Otoo (2019), who found that training and development positively related to employee salary and benefits since training improved employees' knowledge, skills, and abilities, making employees promotable and competitive. This finding is also supported by Levy et al. (2017), who found a positive relationship between performance appraisal feedback and compensation.

The research sought to answer the mediating role of compensation in the relationship of organizational politics and human resource management practices on organizational citizenship behavior. In support of the intervening role of compensation, Suriyani et al. (2019) confirmed the influence of compensation on Indonesia's organizational citizenship behavior. Additionally, the full mediating role of compensation in the connection between human resource management practices and organizational citizenship behavior shows the significance of compensation to human resource management practices, as supported by Rahman and Chowdhuri (2018). They found that compensation influences other human resource management functions and determines employee voluntary work-related behaviors (Okeke & Ikechukwu, 2019).

## **Conclusion**

Political tactics and good human resource management practices in tertiary institutions enhance employee discretionary work behavior. Compensation is a positive intervention between organizational politics, human resource management practices, and organizational citizenship behavior. Therefore, University Administrators and human resource managers should use positive influence skills and improve human resource management practices through periodic review of guidelines and policies and educating employees on compensation packages available to reduce the perception of inequity to increase organizational citizenship behavior.

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