

Innovative Human Resource Practice: A Synthesized Framework and Causal Model of Leader-Member Exchange, Organizational Justice, Job Satisfaction, and Organizational Citizenship Behavior

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Abstract—Research objectives were to determine a synthesized 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, organizational justice, job satisfaction, and organizational citizenship behavior to determine the relationships of leader-member exchange, organizational justice, and job satisfaction on organizational citizenship behavior. Research findings indicated that dimensions of leader-member exchange, organizational justice, and job satisfaction have mediated positive effect on organizational citizenship behavior. Furthermore, organizational justice and job satisfaction positively mediate the relationship between leader-member exchange and organizational citizenship behavior.

Index Terms—Job satisfaction, leader-member exchange, organizational citizenship behavior, organizational justice.

I. INTRODUCTION

Organizational citizenship behavior (OCB) is the most important factor affecting employee performance [1]. Furthermore, organizational citizenship behavior will make the good results for employees and organizations [2]. Organizational citizenship behavior is the important factor relevant to the results-oriented organizations [3]. Organizational citizenship behavior improves organizational effectiveness through a multitude of ways [4]. Organizational citizenship behavior is the key factor for achieving productivity and performance in any organization [5]. Leader-member exchange (LMX) is positively correlated with turnover [6], support for innovation [7], organizational citizenship behavior [8], and productivity [9]. Organizational justice positively affects the employees' job satisfaction and organizational citizenship behavior [10].

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 [11]. According to [12], leader-member exchange 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 leader-member exchange [13], [14]. Greenberg [15] was one of the first authors to apply organizational justice theory to performance evaluation. According to [16], fairness is being considered in the organization.

Researchers are specifically interested in three kinds of justice. The first kind is distributive justice, which deals not only with the perceived fairness of the outcomes or allocations that organizational employees receive [17], but also with what the decisions are at the end of the appraisal process, or the content of fairness [18]. Erdogan [19] stated that the fairness of the rating establishes distributive justice perceptions in performance appraisal. Some studies found that employees expect ratings above average in relation to others [20]. Procedural justice, which refers to the fairness of the procedures used to decide outcomes and addresses fairness issues regarding the methods, mechanisms, and processes used to determine those outcomes [17]. Finally, the third kind of justice is interactional justice, which clearly establishes that people care about the fairness of the interpersonal treatment and communication that they receive [21]. According to [22], organizational justice has three major components of distributive justice, procedural justice, and interactional justice. Employees with the feeling of unfair organization will show the negative attitudes and perform the negative organizational citizenship behaviors [23].

According to [24], job satisfaction has two major components of intrinsic job satisfaction (level of satisfaction with features associated with the job itself) and extrinsic job satisfaction (level of satisfaction with various features associated with the environment). Locke [25] defined job satisfaction as a pleasurable or positive emotional state resulting from the appraisal of one's job and job experience. Williams and Hazer [26] stated that job satisfaction is associated with aspects of work environment and would develop more quickly than organizational commitment, which would require a worker to make a more global

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assessment of his relationship or her relationship to the organization. Job satisfaction is an immediate antecedent of intention to leave the workplace and turnover.

Unsatisfied workers will leave their jobs more than their satisfied colleagues [27]. Job satisfaction is a function of the perceived relationship between what one wants from his or her job and what one perceives the offers [28]. According to [29], job satisfaction refers to the extent to which employees gain enjoyment from their efforts in the workplace. Satisfaction can be considered as either positive or negative evaluative judgments made by people about their job or work situation [30]. Job satisfaction has been identified as a major requirement for organizations which aim to achieve excellence in their organizations [31].

Job satisfaction is a positive feeling about one's job resulting from an evaluation of its characteristics [32]. Job satisfaction is an emotional reaction and behavioral expression to a job that results from individual assessment of his or her work achievement, office environment, and work life [33]. Furthermore, job satisfaction is an emotional reaction and behavioral expression to a job that results from individual assessment of his or her work achievement, office environment and work life [33]. Job satisfaction includes several related attitudes. For example, people can experience emotional responses to remuneration, promotion opportunities, relations with superiors and colleagues, and the work itself [34]. When employees are satisfied with their jobs, they perform in their jobs [35].

According to [36], organizational citizenship behavior has five major components of altruism, courtesy, sportsmanship, civic virtue, and conscientiousness. Altruism is helping colleagues in the performance of their tasks [36]. 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 [37]. Courtesy means that employees treat others with respect [36]. 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 [36]. Conscientiousness is behavior that goes beyond the requirements established by organization in the workplace with working after hours for the benefit of the organization [36].

Organizational citizenship behavior represents individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and in the aggregate promotes the efficient and effective functioning of the organization [37]. Organizational citizenship behavior facilitates the social machinery of the organization, provides the flexibility needed to work through many unforeseen contingencies, helps employees in an organization, and copes with the otherwise awesome conditions of interdependence on each other [38]. Organizational citizenship behavior consists of employee behaviors going above and beyond the regular call of duty: constructive statements about the department, expression of personal interest in the work of others, suggestions for improvement, training for new people, respect for the spirit as well as the letter of housekeeping rules, care for organizational property, and punctuality and attendance well beyond standard or enforceable levels [39].

A big part of these concepts focuses on helping behavior defined as voluntarily helping others with, or preventing the occurrence of, work-related problems [40]. Indeed, helping behavior includes concepts such as helping and cooperating with others [41], interpersonal helping [42], helping co-workers [43], altruism [37], and sportsmanship [37]. Although less frequently, other researchers focalize on concepts such as promoting [44] and defending the organization [41]. Many researchers analyze the helping behavior in combination with concepts that can be considered as specific forms of organizational citizenship behaviors, namely individual initiative [44], civic virtue [37], organizational compliance [38], and self-development [44].

According to leader-member exchange theory [45], supervisors treat their subordinates differentially, leading to the development of relatively stable dyads that range from lower to higher quality exchanges [46]. Relative to lower-quality exchanges, higher quality exchanges are characterized by liking, loyalty, professional support and contributory behaviors [13]. The leader-member exchange involves the inter-personal relationships between leaders and followers. In general, these dyadic exchanges are thought to range on a continuum from high to low. High-quality exchanges are characterized by a higher level of trust, interaction, support and rewards than low-quality exchanges [13]. In higher-quality exchanges, both supervisors and subordinates enjoy advantageous rewards.

For instance, higher-quality exchange subordinates acquire favorable performance evaluations [47] and satisfying positions [48]. In return, supervisors receive committed, competent, and conscientious subordinates [49]. Research on leader-member exchange theory indicated that employees in high-quality exchanges enjoy an advantageous relationship with their supervisors. These subordinates are likely to feel obligated to reciprocate in kind by engaging in contextual performance directed toward the supervisor [50]. Schyns and Wolfram [51] compared follower and leader perceptions of leader-member exchange and found that followers' leader-member exchange is positively related to followers' attitudes whereas leaders' perceptions of leader-member exchange are linked to group performance.

Gerstner and Day [47] found significant relationships between leader-member exchange and job performance, and other variables related to satisfaction and turnover intention. There is a relationship of leader-member exchange and organizational citizenship behavior [52]. Leader-member exchange is found to be strongly related to individual-targeted citizenship behavior, emphasizing the relational nature of leader-member exchange [52]. Liao et al. [53] also recently found a significant relationship between leader-member exchange and employees' creativity.

Furthermore, there are additional benefits of achieving high leader-member exchange relationships such as employee willingness to share important information with the leader [54]. There is a perceived obligation on the part of subordinates to reciprocate high-quality relationships [55], [56]. This quality of interaction has been shown to predict subordinate outcomes like use of upward influence tactics [57] and absenteeism [58]. Leader-member exchange is positively related to distributive justice [59] and procedural

and interactional justice [60]. There are the positive relationships between organizational justice and job satisfaction [61], [62] and between procedural justice and organizational citizenship behavior [63], [64], [65] and different dimensions of organizational citizenship behavior like extra role behavior [66], conscientiousness, civic virtue, courtesy, and sportsmanship [3]. Furthermore, there are the positive relationships between interactional justice and organizational citizenship behavior [64], [67], [68] and between job satisfaction and organizational citizenship behavior [69], [70].

II. 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 [72] 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 [73] 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 leader-member exchange, organizational justice, job satisfaction, and organizational citizenship behavior, besides some demographic details like age, education, and tenure with the organization. Leader-member exchange was assessed using a ten-item scale created by [12]. They developed a two-dimensional leader-member exchange scale of perceived contribution and affect.

The leader-member exchange 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 [22]. 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 [24] 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 [36]. The 15 items of the organizational citizenship behavior questionnaire were designed to assess respondents' altruism, courtesy, sportsmanship, civic virtue, and conscientiousness.

III. RESULTS AND DISCUSSION

A synthesized framework and causal model are created. Research findings indicated that dimensions of leader-member exchange, organizational justice, and job

satisfaction have mediated positive effect on organizational citizenship behavior. Furthermore, organizational justice and job satisfaction positively mediate the relationship between leader-member exchange and organizational citizenship behavior.

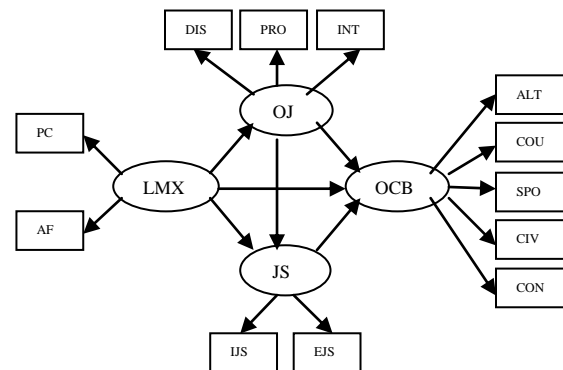


Fig. 1. Synthesized framework.

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 synthesized framework, there are lots of researchers studying the relationships of leader-member exchange, organizational justice, job satisfaction, and organizational citizenship behavior in a wide variety of fields. The synthesized framework was positively compatible with the following research findings. Leader-member exchange, organizational justice, and job satisfaction are positively linked to organizational citizenship behavior 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 leader-member exchange, organizational justice, job satisfaction, and organizational citizenship behavior in order to effectively achieve business success.

IV. CONCLUSION

The purposes of this study were to determine a synthesized 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 leader-member exchange, organizational justice, and job satisfaction have the strengths to mediate positive effect on organizational citizenship behavior. In relation to the synthesized framework, this result was the extent to which organizational justice and job satisfaction positively mediate the influence of leader-member exchange on organizational citizenship behavior. 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 leader-member exchange will increase employees' senses of organizational justice, job satisfaction, and organizational citizenship behavior.

Development and maintenance of a mature leader-member exchange 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 organizational citizenship behavior and achieve business goals.

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