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CITIZENSHIP BEHAVIORS IN THE WORKPLACE: THE RELATIONSHIPS BETWEEN PSYCHOLOGICAL CAPITAL AND LEADER-MEMBER EXCHANGE. THE MEDIATING ROLE OF ORGANIZATIONAL JUSTICE AND JOB SATISFACTION

Summary. The purpose of this article is to describe and explain how the positive qualities characterizing employees, e.g. optimism, hope, resilience, self-efficacy (defined as Psychological Capital) and relations, referred to as Leader-Member Exchange (LMX), enable to forecast the readiness of employees to engage in behaviors exceeding the frames of formal work duties. The reference literature indicate that dispositions of an individual, similarly to relations with supervisors, may provide a good factor for forecasting work behaviors, however, only if the attitudes of employees are intermediate variables. Consequently, a hypothetical model of linear dependencies was established, where Organizational Justice and Job Satisfaction were mediators of relations between independent variables and a dependent variable. The model was then subject to empirical verification.

The conducted analyses (based on 226 surveys) show significantly small correlations between Psychological Capital and LMX and an OCB. Nevertheless, these variables explain well the readiness to engage in behaviours exceeding the frames of work duties, if Organizational Justice and Job Satisfaction are applied as complementary mediators. At the same time, it was indicated that the variable, which directly explains employee citizenship behaviors is job satisfaction.

Keywords: Organizational Citizenship Behaviors, psychological capital, job satisfaction, organizational justice, Leader-Member Exchange, structural equation modeling (SEM)

ZACHOWANIA OBYWATELSKIE W MIEJSCU PRACY: ZWIĄZKI POMIĘDZY KAPITAŁEM PSYCHOLOGICZNYM, LMX, SPRAWIEDLIWOŚCIĄ ORGANIZACYJNĄ I SATYSFAKCJĄ Z PRACY JAKO MEDIATOREM

Streszczenie. Celem artykułu jest ukazanie i wyjaśnienie, w jaki sposób pozytywne cechy pracowników (kapitał psychologiczny), tj. optymizm, nadzieja, odporność i poczucie samoskuteczności, a także relacje wymiany pracownik-przełożony wyzwalają gotowość jednostek do podejmowania aktywności wykraczającej poza formalnie zdefiniowaną rolę zawodową. Przesłanki teoretyczne wskazują, że dyspozycje jednostek, podobnie jak relacje pracowników z przełożonymi mogą stanowić dobry predyktor zachowań jedynie w sytuacjach, gdy jako zmienne pośredniczące (mediatory) ujmuje się postawy jednostek. Na podstawie analizy dotychczasowego dorobku badawczego skonstruowano model teoretyczny, zawierający bezpośrednie i pośrednie (mediująca rola sprawiedliwości organizacyjnej i satysfakcji z pracy) związki przyczynowe, który następnie poddano empirycznej weryfikacji. Na podstawie badań na populacji 226 osób wykazano, że kapitał psychologiczny i LMX w sposób umiarkowany korelują z zachowaniami obywatelskimi (OCB). Okazuje się jednak, że zmienne te wyjaśniają OCB w sposób pośredni, poprzez mediację sprawiedliwości organizacyjnej i satysfakcji z pracy. Wykazano jednocześnie, że zmienną bezpośrednio tłumaczącą zachowania obywatelskie jest satysfakcja z pracy.

Słowa kluczowe: organizacyjne zachowania obywatelskie, kapitał psychologiczny, satysfakcja z pracy, sprawiedliwość organizacyjna, relacje wymiany pracownik-przełożony (LMX), modelowanie równań strukturalnych

1. Introduction

The ability of organizations to compete on a global market results from a competent combination of management strategies and practices, together with the quality of human capital and activeness of employees themselves. As noted by Hamel and Prahalad (1989), companies which achieve a competitive edge possess the ability to expertly recruit and maintain human resources which help trigger off the process of organizational learning, knowledge sharing and realizing professional goals in a better way than their competition does. In recent years it has been stressed that a significant factor which reinforces knowledge sharing among employees, job performance or the productivity of the organization as a whole can be traced to Organizational Citizenship Behaviors (OCB) (Podsakoff, *et al.*, 2009). Such behaviors are based on voluntary, extra-motivational and non-job position related activities for the benefit of the organization (e.g. support for other employees, showing initiative,

observing work ethics, etc.), may be recognized as one of the strategic resources (Purcell *et al.*, 2003). Although citizenship behaviors do not apply directly to task performance, their display in the work environment activates a unique climate (so called Contextual Performance), by virtue of which work becomes effective (Motowidlo & Van Scotter, 1994).

As was shown by Podsakoff and colleagues (2009), in their meta-analyses of relationships between citizenship behaviors and organizational effectiveness, such behaviors increase work quality by 19%, financial effectiveness by 25%, and customer satisfaction indicators by as much as 38%. In turn, The and Yong (2011) established that citizenship behaviors constitute one of the important predictors of organizational learning, whereas the research of Xerri and Brunetto (2013) revealed positive and statistically relevant relationship between OCB and innovative behaviors, and Burman, Zalpin and Riley (2009) showed that such behaviors constitute one of the important dimensions of building the reputation of a given organization. In general, as noted Podsakoff and colleagues (2014, p. 93-94), citizenship behaviors have influence on a diversity of unit-level outcomes e.g. performance, turnover, speed and accuracy in task completion, corporate innovation, venturing, and strategic renewal, customer service behaviour, profitability, or return on assets and operating costs.

2. Conceptual framework and related literature.

Organizational Citizenship Behaviors (OCB)

The term Organizational Citizenship Behaviors appeared in the lexicon of management theoreticians at the onset of the 1980s, when Organ – analyzing together with his colleagues the work content and job tasks of organizational employees – stated that such persons, in certain situations, devote a significant amount of time to behaviors which are directed at helping other employees, tending to the organizational climate, striving for perfection, showing initiative or aspiring to a development of one's competences, etc., while not being remunerated for such behaviors and the said behaviors not being directly covered by their formal job contract. He pointed out that such activities, however, form a key element deciding on the overall effectiveness of any organization. Organ called such behaviors (because it is a set of various activities of an individual) “organizational citizenship behaviors” (Organ, Podsakoff & MacKenzie, 2005, p. 15). They include such activities as:

- helping;
- sportsmanship;
- organizational loyalty;
- organizational compliance;

- individual initiative;
- civic virtue;
- self-development.

Apart from the categories of citizenship behaviors presented above, the literature also provides a simpler, more straightforward division into: citizenship behaviors directed at individuals (OCB-I) and directed at the organization (extra-organizational) (OCB-O). Moon and colleagues (2005) suggest that a lack of definitional unity and multiplicity of varied manifestations of OCB hinder the precise analysis of what *de facto* constitutes an activity which goes beyond the job role.

Another conceptualization suggested by Van Dyne, Cummings, and Parks (1995) distinguishes between affiliation oriented and challenge-oriented citizenship behaviours (AOCBs and COCBs). AOCBs are interpersonal and cooperative in nature and tend to strengthen or maintain relationships with other people. The dimension most often associated with AOCBs is helping behaviour. In contrast, Van Dyne et al. (1995) described COCBs as those that challenge the status quo. The dimension most often associated with is employee voice behaviours.

In general, organizational citizenship behaviors (OCB) can be defined as intentional activities undertaken by the employees on their own initiative in order to help other employees and contribute to widely understood organizational success. The essence of the OCB definition consists in the fact that these activities do not arise from the job role and formal duties, and the individuals do not receive remuneration for performing them. This is also the reason why a significant number of authors identify citizenship behaviors with the concepts of Extra-Role Behavior (Van Dyne, Cummings & McLan-Parks, 1995), Contextual Performance (Motowidlo & Van Scotter, 1994), or Pro-social Organizational Behavior (Brief & Motowidlo, 1986).

Despite the fact that the notion of citizenship behaviors has become common in the lexicon of management studies, it still causes many difficulties of theoretical and practical nature. For example, while analyzing the motives for displaying OCB, the scholars point out that a part of these behaviors does not possess voluntary character. Bolino and colleagues analyzed “The dark side of OCB” and found that although the organization and the superiors *de facto* do not demand such behaviors, later on, during employee appraisal or in the case of promotions, such behaviors are taken into consideration (Bolino, Klotz, Turnley & Harvey, 2013, p. 544). In this context, Van Dyne and Ellis formulated a term of “expansion of employee job duties,” which concerns new work expectations which were not originally covered by the job description but which, with time, become increasingly enforced by the management (Van Dyne & Ellis, 2004, p. 181). Thus, the discretionary nature of such

behaviors is disputable, as they might be taken into account during employee performance appraisals. Vigoda-Gadot (2006) went as far as to formulate a concept of “compulsory citizenship behaviors”, which serves to describe the activities of the management aimed at executing from the employees an extra effort (beyond their job duties), which is supposed to lead to an increase in efficiency. Bolino and colleagues (2010) also suggest that engaging into citizenship behaviors is, in fact, motivated by expectations or even insistence displayed by the superiors (citizenship pressure).

Some scholars also indicate that the genuine motive for OCB realization may have “political” character, or that OCB is directed at creating employee image within their social environment (impression management). The authors point out that besides the pro-social motives (e.g.: helping other employees), the cadre consciously use OCB to create their image in the work place in order to increase the chances for promotion or extra bonuses (Grant & Mayer, 2009; You *et al.*, 2007; Snell & Wong, 2007). A good exemplification of not fully “citizenship-related” motives behind OCB displayed by employees can be found in the research of Husinga and colleagues (2012). With the help of structural equation modeling, they have shown that in the organizations where “political behaviors” are intensified, the individuals are increasingly oriented at their own professional career (careerism) ($\beta = 0,76$), where attitude accounts for over 36% of OCB variances. In other words, when the organization displays a tendency towards focusing on relationships and not on performing job tasks, the employees, aiming at their own career development, tend to increasingly display OCB.

Thus, the discussion presented above allows to formulate the conclusion that although – theoretically – readiness to help others, conscientiousness at work, or caring for organizational resources should condition the achievement of better results by the company, in practice there are numerous other factors which cause these interrelationships to be less clear, and thus raise doubts as to the very nature of such behaviors.

There is, then, a need to continue the exploration of motives for undertaking citizenship behaviors and to construct theoretical models which allow to predict employee behavior in a workplace.

Mayfield and Taber (2010) suggest that while searching for determinants of human behavior in a workplace it is always worthwhile to consider the three following dimensions:

1. individual differences;
2. contextual variables;
3. work attitudes.

Individual differences comprise both the explicit traits of an individual, such as sex and age, and the implicit ones – e.g.: education, competences or personality. Although all

individual differences are significant for explaining employee behavior, personality is the most often examined determinant of the individual dimension, which is hardly surprising, as to a significant degree the type of activities undertaken by an individual, including the professional ones, is the consequence of whether they possess relevant personality predispositions (Robbins, Judge, 2009).

Despite a number of studies on the relationship between personality and OCB (Gore, Kiefner & Combs, 2012; Greguras & Diefendorff, 2010; Ilies, Scott & Judge, 2006; Shin & Chuang, 2013; Lv, Shen, Cao, Su & Chen, 2012; Bolino, Harvey & Bachrach, 2012), only a rather limited relationship between these variables has been demonstrated so far. Attempting to explain this fact, the scholars point out that citizenship behaviors in a workplace are manifested in the so called weak context, where there are numerous different determinants present, influencing the functioning of individuals, in contrast to the so called strong context, in which the number of variables determining individual behavior is limited (e.g.: in an experimental situation) (Organ, Podsakoff & MacKenzie, 2005, p. 81). Nevertheless, the lack of fully satisfactory results should not discourage the scholars from seeking new individual predictors of OCB. For example, so far it has not been conclusively proved how the positive personality traits (psychological capital) may condition the intentions to get involved into activities exceeding formal work duties. The literature points out that self-efficacy, hope or optimism positively correlate with the organizational climate or the performance of job tasks (Avey, Nimnicht & Pigeon, 2010). Consequently, it would be justified to draw conclusions as to the positive correlations between these traits and citizenship behaviors.

Contextual determinants. The context of employee functioning could be described both in the group dimension, and the organizational dimension. Group factors cover, among others: group cohesion, conflicts or a sense of support. Organizational factors, on the other hand, concern, among others: culture, procedures, organizational practices, or ways of exercising authority. A number of studies show that context variables belong to the most important predictors of individuals' behavior (Richard, Bond Jr. & Stokes-Zoota, 2003). Despite the fact that the important areas for OCB to occur include: good relations between co-workers (Penhaligon, Louis, Lloyd & Restubog, 2013), a sense of group unity (Chen, Tang & Wang, 2009), lack of barriers and obstacles encountered by employees while performing their duties (Britt, *et al.*, 2012), or HRM practices (Snape & Redman, 2010), nevertheless, the key dimension which triggers a readiness to engage in tasks exceeding the formal duties lies in the relationships with the superiors. Good and close relationships with the managerial staff (described as LMX – Leader-Member Exchange) motivate the individuals to a greater effort and activities oriented at the benefit of the organizations and personnel employed therein

(Wang, *et al.*, 2005; Zhong, Lam & Chen 2011). Therefore, this variable is worth accounting for during the analyses of citizenship behaviors.

Employee attitudes. In the context of studies on the conditioning of employee behaviour, employee attitudes become the key element. Their causative power expresses itself in a modeling influence (direct or indirect) which they exert over the individual's way of thinking, feeling and acting. Positive attitudes towards job environment (e.g.: job satisfaction) generate readiness to sacrifice oneself for the organization and its members. Analogically, negative attitudes lower the level of commitment and willingness to remain a member of a given organization. Empirical research conducted over the last several years shows, however, that the relation between attitudes and OCB is not direct – in contrast to what would intuitively seem plausible. Admittedly, there are studies pointing out to a relatively high – in the social studies – correlation of these variables ($r = 0,5-0,6$) (Ilies, Scott & Judge, 2006; Swaminathan & Jawahar, 2013), but most of the empirical data presents moderate, or even low, correlations ($r = 0,2-0,3$) (Organ, Podsakoff & MacKenzie, 2005; O'Brien & Allen, 2008). Explaining such findings, Organ and colleagues point out to a number of problems of a theoretical character (weakly prepared theoretical constructs), empirical character (measurement of only the cognitive dimension) and methodological nature (lack of control over mediators) (Organ, Podsakoff & MacKenzie, 2005, p. 77). Here, it is observed that the employees' attitudes determine OCB in situations where the perception of justice is treated as an intervening variable. It shows that the explanation of the correlations between satisfaction and OCB is performed via a path model. It means that job satisfaction becomes a stronger predictor of OCB only when the employees feel they are treated justly from the point of view of distribution of resources, organizational procedures, information flow and interpersonal relations.

Thus, when explaining the motives for displaying citizenship behaviors, it is worthwhile to take into account not only one group of variables, but also to search for multi-factor models, which analyze both mediators and moderators of correlation variables (Organ, Podsakoff & MacKenzie, 2006). Accordingly, in the present study an attempt was made at a multi-factor explanation of the intentions to display citizenship behaviors. Psychological capital and LMX were adopted as independent variables, whereas organizational justice and job satisfaction were selected as mediators. A hypothetical model of correlations is presented in Figure 1.

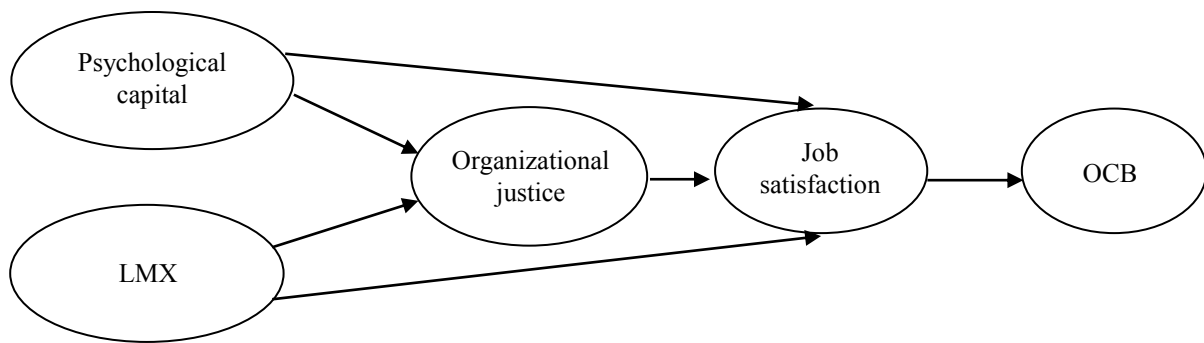


Fig. 1. A hypothetical model of correlations between examined dependent variables
 Rys. 1. Hipotetyczny model zależności pomiędzy badanymi zmiennymi
 Source: Own work.

The presented path model indicates that the foundation for developing intentions for a behavior lies in psychological capital and the relations of leader-member exchange, but these variables do not form direct predictors of OCB. In other words, individuals possessing high psychological capital and positive relations with managers may display readiness to engage in citizenship behaviors, but their occurrence depends on other mediatory factors, i.e. on the individuals' sense that they are treated justly in their work environment and on their well developed sense of job satisfaction.

3. Psychological capital and Organizational Citizenship Behaviors

Psychological capital is a positive psychological stage of an individual's development, characterized by: 1) having confidence in the ability to take on and put in the necessary effort to succeed at challenging tasks (confidence in self-efficacy), 2) making a positive assessment about the possibility of success now and in the future (optimism), 3) persevering toward goals and, when necessary, redirecting paths to goals in order to succeed (hope), and 4) when beset by problems and adversities, sustaining and bouncing back and even beyond to attain success (resiliency) (Luthans, Youssef & Avolio, 2007; Luthans & Avolio, 2009). Thus, psychological capital is a constellation of motivational and behavioral trends issuing from four components: self-efficacy, optimism, hope, and resiliency. All these components are vital from the professional activity perspective.

The scholars researching psychological capital also note that it is one of the strong determinants of work activity (Avey, Nimnicht & Pigeon, 2010), satisfaction (Luthans *et. al.*, 2007) and organizational climate (Luthans, Youssef & Avolio, 2007, p. 21), and the components of this capital (efficacy, optimism, hope, and psychological resiliency) may be able to explain OCB. For instance, if the employees demonstrate a high level of the sense of

self-efficacy, they are ready to invest an effort required for the completion of a task. Consequently, the activity will be continued even in the face of emerging obstacles. That is why self-efficacy contributes to employees' productivity and may precisely explain such dimensions of OCB as perseverance or initiative. The studies of Chen and Kao (2011) show that in the situations when employees possess the sense of individual and group efficacy, together with the belief that they will be able to manage with the emerging obstacles, their willingness to display behaviors which exceed their job role is also higher.

Optimism, on the other hand, is related to constructive mental schemata, allowing to create a belief in one's own success and to inflate the probability of occurrence of auspicious events. Expecting positive outcomes of one's own activities strengthens commitment and motivates employees to increase the extent of their own control over events, and, thanks to a realization of a given goal, reinforces self-efficacy. Thus, optimism facilitates proactivity and initiative.

Hope, on the other hand, is related to the individual's conviction that they can achieve the goals which are, on the one hand, within range of possible realization (are realistic), but which, on the other hand, present a challenge. The individual believes that their activities will have specific, desired effects in the future, which reinforces their efforts for the realization of the goal. Consequently, hope might explain perseverance or self-development.

Psychological resiliency allows to manage the stressors at work, while maintaining a high level of efficiency. In a situation when obstacles appear, resiliency provides mechanisms which serve to limit or eliminate "deficiencies" in the employee's functioning and allows to return to a goal-oriented activity (Avey, Nimnicht & Pigeon, 2010). For this reason, resiliency serves well to explain such OCB components as perseverance, loyalty, helping others or obedience. As a result of the above, a hypothesis was adopted, stating that:

H1: Psychological capital positively correlates with OCB and allows to predict the employees' readiness to engage in citizenship behaviors.

4. Leader-Member Exchange (LMX) and Organizational Citizenship Behaviors

Wang et al. (2005) points out that the rules of exchange create a bridge mediating between the management style and direct reactions of the employees. The leadership in itself (independently of style) might not condition citizenship behaviors so strongly, if it was not supported by close relations of exchange.

By the concept of LMX we understand the quality of relationships between superiors and employees, including trust, special treatment, favoring, etc. (an informal contract) (Wayne, Shore & Liden, 1997). Due to competencies displayed by certain employees, or due to their other unique character traits or talents, the leaders form high quality exchange relations with them. Naturally, such an exchange has mutual character. The superior receives a job well done, and the subordinate, as a result of their own involvement, may hope for higher financial bonuses, access to important information, or an easier path of professional development and promotion. Moreover, the reduction of distance between the leader and the subordinate results in the superior's increased awareness as to the needs, expectations or difficulties the employees have while performing their jobs. Owing to that, the employee receives access to prompt feedback related to the performed tasks or the displayed attitudes.

As mentioned above, close leader-member exchange applies only to certain, chosen participants of organizational life. The employees remaining outside such an exchange (low quality exchange) have only rather occasional contacts with their superiors, and even if such contacts take place, they concern tasks resulting from their job role. However, as indicated by Scandura (1999), such a situation might give raise to a sense of injustice and decrease job satisfaction (Volmer *et al.*, 2011), from the point of view of distribution, procedures and interaction, which, as a consequence, might limit OCB. Empirical research on relations between LMX and OCB, conducted over the last several years, explicitly demonstrates positive relationships between these variables. The correlation coefficient is not high (it remains within the range $r = 0,3-0,4$), but in all the studies analyzed it had a positive character (Fisk & Friesen, 2012; Wang, Law, Hackett, Wang & Chen, 2005; Sun, Siu Chow, Chiu & Pan, 2013; Xu, Huang, Lam & Miao, 2012; Zhong, Lam & Chen, 2011). Therefore, a hypothesis was adopted, stating that:

H2: LMX relations positively correlate with OCB and allow to predict the employees' readiness to display citizenship behaviors.

5. Organizational Justice, Job Satisfaction and Organizational Citizenship Behaviors

Most often, by the notion of organizational justice we understand the individual's general sense, encompassing what in their understanding is fair in the workplace, and related to the issue of all types of division (e.g.: of remuneration, development possibilities, positions, etc.), procedures (promotion criteria, awarding bonuses, firing, etc.) and social interactions (rules of communication, respect, feedback, etc.) (Colquitt, 2008, p. 73). This subjective manner of

perceiving the work environment is an important element for conditioning the cognitive, emotional and behavioral dimension of individuals. As a result, the sense of justice influences the employee's way of thinking, feeling and behaving, e.g.: task performance, teamwork, involvement, but also OCB (Fassina, Jones & Uggerslev, 2008).

Moorman and Byrne (2005, p. 358), while presenting the relations between the sense of justice and OCB, indicate that not only are these variables interdependent (presented correlations range from $r = 0,2$ to $r = 0,4$), but they also explain the mechanism which lies behind these relations. Referring to the exchange theory, the scholars indicate that when the employees have a sense of fair treatment (within the distribution of resources, procedures, information or relations), they display readiness to reciprocate and, thus, are more willing (feel obliged) to act for the benefit of the organization.

In this perspective, the sense of justice forms a mediator (an intervening variable) between individual and organizational determinants. This manner of accounting for a relationship is described as "exchange perspective" (Scandura, 1999; Cohen-Charash & Spector, 2001). It is worth remembering, because the relations described in the model under consideration are not free from problems, since some scholars indicate the possibility of a different way of presenting this causality, where the sense of justice becomes a more primary variable with respect to, e.g.: LXM, and LXM itself constitutes the intervening variable for the employee's behavior, which is called "justice perspective" (Erdogan, Liden & Kraimer, 2006). There are arguments in favor of adopting the first perspective and pointing out to the emotional and subjective dimension of justice, which emerges when the rules of organizational relations are broken, e.g., in leadership. With a constant and long-term perception of imbalance between work involvement and the results and an external attribution of the reasons for such a situation (e.g., interpreting the superiors' behavior as harmful and unjust), the employees begin to display an intention to discontinue undertaking OCB. Citizenship behaviors are, then, a reaction to the satisfaction felt by the employee and resulting from the evaluation of "rightful" relations with the superior and one's own, individual predispositions (psychological capital). Meta-analyses of a number of studies on the subject of such relationships between the sense of justice and job satisfaction, presented by Cohen-Charash and Spector (2001) and Colquitt and colleagues (2001), indicate that the average correlations between these variables occur at the level of $r = 0,4-0,5$. It means the stronger is the employee's feeling that they are treated fairly from the point of view of distribution of resources, organizational procedures, information flow and interpersonal relations, the stronger predictor of OCB is formed by job satisfaction. With the view of the above, further hypotheses were adopted, stating that:

H3: *The sense of justice positively correlates with citizenship behaviors and forms the mediator between psychological capital, LMX and job satisfaction and OCB.*

H4: *The employees who feel job satisfaction display higher readiness for citizenship behaviors. At the same time, job satisfaction directly depends on the sense of justice and forms a direct predictor of OCB.*

6. Method. Participants and procedure

The study was anonymous and it was conducted in a number of different companies operating in Poland. The companies were chosen on a random basis for participation in the study. Out of an available address list of companies, 800 organizations were chosen. The companies received a letter explaining the goal of the study, together with the address of the website (www.ankietka.pl/ankieta/119678/zachowania-obywatelskie.html), where the body of research tests was featured. As a result of this procedure, the feedback of 226 filled questionnaires was received, representing a response rate of 28 per cent. The research process was conducted from May to August 2013.

The statistical analyses were performed with the use of SPSS software, version 21. For the verification of the hypotheses and mapping out the paths of relationships between the variables, the SEM (structural equation modeling) method was employed, included in AMOS software suite, version 21. The choice of the SEM method over the Baron and Kenny's (1986) method of mediation analysis resulted from the fact that the analyzed model was not a simple model containing partial indirect relationships only, but a complex model, covering indirect and direct mediations of variables. As indicated by James and colleagues (2006), in a situation when the adopted theory assumes a direct mediation of variables and the model is complex, SEM proves to be a more appropriate method.

The socio-demographic characteristics of the sample was as follows: the subjects were the employees from two levels: managerial – 28% and non-managerial – 72%; corporations (over 1000 employees) – 29%; large companies (251-1000 employees) – 28%, middle-sized companies (51-250 employees) – 15% and small companies (11-50 employees) – 19%; the companies operate on the Polish market in the sectors of, among others: financial services, banking and insurance (17%), construction (10%), wholesale and retail trade (10%) and other (33%). The sample was dominated by individuals with university education – 65%, the division of the sample as to the variable of sex was: female 59%, male 41%, as to age – the sample was dominated by respondents within the range of 26-35 years of age (37%), up to 25 (33%); 36-45 (22%) and 46-55 (7%), with the total job seniority of over 5 years (48%) and 1-5 years (42%).

7. Measures

The conducted survey took into consideration the following set of variables:

Psychological capital was measured using the 12-item, shortened version of the Psychological Capital Questionnaire (PCQ), empirically validated by Luthans, Youssef and Avolio (2007). The scale items are anchored from “1” (strongly disagree) to “6” (strongly agree). In this study the average coefficient alpha was 0.87. Due to the high value of psychometric parameters of the instrument ($\chi^2 = 19,062$, $df = 9$; $p = 0,025$; $RMSEA = 0,082$; $CFI = 0,938$; $GFI = 0,965$; $NFI = 0,904$; $TLI = 0,911$), it was used in the study in the one-factor form.

Leader-Member Exchange (LMX) was measured by the 12-item Liden and Maslyn scale (1997), whose reliability coefficient was $\alpha = 0,93$. After the confirmatory factor analysis, it was decided to use this tool in the one-factor version ($\chi^2 = 24,489$, $df = 12$; $p = 0,017$; $RMSEA = 0,070$; $CFI = 0,971$; $GFI = 0,978$; $NFI = 0,983$; $TLI = 0,966$).

Organizational Justice was measured with the 20-statement questionnaire of Niehoff and Moorman (1993), whose reliability coefficient was established at $\alpha = 0,93$. After the model's estimation ($\chi^2 = 83,704$, $df = 58$; $p = 0,011$; $RMSEA = 0,048$; $CFI = 0,989$; $GFI = 0,950$; $NFI = 0,967$; $TLI = 0,977$), it was decided to use the questionnaire in the one-factor version. The respondents answering to the statements contained in the tool were using the 5-point Likert scale, where “1” signified “completely untrue”, and 5 – “completely true”.

Job satisfaction was measured with the 7-item questionnaire validated by Fernandes and Awamleh (2006), whose reliability coefficient was estimated at $\alpha = 0,83$. Within the process of validation, the confirmatory factor analysis was performed ($\chi^2 = 5,011$, $df = 6$; $p = 0,544$; $RMSEA = 0,001$; $CFI = 0,999$; $GFI = 0,992$; $NFI = 0,991$; $TLI = 999$). The respondents filled the questionnaire using the 5-item Likert scale, where “1” denoted “never”, and “5” – “always”.

Organizational Citizenship Behaviors (OCB) were measured with the author's own tool. In the first stage, the critical analysis was performed of available OCB diagnosis tools described by Organ and colleagues (2005, p. 243-297). In the second stage, discussions with five organizational behavior researchers were conducted on the subject of the set of statements describing citizenship behaviors. On their basis, a list of 16 statements was compiled, describing the employee's activities which exceed their job roles. In the third stage, statistical deduction was performed, covering the exploratory and confirmatory factor analysis. The exploratory analysis indicated the presence of 3 factors. However, making use of good parameters of internal consistency, Cronbach's $\alpha = 0,91$, the confirmatory factor analysis was performed ($\chi^2 = 73,508$, $df = 52$; $p = 0,026$; $RMSEA = 0,044$; $CFI = 0,989$;

GFI = 0,956; NFI = 0,963; TLI = 0,977), establishing a possibility to employ the said tool in further studies in the one-factor version. Filling the questionnaire, the respondents used a 7-item Likert scale, where “1” indicated “I completely disagree”, and “7” – “I completely agree”.

Covariates. Scholars have pointed out that because women are expected to be nurturing, they display more OCB than do men in fulfilling expectations of their roles (Kidder, 2002). Accordingly, this gender was included as a covariate. Morrison (1994) pointed out that work experience is related to the OCB behaviors of altruism, conscientiousness, and sportsmanship. Thus, seniority was incorporated as a covariate into study. In addition, the two background variables of age and education level of group members may also affect data analysis outcomes (Ilgen, Hollenbeck, Johnson, & Jundt, 2005).

All measures were adopted into self-report format and randomly ordered. Although multiple ratings are advised for outcome variables (Podsakoff *et al.*, 2003; Podsakoff *et al.*, 2013), it was not feasible to have supervisors/peers rate employee behaviors. Coyne and Ong (2007) argued that discretionary behavior has multiple recipients, and supervisors and peers might observe only one dimension of the behavior. Due to the above mentioned reasons, self-reported measures of OCB are used on a rather common basis in the management literature (Ilies, Scott & Judge, 2006; Fisk & Friesen 2012).

8. Results

In order to verify the hypotheses the analysis of the correlations for individual variables was conducted. The results of inter-correlation, together with the descriptive statistics (mean and standard deviations) are presented in Table 1.

Table 1

Descriptive statistics and variables inter-correlation

	<i>M</i>	<i>SD</i>	1	2	3	4	5	6	7	8
1. OCB	5,46	,69	1							
2. Job satisfaction	3,57	,56	,633**	1						
3. Psychological capital	3,81	,62	,264**	,283**	1					
4. LMX	3,42	,58	,452**	,667**	,057	1				
5. Organizational justice	3,54	,80	,584**	,772**	,172*	,594**	1			
6. Age	2,59	,81	,297**	,159*	-,058	,148*	,273**	1		
7. Education	1,10	,31	-,173**	-,064	,273**	-,144*	-,105	-,603**	1	
8. Sex	1,52	,50	-,052	,298**	,221**	,237**	,219**	,153	-,352**	1
9. Work Experience	2,79	,49	,423**	,239**	-,095	,123	,238**	,715**	-,186*	,125

N = 226; * $p < 0,05$, ** $p < 0,01$

Source: Own work.

As shown in Table 1, direct positive correlations were present between all independent and intervening variables and OCB. For instance, job satisfaction is, indeed, significantly related to OCB ($r = 0,633$, $p < 0,01$), similarly as LMX ($r = 0,452$, $p < 0,05$) and the sense of organizational justice ($r = 0,584$, $p < 0,01$). The weakest correlations were observed in relation of this variable with psychological capital ($r = 0,264$, $p < 0,01$).

The significant relations also concern the relations between individual variables of the model. Job satisfaction strongly correlates with organizational justice ($r = 0,772$, $p < 0,01$), and the sense of organizational justice is positively related to both LMX ($r = 0,594$, $p < 0,01$) and psychological capital ($r = 0,172$, $p < 0,05$), which shows that the dimensions of individual and organizational functioning covered by the model, recreate the theoretically postulated relations.

The next stage of analysis included the verification of the postulated model and research hypotheses. To achieve that, the method of structural modeling was employed. The postulated research model assumed that there is no direct relationship between psychological capital and LMX, and OCB. There is, however, an indirect relation in which the mediatory role is played by the sense of justice and job satisfaction. In other words, the issue of whether the employees feel justly treated and what level of job satisfaction they experience decides on how psychological capital and LMX condition citizenship behaviors. In a situation where the employee displays a low sense of justice, and job satisfaction, the relationship between independent variables (psychological capital and LMX) and dependent variable (OCB) will not occur. It is, thus, a motivation sequence for citizenship behaviors, in which two intervening causal conditions are present.

During the procedure of estimation of the model the maximum likelihood method was employed, and the following indexes were used as fit criterions: RMSEA, CFI, GFI, NFI and TLI.

The model presented a very good data fit ($\chi^2 = 7,859$, $df = 4$; $p = 0,125$; $RMSEA = 0,076$; $CFI = 0,982$; $GFI = 0,979$; $NFI = 0,974$; $TLI = 0,956$), while the individual variables significantly explain the postulated interdependencies (Figure 2).

Organizational justice is directly explained by LMX ($\beta = 0,60$) and psychological capital ($\beta = 0,16$). At the same time, there is a direct relation of psychological capital with job satisfaction ($\beta = 0,12$) and of LMX with job satisfaction ($\beta = 0,42$), whereas organizational justice explains in a direct manner why the employees experience job satisfaction ($\beta = 0,50$). At the end of this causal sequence, such an attitude (i.e. job satisfaction) becomes a direct predictor of OCB ($\beta = 0,81$).

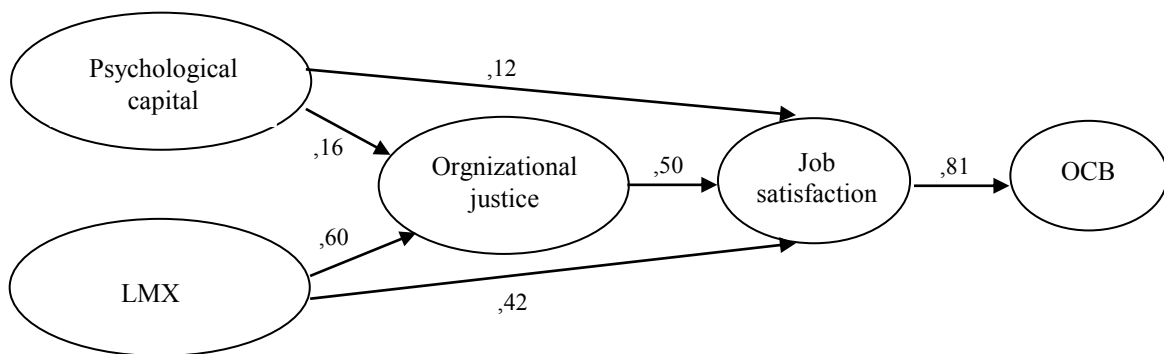


Fig. 2. The final model of relations between examined variables

Rys. 2. Finalny model badawczy

Source: Own work.

The above results can be interpreted as follows: the closer and stronger relations between the employees and their superiors (LMX), and the higher their own psychological capital, the more often they judge that they are treated fairly and justly in the organization. This judgment determines the employees' attitude towards the organization and their job duties (in other words: their job satisfaction). Such an attitude, in turn, triggers the motivational mechanism for citizenship behaviors.

The motivational sequence presented above reflects the OCB causal path postulated in the research model.

For the above reason it is possible to perform a final verification of the postulated hypotheses. As suggested in Hypothesis 1, there are positive correlations between psychological capital and OCB. These assumptions were confirmed. This variable, although not forming a direct predictor of citizenship behaviors, by means of the mediating role of job satisfaction accounts for nearly 4% of variance of results. Thus, it is possible to assume that the positive dimensions of personality (optimism, hope, resiliency and the sense of self-efficacy) not only facilitate improved task performance of the employees, but also influence the contextual performance.

Hypothesis 2 assumed indirect relations between LMX and CB. In this case, too, the assumptions found empirical support. LMX, via the mediation of organizational justice and job satisfaction, explains nearly 34% of the variance of results.

Hypothesis 3 postulated a positive correlation between organizational justice and OCB. Moreover, it was assumed that this variable forms a mediator for psychological capital and LMX with job satisfaction. While the indirect relationship between organizational justice and OCB was achieved (this variable accounts for over 16% of variances), full mediation between psychological capital and LMX on the one hand and job satisfaction and OCB on the other hand was not shown. It is only possible to indicate a partial mediation of these variables.

Finally, the postulated relation of job satisfaction as mediator with OCB, indicated in Hypothesis 4, was also confirmed. Job satisfaction not only directly explains over 65% of variances of the results with regard to citizenship behaviors, but it also mediates between independent variables and organizational justice.

9. Discussion

The conducted research focused on citizenship behaviors and their relations with the chosen variables. The research took into consideration two independent variables which cause the employees to engage into activities exceeding formal expectations in their job position, i.e.: psychological capital, leader-member relations, and two intervening variables, which ultimately condition the employees behavior, i.e.: the sense of organizational justice and job satisfaction.

Treating in a detailed manner the results achieved under research procedures, it is worth performing here their interpretation in the context of the postulated hypotheses.

In the dimension of individual differences determining citizenship behaviors, it was assumed that psychological capital, i.e.: the “positive traits” (optimism, psychological resiliency, hope and the sense of self-efficacy) possessed by the individuals can translate into the readiness to engage into OCB. These assumptions were based on the conviction that the individual with a high level of “psychological well-being” not only – as shown in a number of studies – presents higher professional efficiency and performs the assigned tasks better (Avey, Nimnicht & Pigeon, 2010), but also is more prone to act directly for the benefit of others. It turned out, however, that the direct relationships between these variables have only moderate character and psychological capital does not form a direct predictor of OCB. However, the indirect relationship was established, in which psychological capital influences the employee’s sense of justice and attitudes (job satisfaction), and only these dimensions of the functioning of the individual determine OCB. Such a view of these relationships is in agreement with the to-date analyses on this subject, since the scholars indicate that psychological capital might directly condition job satisfaction (Luthans, Avolio, Avey & Norman, 2007), or commitment (Larson & Luthans, 2006). Apart from the direct influence of psychological capital on the employees’ attitudes, there is also an indirect influence, where this variable is one of the factors creating organizational climate (Luthans, Norman, Avolio & Avey, 2008). Chen and Kao (2011, p. 383), concentrating on one of the dimensions of psychological capital – the sense of self-efficacy – proved empirically that it is not possible to speak of direct OCB prediction on the basis of this variable (the results of the correlation amounted to $r = 0,099$), but it is possible to speak of an indirect one. In their research, the

mediator (intervening variable) was the social dimension of job tasks, comprising the sense of support, independence and feedback from the superiors. It forms, then, another instance of support for the finally designed research model, in which the relationship between psychological capital and OCB was only of an indirect nature.

In the case of job satisfaction it was assumed that this variable forms a direct predictor of OCB, and is formed by the sense of justice – as a mediator – but also by psychological capital and LXM. Beginning the analysis of the results with satisfaction conditions, their predictions proved accurate. The research to date strongly stressed that this attitude may be a direct result of the sense of justice (Cohen-Charash & Spector, 2001; Colquitt *et al.*, 2001), and that it may be related to LMX (Gerstner & Day, 1997; Volmer, *et al.*, 2011) and psychological capital (Luthans, Avolio, Avey & Norman, 2007). The achieved results strengthen the empirical value of these hypotheses, because job satisfaction depends on psychological capital, the relations between the employees and their superiors, and the sense of honesty in the job environment.

However, in the case of the discussed interrelations, more important are the results which point out to the relation of this attitude (i.e.: satisfaction) with OCB. The research cited earlier suggested that the sense of satisfaction is a significant predictor of OCB, particularly when it is additionally controlled by the sense of justice (Organ, Podsakoff & MacKenzie, 2005, p.76). The average correlations for these variables (i.e.: satisfaction and OCB), according to the analyses of Organ and Ryan (1995), amounted from $r = 0,2$ to $0,3$. The results achieved in the present study are, however, slightly higher. The relation between job satisfaction and OCB may be explained by the fact that the created positive attitude towards the organization and the whole professional environment is directly translatable into contextual and task-related job effectiveness (Cropanzano & Wright, 2002). Referring to the theory of exchange and the research on emotions in the work environment, it is shown that the fulfillment of the employee's needs triggers not only their willingness to reciprocate, but also positive emotions which directly generate the motivational sequence leading to citizenship behaviors (Ilies, Scott & Judge, 2006; Glomb, Bhave, Miner & Wall, 2011). The "satisfied" employees are then ready for increased cooperation, they take better care of their own work station and organizational resources, diligently perform their job duties, and are more willing to help other employees, which finally translates into a higher effectiveness of the organization as a whole. A low level of job satisfaction, however, hampers this motivational sequence, which limits both the task effectiveness and contextual effectiveness.

The author's own research also postulated that the sense of justice mediates between individual and organizational factors on the one hand, and job satisfaction and OCB on the other.

Admittedly, the research to date on the subject of the conditions of justice suggested that the employee's personality is significant for the overall evaluation of the work environment as fair (Shi, Lin & Wang, 2009), but there was a lack of research on the role of psychological capital. It is significant inasmuch as the research presented in this study shows that psychological capital significantly explains this variable as well. It appears, then, that the individuals displaying higher optimism, hope, resiliency and the sense of self-efficacy are less concentrated on the negative sides of their work – they deal with stress better (Avey, Luthans & Jensen, 2009), but while seeking the positive sides, they are more prone to justice-related evaluation, since such evaluations are strongly conditioned by the emotions felt by the individuals, and in the case the said individuals possess resiliency or optimism, they perceive less negative sides of the organizational functioning.

However, moving to the role of justice as a mediator between dependent variables and OCB, it is worth stressing that predictions proved accurate in this respect – in accordance with the literature (Scandura, 1999; Bhal, 2006). The employee's subjective sense that they are treated honestly in their work environment ultimately conditions their readiness to engage into discretionary tasks which exceed their job duties. Thus, the relationships covered by the research model confirm the convictions to-date of the scholars.

The research on the role of LMX also receives empirical support. Individual authors indicate that the superior-subordinate relationships do not form a direct predictor of OCB, but depend on intervening variables, as Sun and colleagues (2013), studying the relations between LMX and OCB, show that the relations between leaders and employees – in order to condition the motivational sequence for OCB – require perceiving the work environment as a fair one. What follows is the fact that closeness and quality of the relationship, although important, do not perform a decisive role in the employee's behavior.

10. Conclusions and Limitations

Employees' citizenship behaviors form an important factor creating the overall effectiveness of an organization. The analyses related in this article suggest that the conduct of individuals which is not directly related to the job tasks may nevertheless generate a positive climate within a company. On the one hand it allows to facilitate work, while on the other hand it can determine the reputation of the company and customer satisfaction. The aim of the article, however, was not so much to present the positive sides of citizenship behaviors in the context of companies' competitiveness on the market, as to explain the conditions leading to such behaviors. On the basis of the cross-sectional study performed on 226 persons employed in Polish companies, it was shown, via the SEM method, that

psychological capital and LMX allow to predict citizenship behaviors when organizational justice and job satisfaction are taken into account as intervening variables. Research which considers psychological capital and its relations to OCB has not been sufficiently documented so far. Therefore, the conducted analyses complement the knowledge to-date in the field under discussion, indicating that the employees who possess self-efficacy, optimism, hope, and resiliency more frequently act for the benefit of the organization and for the benefit of its employees.

The research presented, while augmenting the knowledge to this date of the factors which condition citizenship behaviors, contain, however, some potential method biases.

Firstly, the research had a cross-sectional and an ahistorical character, which immediately precludes speaking of causality in the relations of the analyzed variables, and in the discussion of the results. A conclusive verification of the relationships postulated in the research model might only be conducted via experimental and/or longitudinal studies.

Secondly, common method biases (Podsakoff *et al.*, 2003; Podsakoff *et al.*, 2013) might result from using a self-report questionnaire. Although several statistical diagnostics (e.g. confirmatory factor analysis) showed that common method bias was not a serious concern. Furthermore, all the study variables were measured with established scales, which can mitigate measurement error, thereby decreasing common method bias (Spector, 2006). Future research might reduce the possibility of common method bias by collecting data simultaneously from different rating sources: co-workers, supervisors, or by videotaping participants' activities throughout the workday). Nevertheless, the issue of social desirability still remains and is a possible study limitation. Future studies should collect data from multiple sources to avoid such potential problems.

Finally, one more element potentially disrupting the interpretation of the achieved results is the lack of verification of the accuracy of the external research tools. Although the confirmatory factor analysis indicates that the individual statements create the described theoretical constructs, there is a lack here of reference to an external criterion which would sanction the deductions. Moreover, the employed measurement tool – and, in particular, the questionnaire for studying organizational justice – requires a better fit, which was indicated, for instance, by Colquitt and Shaw (2005).

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