

Conceptual Framework: Development of a Causal Model of Organizational Citizenship Behavior of Textile Mill Employees in Thailand

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Abstract. Research objectives were to determine a conceptual framework and to develop a causal model of leader-member exchange, organizational justice, job satisfaction, and organizational citizenship behavior of textile mill employees in Thailand. The study reported the responses of 619 operational employees from 77 textile mills operating in different parts of Thailand. Data were collected and analyzed with descriptive statistics using SPSS (version 11.5) and assessed with confirmatory factor analysis to confirm the heterogeneity of all constructs and path analysis to test the cause and effect relationships among main constructs of the study using LISREL (version 8) on a structured questionnaire containing standard scales of Leader-Member Exchange (LMX), organizational justice, job satisfaction, and organizational citizenship behavior to determine the relationships of LMX, organizational justice, and job satisfaction on organizational citizenship behavior. Research findings indicated that dimensions of LMX, organizational justice, and job satisfaction have mediated positive effect on organizational citizenship behavior. Furthermore, organizational justice and job satisfaction fully mediate the relationship between LMX and organizational citizenship behavior.

Keywords: Causal Model, Job Satisfaction, Leader-Member Exchange, Organizational Citizenship Behavior, Organizational Justice

1. Introduction

Organizational citizenship behavior (OCB) is the most important factor affecting employee performance (Podsakoff and MacKenzie, 1994). Furthermore, OCB will make the good results for employees and organizations (Desimone, 2002). OCB is the important factor relevant to the results-oriented organizations (Moorman, 1991). OCB improves organizational effectiveness through a multitude of ways (Cohen and Vigoda, 2000). Leader-Member Exchange (LMX) is positively correlated with turnover (Ferris, 1985), support for innovation (Scott and Bruce, 1994), performance (Wayne et al., 1997), and productivity (Graen et al., 1982). Organizational justice positively affects the employees' job satisfaction and organizational citizenship behavior (Sweeney and Quirin, 2008). Organizational justice will affect employees about the insecurity and unfairness because all the employees require the organizational justice and benefits according to their capabilities, experiences, and endeavors (Schaubroeck et al., 1994). According to Bhal and Ansari (1996), LMX has two components of perceived contribution (on-the-job dimension of exchange) and affect (off-the-job dimension of affective relationship). The quality of interaction in the leader-member relationships is multidimensional and the various subordinate outcomes are differentially associated with different dimensions of LMX (Dienesch and Liden, 1986; Liden and Maslyn, 1998).

According to Judge and Colquit (2004), organizational justice has three major components of distributive justice, procedural justice, and interactional justice. Distributive justice is concerned with employees' satisfaction with their work outcomes (Judge and Colquit, 2004). Procedural justice is related to the fairness of the processes by which decisions are made (Judge and Colquit, 2004). Finally, interactional justice refers to the nature of the relationship between employees and supervisors (Judge and Colquit, 2004). Employees with the feeling of unfair organization will show the negative attitudes and perform the negative organizational citizenship behaviors (Skarlicki et al., 2008). According to Valez (1972), job satisfaction has two major components of intrinsic job satisfaction (level of satisfaction with features associated with the job

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itself) and extrinsic job satisfaction (level of satisfaction with various features associated with the environment). Locke (1976) defined job satisfaction as a pleasurable or positive emotional state resulting from the appraisal of one's job and job experience. Job satisfaction results from the perception that an employee's job actually provides what he or she values in the work situation (Locke, 1976). According to Organ and Bateman (1991), OCB has five major components of altruism, courtesy, sportsmanship, civic virtue, and conscientiousness. Altruism is helping colleagues in the performance of their tasks (Organ and Bateman, 1991). Sportsmanship can be defined as the employees' goodwill in tolerating less than ideal circumstances without complaining and making a federal case out of small potatoes (Organ, 1988). Courtesy means that employees treat others with respect (Organ and Bateman, 1991). Civic virtue is defined as behavior that shows a concern for participating in corporate life with performing tasks that they are not required to perform, and doing so for the benefit of the organization (Organ and Bateman, 1991). Conscientiousness is behavior that goes beyond the requirements established by organization in the workplace with working after hours for the benefit of the organization (Organ and Bateman, 1991).

LMX relationships are rooted in social exchange (Graen and Scandura, 1987) and there is a perceived obligation on the part of subordinates to reciprocate high-quality relationships (Blau, 1964; Gouldner, 1960). This quality of interaction has been shown to predict subordinate outcomes like use of upward influence tactics (Krishnan, 2004) and absenteeism (Van Dierendonck et al., 2002). LMX is positively related to distributive justice (Vecchio et al., 1986) and procedural and interactional justice (Manogran et al., 1994). There are the positive relationships between organizational justice and job satisfaction (Simons and Roberson, 2003; Tremblay and Roussel, 2001) and between procedural justice and OCB (Chen et al., 2008; Coyle-Shapiro et al., 2003; Moon et al., 2008; Zellers et al., 2003) and different dimensions of OCB like extra role behavior (Zellers et al., 2002), conscientiousness, civic virtue, courtesy, and sportsmanship (Moorman, 1991). Furthermore, there are the positive relationships between interactional justice and OCB (Coyle-Shapiro et al., 2003; Moorman, 1991; Moorman and Niehoff, 1993; Williams et al., 2002) and between job satisfaction and OCB (Gonzalez and Garazo, 2006; Samuel et al., 2006).

2. Material and Methods

Data for this study were collected out of 619 operational employees from 58,491 operational employees working in the 77 textile mills in Thailand by using Yamane's formula (Yamane, 1970) for a 96% confidence level with a 4% margin of error by the proportional random sampling method. All the constructs were operationalized using seven-point Likert scales ranging from 1 (strongly disagree) to 7 (strongly agree). Data were analyzed with descriptive statistics using SPSS (version 11.5) and assessed with confirmatory factor analysis (CFA) to confirm the heterogeneity of all constructs and path analysis (Joreskog and Sorborn, 1993) to detect the cause-effect relationships among various dimensions of main constructs of the study using LISREL (version 8) on a structured questionnaire containing standard scales of LMX, organizational justice, job satisfaction, and organizational citizenship behavior, besides some demographic details like age, education, and tenure with the organization. LMX was assessed using a ten-item scale created by Bhal and Ansari (1996). They developed a two-dimensional LMX scale of perceived contribution and affect.

The LMX scale consisted of ten items (i.e., five items of perceived contribution and five items of affect). The respondents were asked to rate the statements indicating the relationship with their supervisors. Organizational justice was measured using the questionnaire developed by Judge and Colquitt (2004). The 47 items of the organizational justice questionnaire were designed to assess respondents' distributive justice, procedural justice, and interactional justice. Job satisfaction was measured using the job satisfaction questionnaire developed by Valez (1972) concerning the Minnesota Satisfaction Questionnaire (MSQ). The 8 items of the job satisfaction questionnaire were designed to assess respondents' intrinsic job satisfaction and extrinsic job satisfaction. Organizational citizenship behavior was measured using the organizational citizenship behavior questionnaire developed by Organ and Bateman (1991). The 15 items of the organizational citizenship behavior questionnaire were designed to assess respondents' altruism, courtesy, sportsmanship, civic virtue, and conscientiousness.

3. Results and Discussion

A conceptual framework and causal model are created. Research findings indicated that dimensions of LMX, organizational justice, and job satisfaction have mediated positive effect on OCB. Furthermore, organizational justice and job satisfaction fully mediate the relationship between LMX and OCB.

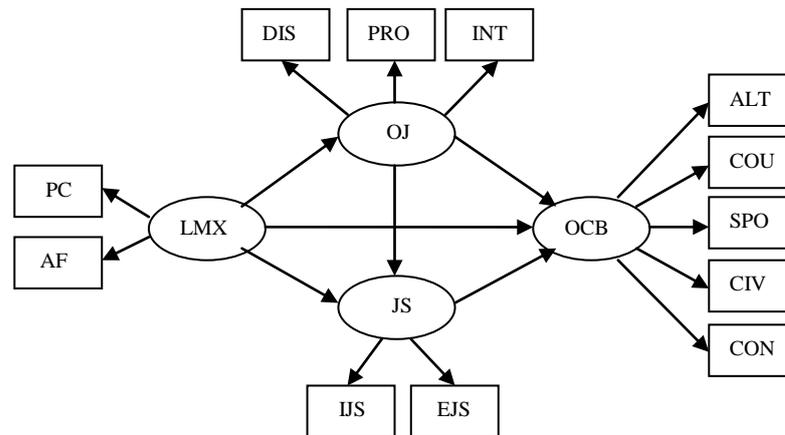


Fig. 1: Conceptual Framework.

Key: LMX = Leader-Member Exchange, PC = Perceived Contribution, AF = Affect, OJ = Organizational Justice, DIS = Distributive Justice, PRO = Procedural Justice, INT = Interactional Justice, JS = Job Satisfaction, IJS = Intrinsic Job Satisfaction, EJS = Extrinsic Job Satisfaction, ALT = Altruism, COU = Courtesy, SPO = Sportsmanship, CIV = Civic Virtue, CON = Conscientiousness, OCB = Organizational Citizenship Behavior

Regarding the conceptual framework, there are lots of researchers studying the relationships of LMX, organizational justice, job satisfaction, and OCB in a wide variety of fields. The conceptual framework was positively compatible with the following research findings. LMX, organizational justice, and job satisfaction are positively linked to OCB and are very important for general organizational success. It is important that the other organizations implementing large-scale manufacturing reformations need to pay great attention to LMX, organizational justice, job satisfaction, and OCB in order to effectively achieve business success.

4. Conclusion

The purposes of this study were to determine a conceptual framework and to develop a causal model of leader-member exchange, organizational justice, job satisfaction, and organizational citizenship behavior for textile mill employees in Thailand. The findings showed that the LMX, organizational justice, and job satisfaction have the strengths to mediate positive effect on OCB. In relation to the conceptual framework, this result was the extent to which organizational justice and job satisfaction positively mediate the influence of LMX on OCB. Team-building programs improve organizational performance. Managers have the responsibility to emphasize their employees for the organizational success. Managers are agents for change and act as role models and positive influences on their subordinates. As such, managers should pay particular attention to personal judgment not based on merit or performance. Improving the quality of LMX will increase employees' senses of organizational justice, job satisfaction, and OCB.

Development and maintenance of a mature leader-member exchange (LMX) relationship will benefit not only managers and employees, but also organization as a whole in the achievement of organizational growth and success. Leader-member exchange and organizational justice help organizations move toward better organizational citizenship behavior through job satisfaction. Organizations aiming to increase organizational citizenship behavior and achieve business goals should focus on developing leader-member exchange, organizational justice, and job satisfaction. Future research can benefit from a larger sample to bring more statistical power and a higher degree of representation. This study was done by empirically investigating Thai firms. Cultural limitation should be considered and it is suggested that future research should be done in other cultural contexts and other variables (i.e., organizational culture, organizational commitment, organizational learning, leadership style, job involvement, and employee engagement) to develop OCB and achieve business goals.

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