

Resilience and Transformational Leadership as Moderating Variables of Organizational Politics and Counterproductive Work Behaviors: An Intervention Model

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ABSTRACT: Perceptions of organizational politics are often linked to counterproductive work behaviors (CWBs), potentially undermining an organization's productivity. To mitigate this risk, this study investigated the potential of resilience and transformational leadership in managing organizational politics and reducing CWBs within both government institutions and private sector organizations in the National Capital Region. Employing a quantitative approach through Structural Equation Modelling on data collected from supervisory positions using four standardized instruments, the study revealed the presence of very high resilience levels, evident transformational leadership, and moderate perceptions of organizational politics in both sectors. Notably, CWBs were not evident in the studied sites. Further analysis indicated a significant negative effect of resilience on both counterproductive work behaviors and perceptions of organizational politics. Further, it was revealed that organizational politics positively predicted theft. Based on these findings, the study proposes a resilience-based intervention model for effectively managing organizational politics and minimizing the potential for counterproductive work behaviors in Philippine organizations.

KEYWORDS –Counterproductive Work Behaviors, Intervention Model, Organizational Politics, Resilience, Transformational Leadership

I. INTRODUCTION

An employee working in a bureaucratic organization encounters a common perception of inhumane workplace policies and rampant politics. The employee feels demotivated, and it has resulted in decreased task engagement and job dissatisfaction. Based on this situation, the organization might be experiencing a phenomenon called Organizational Cynicism. Organizational Cynicism is often defined as the feeling of dissatisfaction towards the organization and there is a perceived lack of honesty, transparency, and justice within the management (Özler et al., 2011 as cited in Durrah et al., 2019). This phenomenon also leads to negative emotional reactions especially on work outcomes (Abraham, 2000 as cited in Aydin, 2023). Authors have also predicted that cynicism often resulted in negative work outcomes such as poor performance, burnout, and cheating (Zaki, 2022). A common manifestation of organizational cynicism is the perceived organizational politics and counterproductive work behaviors.

Although workplace politics can positively influence organizations by building networks, establishing productive coalitions, inspiring team performance, challenging the status quo, driving change, and supporting career progression, its negative effects were also evident for certain individuals within the organization. Some manifestations may include the formation of unproductive coalitions, leading to the creation of group factions that result in uncollaborative working relationships, using one's influence to avoid unethical behavior, and

undermining merit and fitness in the selection process due to affinity bias. When employees perceive a high level of organizational politics, they may resort to counterproductive work behaviors (CWBs) (Meisler et al., 2020). These behaviors may include theft, withdrawal, aggression, dishonesty, non-compliance with workplace policies, and sabotage. For instance, an employee who feels unfairly treated in a promotion process might engage in dishonest behavior to gain an advantage. In the context of Social Exchange Theory, this negative reciprocal exchange happens because negative organizational politics frequently foster feelings of unfairness, frustration, and distrust in the workplace. When employees believe that decisions are driven by favoritism, personal connections, or hidden motives instead of merit and fitness, feelings of demotivation, lack of prosocial behaviors, and psychological insecurity are expected.

These behaviors are critical for organizations, as they impact the organization's culture, profitability, and core values. For example, in a government agency where employees have a heightened perception of organizational politics, they may engage in actions such as theft, corruption, and non-compliance with workplace policies, which deviate from the principle that *"Public Office is a Public Trust"* as highlighted in Republic Act No. 6713 or the Code of Conduct and Ethical Standards for Public Officials and Employees. These behaviors are crucial for the private sector, as a negative perception of organizational politics can harm profitability by deterring potential employees and customers and hindering business growth.

To avoid this negative impact, the researcher identified the need to develop an intervention model in managing organizational politics. The central idea is not to mitigate organizational politics but manage it in such a way that it will bring positive impact within the organization, the researcher deemed to identify two variables that focus on adaptability and growth – resilience and transformational leadership.

Resilience, a critical attribute for navigating life's challenges, has been extensively studied in various contexts. Its capacity to foster adaptability and recovery in the face of adversity is essential for individual and organizational wellbeing. In the context of this study, resilience is expected to help individuals and organizations manage the negative impact of perceived organizational politics. On the other hand, transformational leadership, a style known for inspiring and motivating subordinates to achieve growth, is crucial in fostering a productive organizational culture. Its growth-oriented approach is expected to help individuals effectively navigate the challenges posed by perceived organizational politics by emphasizing leadership support and empowerment. Both resilience and transformational leadership are essential for organizational success, especially when facing difficulties (Ehnmooth et al., 2021). Alhmari et al. (2023) similarly highlight these two variables as crucial concepts in organizational dynamics.

The interdependence of these concepts suggests that organizations should prioritize strengthening resilience to cultivate transformational leadership. Given the identified facts and ideas, the study primarily aims to support all existing efforts of the Philippine government, as well as private organizations, in upholding ethics and accountability. It will also identify the determinants of resilience and transformational leadership in developing an intervention model to address organizational politics and counterproductive work behaviors, as evidence of organizational cynicism, with a focus on creating an adaptive and growth-oriented intervention model.

II. METHODS

Employing ten organizations, with five from government institutions and five from the private sector, this study utilized standardized survey questionnaires to investigate organizational politics and CWBs. The quantitative phase involved the application of McEwen's (2011) Resilience at Work (R@W) Scale, Yacon et al.'s (2022) Transformational Leadership Practice Survey, Kacmar and Ferris (1991) Perception of Organizational Politics Scale (POPS), and Spector et al.'s (2005) Counterproductive Work Behavior Checklist. Structural Equation Modeling (SEM) was used to analyze the complex connections between these variables,

specifically to identify the moderating relationships of resilience and transformational leadership on organizational politics and CWBs.

Using this approach, the researchers aimed to answer the following questions:

1. What is the resilience level of respondents?
2. What is the transformational leadership level of respondents?
3. What is the perceived level of organizational politics of respondents?
4. What is the risk level of respondents to commit CWBs at work?
5. Is there a significant relationship between resilience, transformational leadership, organizational politics, and CWBs?
6. Do resilience and transformational leadership have a moderating effect on the relationship between perceived organizational politics and CWBs?
7. What is the proposed intervention model to address organizational politics and to reduce the occurrence of CWBs?

Analyzing the results from the SEM analysis, a robust intervention model was developed to manage organizational politics and significantly reduce the occurrence of CWBs. This quantitative approach provides a foundation for creating effective intervention strategies.

III. RESULTS AND DISCUSSIONS

The participants in the study were distributed across different age ranges and gender groups. The majority of the participants ($n = 105$, 33.55%) were aged 31-40 years old, followed by those in the 51-60 age group ($n = 79$, 25.24%). The 41-50 age group comprised $n = 65$ participants (20.77%), while $n = 42$ participants (13.42%) were in the 21-30 age range. A smaller proportion of the sample was either 61 years and above ($n = 15$, 4.79%) or 20 years and below ($n = 7$, 2.24%). Regarding gender distribution, the sample consisted of more females ($n = 189$, 60.38%) than males ($n = 124$, 39.62%).

Table 1. *Percentage of Demographic Profiles of Participants*

	n	Percentage
Age Range		
20 years and below	7	2.24
21-30 years old	42	13.42
31-40 years old	105	33.55
41-50 years old	65	20.77
51-60 years old	79	25.24
61 years old and above	15	4.79
Gender		
Female	189	60.38
Male	124	39.62

Resilience Level of Respondents

Table 2 displays the means and standard deviations for the R@W Subscales, along with their corresponding standardized scores and interpretations. Notably, responses for most items were “High” or “Very High,” with only a few falling under “Average.”

The Total R@W Score remains consistently Very High, reflecting strong and well-developed resilience levels among respondents, with minor differences that may be influenced by changing priorities and workplace

experiences over time. This indicates that the participants possess an extremely well-developed ability to withstand and overcome adversity and unwanted events successfully, and to adapt to change and uncertainty.

The study showed that Filipino leaders exhibit a strong ability to bounce back, suggesting a cultural trait where challenges are met with increased determination (Garay et al., 2020). Additionally, Filipino employees demonstrated exceptional resilience, meaning they effectively handle daily workplace stress, learn from setbacks, and proactively prepare for future obstacles, as described by McEwen (2011), reflecting collective strength. The data indicates that Filipino participants possess a notable ability to cultivate diverse emotional regulation techniques when confronted with stressful circumstances, particularly evident in their stress management proficiency.

This positive outcome was not solely attributed to individual coping mechanisms; organizational dedication to enhancing the employee experience also played a significant role. The growing emphasis on workplace mental health, supported by evolving governmental and private sector policies, has fostered an environment where employees' psychological well-being is prioritized. Consequently, organizations are implementing support systems such as external consultant-led stress management workshops and access to third-party clinical services, including psychotherapy. These findings underscore the importance of culturally attuned mental health interventions and the need for further exploration into the long-term effectiveness of these implemented strategies.

Ruiz (2023) further explains the results, noting Filipino leaders' resilience stems from finding meaning and purpose in their work. This concludes that the participants are working not just for the sake of survival, but also to fulfill their personal meaning.

Table 2.*Means and Standard Deviations of Resilience @ Work Subscales*

Subscale	Mean	SD	Interpretation
Living Authentically	88.87	9.10	High
Finding Your Calling	84.15	14.26	High
Maintaining Perspective	55.95	17.41	Average
Mastering Stress	83.96	13.33	Very High
Interacting Cooperatively	85.94	19.52	High
Staying Healthy	70.66	20.86	Average
Building Networks	84.88	16.91	Average
Total Resilience Score	90.19	11.16	Very High

Transformational Leadership of Respondents

The means and standard deviations of the participants' responses to the different domains of Transformational Leadership Practice Survey are displayed on Table 3. Qualitative interpretation of the scores in each domain indicates that all aspects of transformational leadership are evident.

Table 3.*Means and Standard Deviations of Transformational Leadership Practice Subscales*

Subscale	Mean	SD	Interpretation
Idealized Influence	3.96	0.61	Evident
Inspirational Motivation	3.94	0.64	Evident
Individual Consideration	3.93	0.69	Evident

Intellectual Stimulation	4.03	0.66	Evident
Total Transformational Leadership Score	3.96	0.55	Evident

This evident category means that the respondents regularly provide positive feedback and encourage team members to grow. Respondents act as role models, inspire and motivate others, encourage new ideas, and provide personalized support.

These findings align with and support existing research, such as Sarong (2023), which highlights the increasing adoption of transformational leadership in the academe sector, reflecting a shift toward more inspiring and adaptive leadership practices in educational institutions. Further, transformational leadership plays a pivotal role in enhancing employee performance within Southeast Asian SMEs, with job satisfaction and organizational culture serving as critical mediators (Roy et al., 2024). This leadership style is increasingly emphasized in developing economies, where leaders are expected to foster innovation and adaptability in rapidly changing environments. Additionally, the study connects its results to the work of Lusung et al. (2023), which notes that young Filipino leaders exhibit moderate levels of directing, supporting, coaching, and delegating styles, suggesting a balanced approach to leadership that complements transformational practices.

Perception of Organizational Politics of Respondents

The respondents scores in the various dimensions of Organizational Politics can be seen in Table 4. The qualitative interpretation of their responses all fall under the category of “Moderately Perceive.”

Table 4. *Means and Standard Deviations of Perception of Organizational Politics Subscales*

Subscale	Mean	SD	Interpretation
General Political Behavior	2.77	1.11	Moderately Perceive
Go Along to Get Ahead	2.98	0.65	Moderately Perceive
Pay and Promotion Policies	2.63	0.71	Moderately Perceive
Total Perception of Organizational Politics	2.82	0.57	Moderately Perceive

These moderate perceptions highlighted that respondents have acknowledged the presence of organizational politics within their respective workplaces. However, these activities don't significantly impact operations. The results supported the results of local research. A conducted by Abun et al., (2022) in which employees have a moderate perception of organizational politics in the academical institutions. These moderation perceptions of organizational politics mean that participants acknowledge that political behavior exists within their respective workplaces, however, it was not seen as overwhelming or dominant force. In healthcare, moderate perceptions or organizational politics were also present (Labrague et al., 2017, as cited in Hochwarter et al., 2022). The results provided additional reference to organizational politics within the Philippine context, focusing on private and public institutions.

Counterproductive Work Behaviors of Respondents

The participants' ratings in the different domains of Counterproductive Work Behavior are shown on Table 5. All dimensions were rated as “Not Evident”.

Table 5. Means and Standard Deviations of Counterproductive Work Behavior Dimensions

Subscale	Mean	SD	Interpretation
Sabotage	1.06	0.19	Not Evident
Withdrawal	1.44	0.44	Not Evident
Production Deviance	1.11	0.27	Not Evident
Theft	1.03	0.10	Not Evident
Abuse	1.08	0.13	Not Evident
Total Counterproductive Work Behavior	1.12	0.13	Not Evident

The "not evident" category within the study's findings presents a nuanced understanding of counterproductive work behaviors (CWBs). While a minority of participants self-reported engaging in such actions, a significant majority of respondents indicated that these behaviors were not apparent or observable within their organizational settings.

Confirmatory Factor Analysis

All instruments were subjected to factor analysis and reliability analysis using R studio prior to structural equation modelling. For model evaluation, several fit indices were employed with specific thresholds based on established research. Relative fit was assessed using the Comparative Fit Index (CFI) and Tucker-Lewis Index (TLI), which measure model fit relative to adjusted null models, with values ≥ 0.95 indicating good fit and values ≥ 0.92 considered acceptable (Hu & Bentler, 1998). Absolute fit was evaluated using the Root Mean Square Error of Approximation (RMSEA), which measures the discrepancy between the model and data per degree of freedom, and the Standardized Root Mean Square Residual (SRMR), which represents the standardized difference between observed and predicted correlations. For both absolute fit indices, values ≤ 0.06 indicate good fit, while values ≤ 0.08 are considered acceptable (Hu & Bentler, 1998).

Resilience

R@W Scale was hypothesized to have a seven-factor model. Results of CFA indicated that the seven-factor model did not fit the data well: $\chi^2 = 711.22$, $p < .001$, CFI = .792, TLI .747, RMSEA = .107, SRMR = .187. To examine the underlying structure of the R@W scale, it was subjected to exploratory factor analysis using principal axis factoring. The Kaiser-Meyer-Olkin value was .84 and the Bartlett's test of sphericity ($\chi^2 = 2786.87$, $p < .001$) indicate that the data are appropriate for EFA. There were only 3 factors with eigenvalues above 1 (Factor 1 = 6.24, Factor 2 = 1.27, Factor 3 = 1.10). As shown in Table 6, several items loaded on factors they were not supposed to while some had very weak factor loadings ($< .40$). Three out of four Finding Your Calling item loaded on Factor 1. As such, the other items that belong to other subscales were omitted and only the remaining Finding Your Calling Items (R@W 4, 5 and 6) were retained. Mastering Stress items loaded on Factor 2 while Building Networks items loaded on Factor 3. Only these items and factors were retained in subsequent analyses.

Table 6. Exploratory Factor Analysis of Resilience at Work Scale

Item	F1	F2	F3
R@W1			
R@W2	0.471		
R@W3			
R@W4	0.633		
R@W5	0.483		

R@W6	0.693	
R@W7		
R@W8	0.417	
R@W9		
R@W10		
R@W11		0.651
R@W12		0.829
R@W13		0.654
R@W14		0.407
R@W15		
R@W16		
R@W17	0.648	
R@W18	0.610	
R@W19		0.726
R@W20		1.017

Transformational Leadership

Confirmatory factor analysis using Maximum Likelihood with Robust standard errors (MLR) estimation indicated that the four-factor structure of the Transformational Leadership Practice Survey fit the data adequately: $\chi^2 = 118.87$, $p < .001$, CFI = .934, TLI .91, RMSEA = .069, SRMR = .049. Table 7 displays the standardized factor loadings of each item. All items loaded significantly onto their respective latent variables. All dimensions had adequate Cronbach's alpha coefficient: Idealized Influence $\alpha = .74$, Inspirational Motivation $\alpha = .69$, Individual Consideration $\alpha = .76$, Intellectual Stimulation $\alpha = .75$. CFA results for transformational leadership show that all factors were considered fit. This supports Bass' theory that Idealized Influence, Inspirational Motivation, Individual Consideration, and Intellectual Stimulation were critical elements.

Table 7. Factor Loadings of the Transformational Leadership Practice Survey

	Standardized Factor Loading	P
Idealized Influence		
TLPS1	0.645	< .001
TLPS2	0.706	< .001
TLPS3	0.751	< .001
Inspirational Motivation		
TLPS4	0.534	< .001
TLPS5	0.662	< .001
TLPS6	0.743	< .001
Individual Consideration		
TLPS7	0.780	< .001
TLPS8	0.712	< .001
TLPS9	0.672	< .001

Intellectual Stimulation		
TLPS10	0.790	< .001
TLPS11	0.717	< .001
TLPS12	0.626	< .001

Organizational Politics

Confirmatory factor analysis using MLR estimation indicated that the three-factor structure of the POPS had poor fit: $\chi^2 = 345.388$, $p < .001$, CFI = .777, TLI .731, RMSEA = .097, SRMR = .093. Items 3, 4, 10 and 11 had nonsignificant loadings onto their respective factors. The modified model with the four items had adequate fit: $\chi^2 = 101.265$, $p < .001$, CFI = .935, TLI .913, RMSEA = .069, SRMR = .061. All dimensions of the POPS had adequate internal consistency: General Political Behavior $\alpha = .79$, Go Along and Get Ahead $\alpha = .79$, Pay and Promotion Policies $\alpha = .79$. See table no. 8.

Table 8.Factor Loadings of the Perception of Organizational Politics Survey

Item	Standardized Factor Loading	P
General Political Behavior		
POPS1	0.773	< .001
POPS2	0.846	< .001
Go Along to Get Ahead		
POPS5	0.685	< .001
POPS6	0.586	< .001
POPS7	0.613	< .001
POPS8	0.657	< .001
POPS9	0.767	< .001
Pay and Promotion Policies		
POPS12	0.556	< .001
POPS13	0.770	< .001
POPS14	0.852	< .001
POPS15	0.620	< .001

Counterproductive Work Behaviors

Using the Weighted Least Squares Mean and Variance adjusted (WLSMV) estimator to assess the factor structure of the CWBC. The WLSMV estimator was chosen due to its robustness in handling ordinal data, which is particularly appropriate for scales with ordinal indicators such as the CWBC, where responses are based on a checklist rather than a Likert-type scale. This estimator accounts for the non-normality and non-continuity often present in ordinal data, providing more accurate parameter estimates and fit indices. Moreover,

given that the scale uses a checklist instead of a Likert format, the indicators were treated as ordinal variables. The results indicated that the model fit the data adequately: $\chi^2 = 351.848$, $p < .001$, CFI = .992, TLI .991, RMSEA = .011. See table no. 9.

Table 9.Factor Loadings of the Counterproductive Work Behavior Checklist

Item	Standardized Factor Loading	P
Sabotage		
CWBC1	0.770	< .001
CWBC5	0.750	< .001
CWBC6	0.786	< .001
Withdrawal		
CWBC3	0.546	< .001
CWBC4	0.657	< .001
CWBC11	0.605	< .001
CWBC13	0.664	< .001

Table 9.Factor Loadings of the Counterproductive Work Behavior Checklist (continued)

Item	Standardized Factor Loading	P
Production Deviance		
CWBC2	0.623	< .001
CWBC10	0.847	< .001
CWBC12	0.870	< .001
Theft		
CWBC7	-0.759	< .001
CWBC17	-0.381	0.008
CWBC18	-0.817	< .001
CWBC22	-1.013	< .001
Abuse		
CWBC8	0.753	< .001
CWBC9	0.668	< .001
CWBC14	0.786	< .001
CWBC15	0.778	< .001
CWBC19	0.563	< .001
CWBC21	0.737	< .001
CWBC23	0.651	< .001
CWBC24	0.735	< .001

CWBC26	0.852	< .001
CWBC27	0.713	< .001
CWBC28	0.763	< .001
CWBC29	0.637	< .001
CWBC31	0.686	< .001
CWBC32	0.945	< .001

Structural Equation Modelling

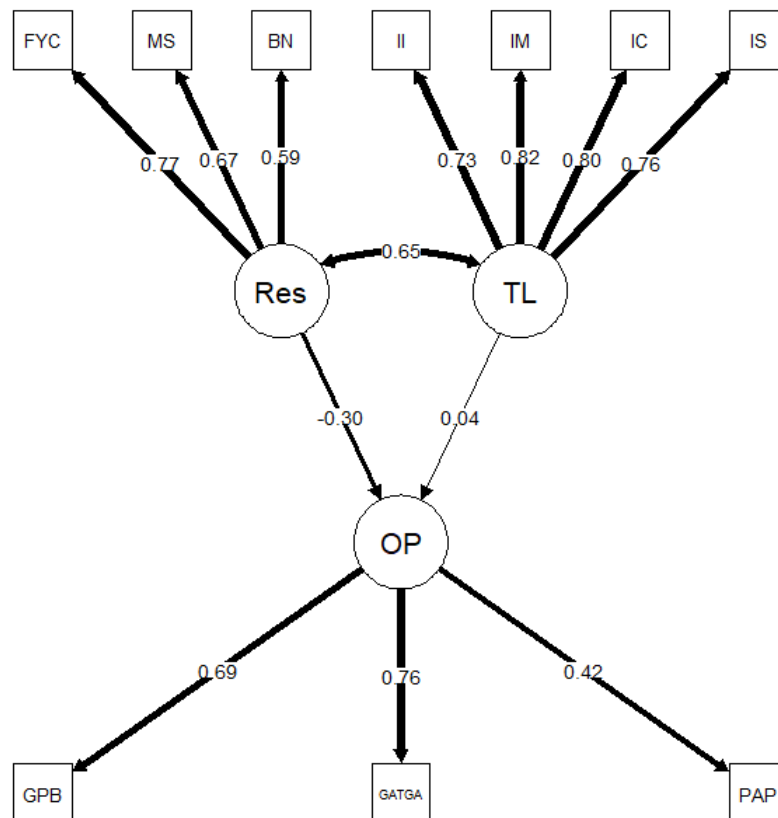
Structural Equation Modelling using Maximum Likelihood Estimation was employed to test the models. To reduce model complexity, the composite scores of the subdimensions of the variables served as indicators for the latent constructs. Items and factors that did not significantly onto their respective latent factors from the CFA were omitted from the SEM. The following sections report the results of the analysis. Similar guidelines in evaluating CFA model were employed in assessing the fit of the structural models.

Resilience and Transformational Leadership Predicting Perception of Organizational Politics

The results of the SEM (see figure 1) indicate that this model fit the data well: $\chi^2 = 21.68$, $p = .916$, CFI = 1.00, TLI 1.00, RMSEA = .000, SRMR = .029. All indicators loaded significantly onto their respective latent variables. Resilience had a significant negative effect on Perception of Organizational Politics ($\beta = -.295$, $p < .05$). No other paths were significant.

These findings align with and support the research conducted by Cooper et al., (2020), which highlights the role of resilience in mitigating the effects of organizational politics. Resilient organizations possess the capacity to anticipate potential threats, effectively navigate crises, and adapt to change, thereby ensuring business continuity, sustainability, and long-term success (Wang et al., 2022). Further, workplace resilience can improve employee and organizational well-being (Foster et al., 2020 as cited in Sanhokwe, 2023). Moreover, while a highly politicized work environment might typically be seen as detrimental, it can serve as a valuable learning ground for individuals possessing strong resilience. These individuals, rather than being overwhelmed by perceived political maneuvering, can leverage such situations to enhance their understanding of organizational dynamics and refine their strategic navigation skills (Clercq et al., 2017). These suggest that resilience acts as a buffer against the negative perceptions of organizational politics.

Figure 1. Structural Equation Modeling Results for Resilience and Transformational Leadership Predicting Perception of Organizational Politics



Note. All displayed coefficients are standardized path coefficients. Resilience; **TL** = Transformational Leadership; **OP** = Organizational Politics; **FYC** = Finding Your Calling; **MS** = Mastering Stress; **BN** = Building Networks; **II** = Idealized Influence; **IM** = Inspirational Motivation; **IC** = Individual Consideration; **IS** = Intellectual Stimulation; **GPB** = General Political Behavior; **GATGA** = Go Along to Get Ahead; **PAP** = Pay and Promotion Policies.

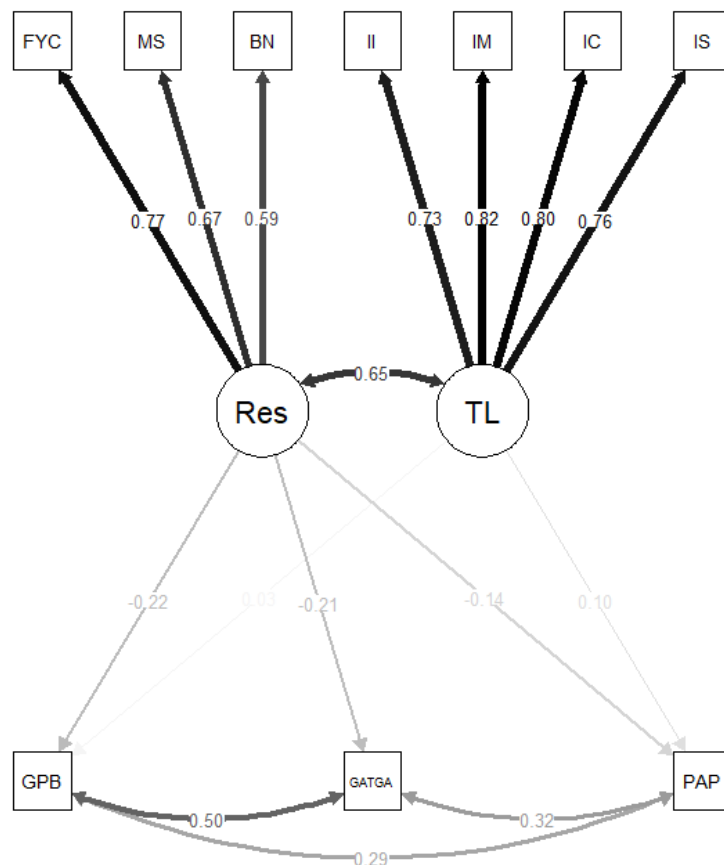
Resilience and Transformational Leadership Predicting Dimensions of Perception of Organizational Politics.

Another model was tested wherein the indicators of Organizational Politics were treated as separate criterion variables. The model (see figure 2) resulted to excellent fit: $\chi^2 = 19.11$, $p = .895$, CFI = 1.00, TLI = 1.00, RMSEA = .000, SRMR = .023. Resilience had a significant negative effect on both General Political Behavior ($\beta = -.22$, $p < .05$) and Go Along to Get Ahead ($\beta = -.21$, $p < .05$). No other paths were found to be significant.

The congruence between the study's findings and contemporary research underscores the pivotal role of resilience in cultivating positive psychological states and diminishing sensitivity to perceived workplace stressors, notably organizational politics (Hobfoll et al., 2015; Youssef-Morgan & Luthans, 2017). Resilient individuals, characterized by their capacity for adaptive coping and positive reappraisal, demonstrate a diminished propensity to interpret organizational events through a political lens. This, in turn, facilitates a 'buffering effect' that shields them from the adverse perceptions associated with general political behavior and

the perceived necessity to 'go along to get ahead' for professional advancement. Essentially, resilience acts as a protective mechanism, enabling individuals to navigate the complexities of organizational life with greater ease and less stress, thus allowing them to maintain a positive outlook and focus on their professional development.

Figure 2. Structural Equation Modeling Results for Resilience and Transformational Leadership Predicting Dimensions of Perception of Organizational Politics



Note. All displayed coefficients are standardized path coefficients. Resilience; **TL** = Transformational Leadership; **FYC** = Finding Your Calling; **MS** = Mastering Stress; **BN** = Building Networks; **II** = Idealized Influence; **IM** = Inspirational Motivation; **IC** = Individual Consideration; **IS** = Intellectual Stimulation; **GPB** = General Political Behavior; **GATGA** = Go Along to Get Ahead; **PAP** = Pay and Promotion Policies.

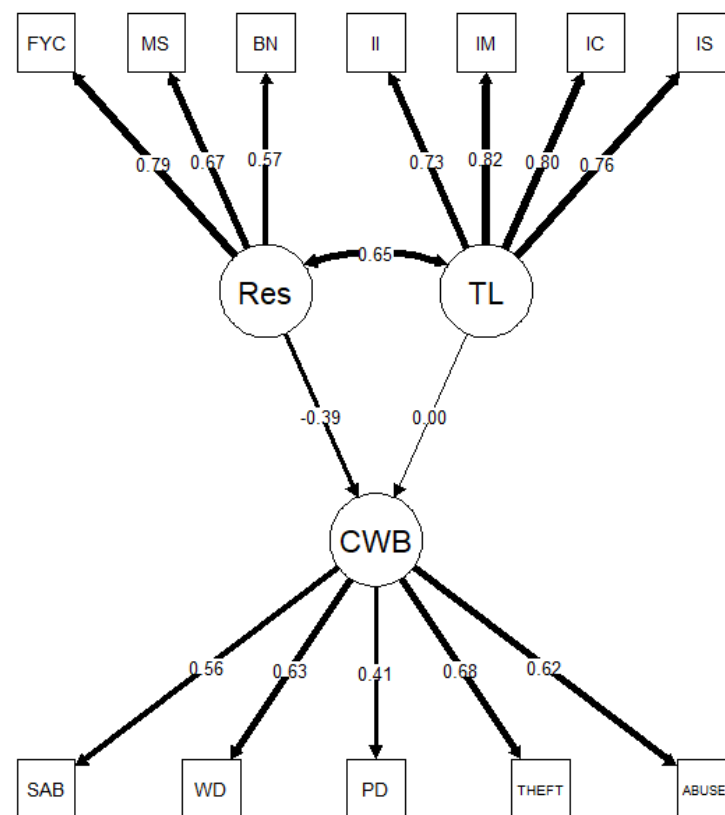
Resilience and Transformational Leadership Predicting Counterproductive Work Behaviors

The results of the SEM (see figure 3) indicate that this model fit the data well: $\chi^2 = 56.89$, $p = .916$, CFI = .99, TLI .99, RMSEA = .019, SRMR = .021. All indicators loaded significantly onto their respective latent variables. Resilience had a significant negative effect on Counterproductive Work Behaviors ($\beta = .39$, $p < .05$). No other paths were statistically significant.

Extensive research demonstrates resilience's crucial role in navigating adverse work situations. Resilience empowers employees to effectively manage challenges and safeguard their psychological and physical well-being (Johnson et al., 2021, as cited in Sanhokwe et al., 2023). Notably, resilience has also been shown to significantly reduce the incidence of counterproductive work behaviors (Okolo, 2018). Moreover,

cultivating positive work experiences—characterized by dedication, vigor, and absorption—directly expands an employee's psychological, emotional, social, and cognitive resources, thereby strengthening their resilience (Fredrickson & Joiner, 2018, as cited in Sanhokwe et al., 2023). These positive emotional resources, which are inherently linked to resilience (Rao et al., 2024), and the elements of emotional intelligence they represent, have been found to exert a substantial negative influence on counterproductive work behaviors (Caraway, 2023). Essentially, this result provides a contextualized perspective on resilience and counterproductive behaviors, specifically within the Philippine lens.

Figure 3. Structural Equation Modeling Results for Resilience and Transformational Leadership Predicting Counterproductive Work Behaviors



Note. All displayed coefficients are standardized path coefficients; **Res** = Resilience; **TL** = Transformational Leadership; **CWB** = Counterproductive Work Behavior; **FYC** = Finding Your Calling; **MS** = Mastering Stress; **BN** = Building Networks; **II** = Idealized Influence; **IM** = Inspirational Motivation; **IC** = Individual Consideration; **IS** = Intellectual Stimulation; **GPB** = General Political Behavior; **GATGA** = Go Along to Get Ahead; **PAP** = Pay and Promotion Policies; **SAB** = Sabotage; **WD** = Withdrawal; **PD** = Production Deviance.

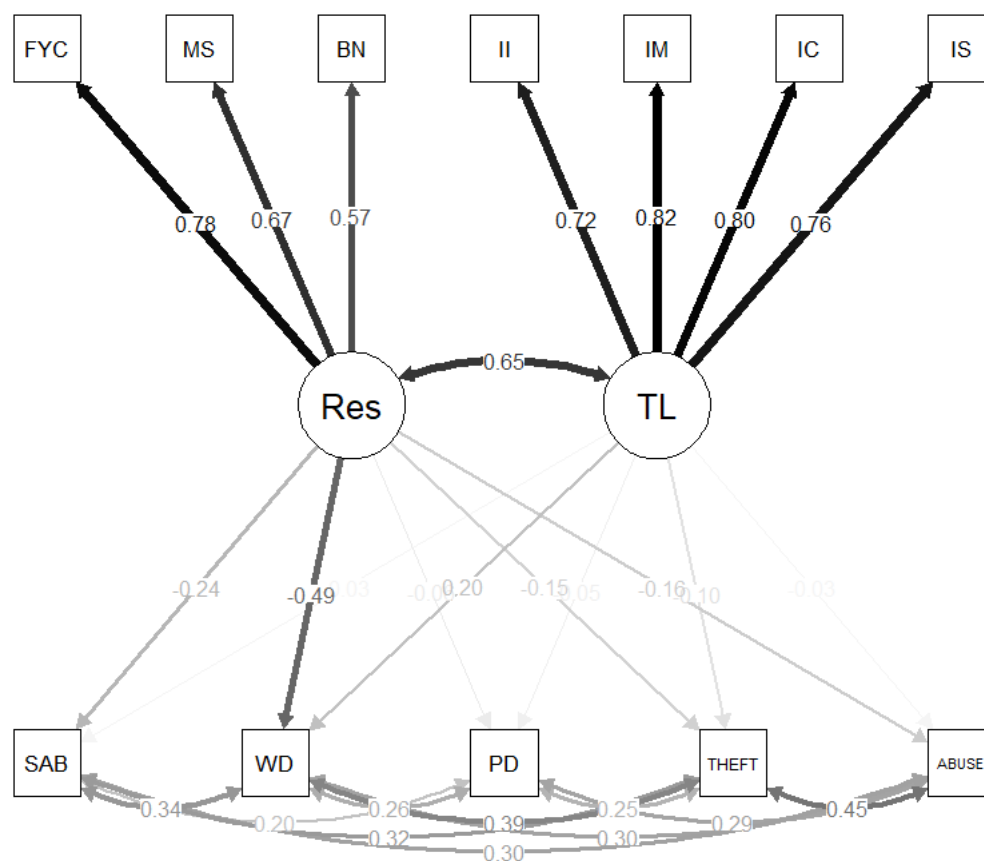
Resilience and Transformational Leadership Predicting Dimensions of Counterproductive Work Behaviors

An additional analysis (see figure 4) was conducted to examine how resilience and transformational leadership predict the individual dimensions of counterproductive work behaviors ($\chi^2 = 37.09$, $p = .511$, CFI = 1.00, TLI = 1.00, RMSEA = .00, SRMR = .027). Results show that resilience negatively predicted sabotage ($\beta = -0.236$, $p < .05$) and withdrawal ($\beta = -0.492$, $p < .05$). No other paths were significant.

The results highlighted that individuals with higher resilience are better at managing workplace adversities, which reduces their tendency to engage in harmful behaviors such as sabotage. This finding holds relevance in workplace environments, where resilience can serve as a key factor in minimizing counterproductive behaviors. Understanding the link between resilience and such behaviors is crucial, as effectively addressing and mitigating workplace sabotage is vital for safeguarding professional success and career advancement (Grand, 2023). This study underscores the importance of resilience as a critical factor in reducing the occurrence of workplace sabotage.

Resilience has also been found to moderate the relationship between workplace incivility and workplace withdrawal (Zhu et al., 2024), further highlighting its role in mitigating negative workplace behaviors. Additionally, employees with higher levels of resilience tend to exhibit greater work engagement (Aggarwal, 2022), which helps counteract tendencies toward workplace withdrawal.

Figure 4. Structural Equation Modeling Results for Resilience and Transformational Leadership Predicting Dimensions of Counterproductive Work Behaviors



Resilience, Transformational Leadership, and Organizational Politics as Predictors of Counterproductive Work Behaviors

Prior to testing the double moderation model, a preliminary multiple regression was performed with Resilience, Organizational Politics and Transformational Leadership as predictors. As displayed in Table 10.

Only resilience had a significant effect on CWB ($\beta = -.33, p < .05$) while Transformational Leadership and Organizational Politics did not have significant effects. Given that both of the latter predictors did not show significant associations with CWB, proceeding with testing the moderation effects involving these variables is not warranted.

Table 10. Structural Equation Modeling Results for Resilience, Transformational Leadership and Organizational Politics Predicting of Counterproductive Work Behaviors

Path	Estimate	SE	z	p	Std. Estimate
Res → CWB	-0.364	0.179	-2.026	0.043	-0.329
TL → CWB	-0.011	0.155	-0.072	0.943	-0.010
OP → CWB	0.206	0.107	1.928	0.054	0.186

Multiple Regression Analysis of Resilience, Transformational Leadership, and Organizational Politics as Predictors of Dimensions of Counterproductive Work Behaviors

A model examining how resilience transformational leadership and organizational politics influence the individual dimensions of counterproductive work behaviors was tested as an additional analysis. The model had excellent fit: $\chi^2 = 68.75, p = .418, CFI = .99, TLI .99, RMSEA = .009, SRMR = .034$. Table 11 highlighted that Resilience negatively predicted Withdrawal ($\beta = -.49, p < .01$) and Organizational Politics positively predicted Theft ($\beta = .19, p < .05$).

Employees with greater resilience are less inclined to exhibit withdrawal behaviors, such as disengagement, absenteeism, or psychological detachment. This supports the notion that resilience enables individuals to better manage stress and adversity, diminishing their likelihood of withdrawing from work.

The study indicated that when employees perceive a high degree of political maneuvering in their workplace, they are more likely to engage in theft. This suggests that these negative perceptions can drive unethical actions. Furthermore, employees who engage in unethical behavior may rationalize their actions by perceiving the organization as implicitly condoning such conduct (Umphress & Bingham, 2011, as cited in Zhang et al., 2024). These findings also corroborate the research conducted by Ugwu et al. (2022), which demonstrated that perceptions of organizational politics positively predicted counterproductive work behaviors in local government units in Nigeria.

Furthermore, the absence of a statistically significant correlation between organizational politics and counterproductive work behaviors (CWBs) in this study presents a compellingly divergent perspective that warrants closer examination within the broader scholarly landscape. A plausible explanation for this observed discrepancy lies in the distinct characteristics of the study population and its prevailing cultural norms. The international studies, predominantly conducted in Middle Eastern and Western cultural contexts, highlight the significant influence of culture on organizational behavior. In contrast, the Filipino core values of *hiya* (sense of propriety, social sensitivity) and *delikadesa* (finesse, tact, moral uprightness) may offer a compelling explanation. Even in the presence of organizational politics, these deeply ingrained cultural values may serve as a potent protective mechanism, discouraging individuals from engaging in behaviors detrimental to the organization or their social standing. Specifically, *hiya* might inhibit individuals from acting out negatively due to a fear of social disapproval or loss of face, while *delikadesa* could foster a sense of moral restraint against escalating negative workplace situations into overt CWBs.

Table 11. Structural Equation Modeling Results for Resilience, Transformational Leadership and Organizational Politics Predicting Dimensions of Counterproductive Work Behaviors

Path	Estimate	SE	z	p	Std. Estimate
Res → SAB	-0.061	0.039	-1.568	0.117	-0.191
TL → SAB	-0.013	0.032	-0.398	0.691	-0.040
OP → SAB	0.049	0.025	1.921	0.055	0.151
Res → WD	-0.103	0.034	-3.001	0.003	-0.494
TL → WD	0.042	0.026	1.627	0.104	0.202
OP → WD	0.000	0.018	-0.022	0.982	-0.002
Res → PD	-0.007	0.014	-0.543	0.587	-0.045
TL → PD	-0.008	0.016	-0.542	0.588	-0.051
OP → PD	0.011	0.014	0.758	0.449	0.063
Res → THEFT	-0.036	0.037	-0.953	0.341	-0.092
TL → THEFT	-0.041	0.035	-1.179	0.239	-0.105
OP → THEFT	0.072	0.028	2.552	0.011	0.186
Res → ABUSE	-0.038	0.034	-1.117	0.264	-0.127
TL → ABUSE	-0.011	0.035	-0.320	0.749	-0.037
OP → ABUSE	0.034	0.025	1.328	0.184	0.112

Proposed Intervention Model

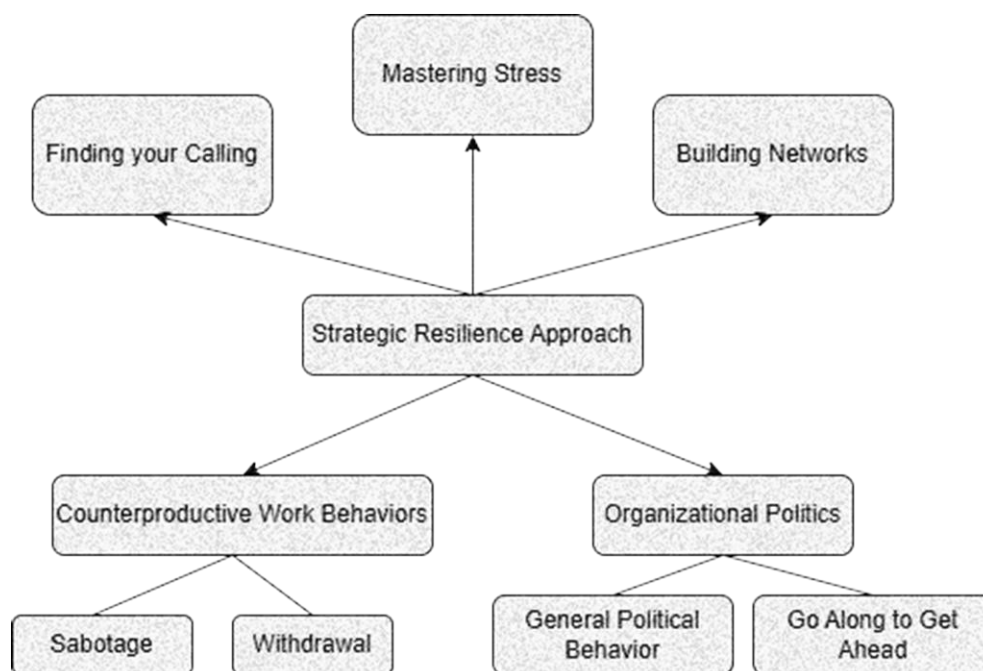
Synthesizing descriptive statistics and the results from the Structural Equation Modelling, the researchers opted to devise an intervention model that will help practitioners in managing organizational politics and reduce the occurrence of counterproductive work behaviors. Since Structural Equation Modelling highlighted the role of resilience as a moderating variable for both organizational politics and counterproductive work behaviors, the researcher proposed the intervention model as shown in figure 5.

The design of the proposed intervention model titled “Strategic Resilience Intervention Model for Organizational Politics and Counterproductive Work Behaviors” is directly guided by the results obtained from Structural Equation Modelling. Specifically, these results indicated a lack of significant association between transformational leadership and both counterproductive work behaviors (CWBs) and employees' perceptions of organizational politics. As such, the intervention will prioritize the development of resilience as a central approach for addressing these challenges. The rationale for this approach stems from the robust and statistically significant negative effects that resilience demonstrated on both organizational politics and CWBs, suggesting its unique capacity to buffer against these detrimental organizational phenomena.

Centralizing the intervention model on resilience in managing organizational politics and CWBs is a strategic measure. Resilience has been found to be a good moderator in various contexts such as disaster and mental health. While this study focuses on its role as moderating factors in specific work context, particularly for both organizational politics and CWBs. Resilience serves as employees' shield towards negative workplace behaviors. This was seconded by Malik and Garg (2020) in which it was highlighted that resilience acts as a protective mechanism for employees and help them navigate organizational politics and reducing their likelihood of engaging in counterproductive work behaviors.

To enhance the strategic nature of this model, the cultivation of "*Finding your Calling*," "*Mastering Stress*," and "*Building Networks*" will be intentionally integrated as core dimensions of resilience. These elements will be strategically developed through a comprehensive series of learning and development interventions. This structured approach recognizes that strengthening these specific facets of resilience will proactively equip individuals with the necessary skills to effectively address perceptions of organizational politics and counterproductive work behaviors. By focusing on these key areas, the intervention aims to foster a more resilient workforce capable of thriving amidst organizational challenges

Figure 5. Strategic Resilience Intervention Model for Organizational Politics and Counterproductive Work Behaviors



As highlighted by McEwen in her R@W Components, helping employees find and navigate their sense of purpose at work, giving them sense of belongingness, ensuring that all fits within their individual core beliefs, is the central component of "*Finding your Calling*". Practical interventions in cultivating this element involve training and workshops on finding personal meaning in work, storytelling sessions highlighting positive impact of employees in workplaces, and employee engagement activities that improve interpersonal relationships within the workplace.

According to McEwen's R@W components, the central idea on "Mastering Stress" involves introducing strategies that help manage everyday stressors, maintaining flexibility within work and life, and ensuring time for relaxation. The primary goal of this element is to cultivate emotional resilience in employees by providing them with effective and actionable strategies for managing their emotions when faced with stress. This will be achieved through several key interventions: 1) Training in mindfulness techniques to enhance self-awareness and promote emotional equilibrium; 2) Comprehensive stress awareness education to equip employees with the knowledge to identify and understand their stress triggers and responses; 3) The implementation of organizational mechanisms and policies designed to support and encourage healthy work-life integration, thereby mitigating a significant source of stress; and 4) Initiatives focused on strengthening

workplace social support networks, recognizing their crucial role in buffering the impact of stress and fostering a sense of collective well-being.

McEwen's R@W components emphasize that "Building Networks" involves the deliberate cultivation and maintenance of personal support systems. A well-established support network serves as a vital buffer for employees, helping in numerous ways, both within the demands of their work and in navigating personal life events. The primary goal of this critical activity is to strategically cultivate employees' social connections to foster productive relationships that serve as a buffer against organizational politics and counterproductive work behaviors (CWBs).

IV. CONCLUSION

In conclusion, this research provides compelling evidence for the significant role of resilience in addressing the perception of organizational politics and reducing the occurrence of counterproductive work behaviors (CWBs) within both government and private institutions in the Philippines. While participants across sectors exhibited high levels of both resilience and transformational leadership, only resilience demonstrated a significant negative effect on organizational politics and CWBs, leading to the rejection of the hypothesis that resilience has no significant moderating effect. Specifically, the elements of resilience – "Finding your Calling," "Mastering Stress," and "Building Networks" – were found to be influential in lowering instances of sabotage, withdrawal, and certain forms of organizational politics.

The developed "*Strategic Resilience Intervention Model for Organizational Politics and Counterproductive Work Behaviors*" offers a practical, resilience-based framework, supported by existing organizational strengths, for practitioners in the Philippines to proactively address these challenges and foster more positive and productive work environments.

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