

Factors Affecting Organizational Citizenship Behavior of Passenger Car Plant Employees in Thailand

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Abstract

Research objectives were to determine the conceptual framework and to develop the causal model of factors affecting organizational citizenship behavior of passenger car manufacturing plant employees in Thailand. The study reported the responses of 672 operational employees from 14 passenger car manufacturing plants operating in different parts of Thailand. Data were analyzed with descriptive statistics using SPSS (version 11.5), tested with confirmatory factor analysis to confirm the heterogeneity of all constructs, and assessed with path analysis to test the cause and effect relationships among main constructs of the study using LISREL (version 8) with a structured questionnaire containing standard scales of organizational justice, job satisfaction, organizational commitment, and organizational citizenship behavior to determine the relationships of organizational justice, job satisfaction, organizational commitment, and organizational citizenship behavior. Research findings indicate that dimensions of organizational justice, job satisfaction, and organizational commitment have moderated the positive effects on organizational citizenship behavior. Job satisfaction fully mediates the relationship between organizational justice and organizational citizenship

behavior. Organizational commitment fully mediates the relationship between organizational justice and organizational citizenship behavior. Furthermore, job satisfaction is positively related to organizational commitment.

Keywords: Job Satisfaction; Organizational Citizenship Behavior; Organizational Commitment; Organizational Justice

Introduction

Operational employees working in passenger car manufacturing plants in Thailand engage in less organizational citizenship behavior for some cases. Manufacturing sector has been usually considered to be the cornerstone and pillar of economic growth and development. Thai government believes that to survive in the competitive world economy, quality manufacturing is the key variable. Grounded in this belief, manufacturing reforms have taken place directed toward improving the quality of manufacturing sector. These reforms in Thailand are demanding greater performance and organizational citizenship behavior from employees. The executive committees and CEOs will require to make their organizations effectively successful by finding out the way to reduce the organizational expenses to survive in the long term. Organizational citizenship behavior (OCB) is the most important factor affecting the individual performance (Podsakoff and MacKenzie, 1994), business performance, industry performance and gross domestic product. OCB is the key factor for achieving productivity and performance in any organization (Bukhari and Ali, 2009). OCB will affect the employees about the insecurity and unfairness because all the employees require the justice and worthwhile benefits according to their capabilities, experiences and endeavors (Schaubroeck et al., 1994).

In the situation of change and competition, all organizations have to define the operational strategies and follow up the action plans effectively concerning the good management and planning especially for human resource management to expand organizational potential. However, the high performance employees are insufficient to meet organizational requirements because all current organizations need employees performing job satisfaction, organizational commitment, and OCB to make organization effectively successful. Organizational justice is the important factor affecting the employees' attitude and working behavior. Employee with the feeling of unfair organization will show the negative attitude and perform the negative OCB (Skarlicki et al., 2008) such as stealing stuffs in organization (Greenberg, 1990), performing

negligent behavior, namely resignation, absenteeism, and omission (Kernan and Hanges, 2002), revenging organization (Skarlicki and Folger, 1997), suing organization (Wanberg et al., 1999) and performing aggressive behavior in the workplace (Dietz et al., 2003). All the prescribed behaviors will affect organizational performance. In particular, employees receiving fair benefits suitable for their requirements will build high self-esteem and job satisfaction (Schaubroeck et al., 1994). Sweeney and Quirin (2008) defined organizational justice will affect employees' performance, job satisfaction, organizational commitment, and OCB. Organ and Bateman (1991) defined job satisfaction shows the trend in belief, feeling, attitude about boss, and job characteristics. Employees having job satisfaction will perform good intentions and organizational commitment making organizational performance better. Valez (1972) proposed two dimensions of job satisfaction, namely intrinsic job satisfaction and extrinsic job satisfaction. Organizational commitment is the good relationship making employees devoted to organizational mission (Steers, 1977) and is the strong desire to keep the employees' status alive (Allen and Meyer, 1990) in order to support and make organization better (Steers and Porter, 1983). Allen and Meyer (1990) defined organizational commitment is the employees' mind condition to organizations comprising three dimensions, namely affective commitment, continuance commitment, and normative commitment. Organ (1988) defined OCB is the employees' behavior excluding the assigned responsibilities so the employees will satisfy to perform for organizational benefits without any requirement from organization. Desimone (2002) defined OCB will make good results for employees and organizations. Moorman (1991) defined OCB is the important factor relevant to results-oriented organizations.

According to Judge and Colquit (2004), the concept of organizational justice has three components, namely distributive justice, procedural justice, and interactional justice. Distributive justice is concerned with employees' satisfaction with their work outcomes. There is a general agreement among researchers that distributive justice leads

to organizational effectiveness (Tang and Sarsfield-Baldwin, 1996). Employees' perceptions of distributive justice are based largely on comparisons with others inevitable in the workplace. For example, co-workers may compare their salaries, working hours, and benefits. If the comparison result is positive, they are likely to feel positive toward the system. However, if the result is negative – employees have a sense that they are at an unfair disadvantage relative to others – they may wish to challenge the system that has given rise to this state of affairs. Systems in which resources are distributed unfairly can become quite prone to disputes, mistrust, disrespect, and other social problems. Procedural justice is related to the fairness of the processes by which decisions are made. People feel affirmed if the procedures that are adopted treat them with respect and dignity, making it easier to accept even outcomes they do not like. Perceptions of procedural justice have consistently been shown to affect a variety of outcome variables. McDowall and Fletcher (2004) defined characteristics of any review and development system are related to both an overall supportive feedback and communication structure and to the changes in attitudinal measures. Interactional justice refers to the nature of the relationship between the employee and his supervisor or her supervisor. More specifically, it deals with three sub-factors, namely fairness, superior-subordinate communication, and trust. Firstly, the sub-factor is fairness, one of the most important factors of work environment influencing manager-employee relationships, employee-employee relationships, and organization-employee relationships. Cottringer (1999) defined creating and managing fairness are important for organization because it has an impact on employees' attitudes and performance. Secondly, the sub-factor is superior-subordinate communication. Developing an effective communication system which facilitates the daily interactions between employees and their supervisors is essential for work organizations. More specifically, the employee-immediate supervisor communication is assumed to have an impact on employee's loyalty and performance (Tang and Sarsfield-Baldwin, 1996). Kane (1996) suggested having an effective two-way

communication system within organization fosters greater loyalty and performance. Likewise, Sanchez (1999) stated two-way communication is an important factor in today's business environment. He suggested some strategies for creating successful employee communication in the information age. Thirdly, the sub-factor is trust. This is an important element of work life that is increasingly assumed to play an important role in determining employees' actions and interactions. Cole and Cole (1999) suggested the volatile corporate world of downsizing, mergers and organizational restructuring have shattered employee's security and confidence. Therefore, gaining employee's trust is essential.

Research supported a four-factor structure of organizational justice, consisting of distributive justice, procedural justice, interpersonal justice, and informational justice (Colquitt, 2001; Colquitt et al., 2001). All four justice dimensions are related to affective and normative organizational commitment (Colquitt et al., 2001; Masterson et al., 2000; Meyer et al., 2002). Interpersonal justice concerns the degree to which authorities treat people with politeness, dignity, and respect. Informational justice refers to the explanations given to employees as to why procedures are used in a certain way or why outcomes are distributed in a certain fashion (Colquitt et al., 2001). Distributive and procedural justice appear to be more directly linked to direct (and representative) participation than the other two justice factors. Concerning distributive justice (Adams, 1963), people compare their rewards, costs, and investments with others. They psychologically evaluate everything of personal value (i.e., pay, career opportunities, and participation) in relation to their inputs (i.e., education, tenure, performance, and skills) and compare this relation of input and output to those of other people. Translated to employee participation, distributive justice occurs when employees perceive that comparable others are receiving better and more participation opportunities for an equal or even lesser input, or equal opportunities for less or more input. This study contributes to organizational justice literature in a similar way as the research, conducted by Andersson-Straberg et al. (2007), does for distributive pay justice. Andersson-Straberg et al. (2007) were the first

to apply Colquitt's (2001) measure to individualized pay.

According to Valez (1972), Job satisfaction has two components, namely intrinsic job satisfaction and extrinsic job satisfaction. Locke (1976) defined job satisfaction is a pleasurable or positive emotional state resulting from the appraisal of one's job and job experience. It results from the perception that an employee's job actually provides what he or she values in the work situation. Researchers have studied job satisfaction as a global concept and as a concept with two distinct facets, which include 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 in which the work is performed) (Bogler, 2001; Dinham and Scott, 2000). Most of the research has studied job satisfaction as an antecedent to organizational commitment (Koch and Steers, 1978; Mathieu and Zajac, 1990; Porter et al., 1974; Vandenberg and Lance, 1992) and organizational citizenship behavior (Bateman and Organ, 1983; Podsakoff et al., 1990; Schnake, 1991; Smith et al., 1983). Job satisfaction increases or decreases based on increase or decrease in OCB (Sharma et al., 2011). Job satisfaction is an antecedent of organizational commitment (Porter et al., 1974). Williams and Hazer (1986) stated 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 assessment of his relationship or her relationship to the organization. Although research is not conclusive on the causal order of job satisfaction, organizational commitment and OCB, the job satisfaction will be considered as an antecedent to organizational commitment and OCB (Currivan, 1999; Van Scotter, 2000). 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 (Martin, 1990). Job satisfaction is a function of the perceived relationship between what one wants from his or her job and what one perceives the offers (Locke, 1969). According to Fogarty (1994), 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 (Weiss, 2002). Job satisfaction is defined as a person's evaluation of his or her job and work context (McShane, 2004) and as a global feeling about the job or as a related constellation of attitudes about various aspects or facets of the job (Spector, 1997). Empirical evidences revealed job satisfaction, organizational commitment are consistently related to OCB (Knights and Kennedy, 2006). Job satisfaction is a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences (Locke, 1976). Job satisfaction has been identified as a major requirement for organizations which aim to achieve excellence in their organizations (Chiboiwa et al., 2011). Job satisfaction has been associated with organizational commitment (Boles et al., 2007; Pool and Pool, 2007). Some researchers further defined a strong social exchange relationship between employer and employee will help maintain positive working relationships and would elicit positive sentiments in employees such as job satisfaction, organizational commitment, and trust, which will inspire employees to engage in OCB (Chiboiwa et al., 2011). Although empirical studies carried out by various researchers showing the relationship between job satisfaction and OCB have produced inconsistent results, the majority of these studies revealed there is the strong and significant correlation between job satisfaction and OCB (Chiboiwa et al., 2011).

According to Allen and Meyer (1990), the concept of organizational commitment has three components of affective commitment, continuance commitment and normative commitment. Affective commitment refers to the employee's emotional attachment to, identification with, and involvement in, the organization. Continuance commitment refers to commitment based on the costs that the employee associates with leaving the organization. Normative commitment refers to the employee's feeling of obligation to remain with the organization. Organizational commitment is a psychological stabilizing or obliging force that binds individuals to courses of action relevant to the organization (Bentein

et al., 2005). Organizational commitment refers to an employee's belief and loyalty to the organization (Hackett et al., 2001). Organizational commitment is defined as the psychological attachment of workers to their organization (Lee, 2004). This concept is still one of the most challenging and researched concepts in the various fields of management and behavioral sciences (WeiBo et al., 2010). Organizational commitment is positively correlated with OCB (WeiBo et al., 2010), and job satisfaction (Cohen, 2006; Cooper-Hakim and Viswesvaran, 2005). With the increasing scale of change in organizations, managers are constantly seeking ways to generate employees' commitment, which translates to competitive advantage and work attitudes such as job satisfaction, performance, absenteeism, and turnover intentions (Lok and Crawford, 2001; Yousef, 2000). Although organizational commitment has been conceptualized as a multidimensional construct, it is the measure based on the additional approach which has most frequently been validated and used in previous studies (O'Reilly and Chatman, 1986; Steers, 1977). It is also the one that has generally been found to be associated with other variables of interest, such as absenteeism and turnover (Dunham et al., 1994; McFarlene-Shore and Wayne, 1993; Somers, 1995). One possible antecedent of organizational commitment that has remained relatively free of empirical investigation is organizational culture. For example, organizational culture is not included in a major review and meta-analysis by Mathieu and Zajac (1990) of empirical research on the antecedents and correlates of organizational commitment. Absenteeism is a large problem faced by employers and a great expense to companies – 789 US Dollar per employee per year, according to a 2002 survey (Demby, 2004). A large part of the problem is the employees' calling in sick when they are anything but sick. One recommendation to relieve this expense has been to increase job satisfaction. Research in this area has shown only a weak negative relationship (as satisfaction goes up, absenteeism goes down) between job satisfaction and absenteeism (Hackett, 1989). Employers are generally advised to improve employees' job satisfaction in an effort to decrease turnover, to the extent that job

satisfaction and turnover are negatively related (Griffeth et al., 2000).

A number of researchers have suggested job satisfaction is of special significance for an understanding of the influence of various other variables on organizational commitment. Causal models of organizational commitment and turnover (Iverson and Roy, 1994; Michaels, 1994; Taunton et al., 1989; William and Hazer, 1986) have suggested the effects of various antecedents on organizational commitment are mediated through job satisfaction. William and Hazer (1986) concluded a variety of variables (i.e., age, pre-employment expectations, perceived job characteristics, and consideration dimension of leadership style) influence the organizational commitment indirectly via their effects on job satisfaction. Organizational commitment has been defined as the psychological attachment of individuals to their employing organization (Mowday et al., 1982). Employees who perceive their needs as unmet growth in dissatisfaction and become increasingly attracted to competing places of employment (Tziner, 2006), and often result in voluntary termination and organizational turnover (Mathieu and Zajac, 1990). These studies stated employees enjoying high levels of organizational commitment are more satisfied and motivated in their work place than those who actively consider other employment.

According to Organ and Bateman (1991), Organizational citizenship behavior (OCB) has five factors, namely altruism, courtesy, sportsmanship, civic virtue, and conscientiousness. Altruism is helping colleagues in the performance of their tasks. 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 they treat others with respect. Civic virtue is defined as behavior that shows a concern for participating in corporate life – for example, by performing tasks that they are not required to perform, and doing so for the benefit of the organization. Conscientiousness is behavior that goes beyond the requirements established by the organization in the workplace – for example, working after hours for the benefit of the organization. Altruism

or conscientiousness, for example, might be actions performed in order to impress management. In some circumstances, OCB might be considered a tactic of the employee aimed at influencing those managers who are responsible for deciding future promotions and rewards. The positive contribution of OCB to organizational performance is widely accepted by the literature (Podsakoff and MacKenzie, 1994, 1997; Podsakoff et al., 2000). Organ (1988) defined OCB 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. OCBs facilitate the social machinery of the organization, provide the flexibility needed to work through many unforeseen contingencies, help employees in an organization, and cope with the otherwise awesome condition of interdependence on each other (Smith et al., 1983). OCB 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” (Organ, 1990).

According to Podsakoff et al. (2000), it is possible to identify several different forms of OCB characterized by a significant theoretical overlap. A big part of these concepts focuses on helping behavior, that can be defined as “voluntarily helping others with, or preventing the occurrence of, work-related problems” (Podsakoff et al., 2000). Indeed, helping behavior includes concepts such as helping and cooperating with others (Borman and Motowidlo, 1997), interpersonal helping (Graham, 1991), helping co-workers (George and Brief, 1992), altruism (Organ, 1988; Smith et al., 1983), and sportsmanship (Organ, 1988). Although less frequently, other researchers focalize on concepts such as promoting (George and Brief, 1992; Moorman and Blakely, 1995) and defending the organization (Borman and Motowidlo, 1997). Many researchers analyze the helping behavior in combination with concepts that can

be considered as specific forms of OCBs, namely individual initiative (Moorman and Blakely, 1995), civic virtue (Organ, 1988), organizational compliance (Smith et al., 1983), and self-development (Moorman and Blakely, 1995). Research shows job satisfaction is positively related to OCB (Ackfeldt and Coote, 2005; Becker and Billings, 1993; Gonzalez and Garazo, 2006; Ilies et al., 2006), and prosocial behavior (McNeely and Meglino, 1994).

According to Zhou and George (2001), employees respond to job dissatisfaction in one of four ways: exit, voice, loyalty, and neglect (Farrel et al., 1988). Firstly, consistent with turnover literature, dissatisfied employees may quit an organization all together in response to their job dissatisfaction (= exit). Secondly, dissatisfied employees may choose to remain in their organization and actively try to improve conditions searching for and coming up with new ways of doing things and advocating changes to make things better (= voice). Thirdly, employees may remain in organization but respond passively to their job dissatisfaction by accepting the status quo without raising any objections or making any suggestion for improvements (= loyalty). Lastly, employees may remain with organization and exhibit passive withdrawal behaviors such as putting forth less effort (= neglect). Zhou and George (2001) suggested leaving a job is a real option for dissatisfied employees. However, exit will not be a viable option for employees when high costs are associated with leaving and they are aware of these things. These costs can include inability to find alternative employment opportunities, being tied to a limited geographical area, inability to replicate job benefits elsewhere, and loss of job security. When the costs of quitting are perceived to be too high, dissatisfied employees feel to stay in organization concerning the better choice. Under these conditions, the employees are committed to their organizational values and goals, but rather because of necessity. This type of commitment has been referred to as “continuance commitment” (Allen and Meyer, 1996).

Continuance commitment ensures that employees do not resort

to exit in response to their dissatisfaction and ensures that organization members remain their organizations despite being dissatisfied or discontented. Dissatisfied employees who stay in an organization because of continuance commitment have two alternative responses to their job dissatisfaction in addition to voice or creativity: loyalty and neglect. Voice and creativity are active responses and loyalty and neglect are passive responses to job dissatisfaction (Farrel, 1983). The fundamental difference between two types of active response, namely exit and voice, is that exit can be destructive to an organization, whereas voice is constructive (LePine and Van Dyne, 1998). An employee's quitting (= exit) does not help an organization to correct the existing problems and may be a loss of valuable human resources for it. Some literature does show that there is a correlation between employee satisfaction and OCB. A meta-analysis defined OCB correlates with job satisfaction, perceived fairness, organizational commitment, and leader supportiveness (Organ and Ryan, 1995). Following the study of Chen et al. (2008), they found the positive relationship between organizational justice and OCB obtaining from 529 human resource employees based in Taiwan. Moon et al. (2008) found the positive relationship between organizational justice and OCB from 253 engineers working in India-based oil company. Nadiri and Tanova (2010) stated the fairness of personal outcomes like fair distribution of pay, other rewards, and perceived fairness in the managers' interactions with their employees strongly impact employees' job satisfaction and turnover intentions. Furthermore, outcome fairness is more important with regard to organizational outcomes such as OCB. Karriker and Williams (2007) concluded when the supervisor make procedural and outcome fairness investments in relationship with employees, these relationships are enhanced, leading to employee behaviors that benefit the supervisor. Karriker and Williams (2007) concluded when an organizational culture is characterized by high-quality supervisor-employee relationships, the ramifications for overall productivity and performance are impressive. Tremblay and Roussel (2001) found the positive relationship between organizational

justice and job satisfaction obtaining from 3,067 managers working in Canada-based 41 organizations. Simons and Roberson (2003) found the positive relationship between organizational justice and job satisfaction obtaining from 4,593 hotel operators working in 97 organizations in the United States of America and Canada. According to Laschinger and Finegan (2005), they stated perceptions of fair management practices, feelings of being respected in work settings, and trust in management strongly influence employees' job satisfaction and organizational commitment. Masterson (2001) found the positive relationship between organizational justice and organizational commitment obtaining from 187 university lecturers and 2,172 university students. Gonzalez and Garazo (2006) found the positive relationship between job satisfaction and OCB obtaining from hotel receptionists working in Spain-based 149 hotels. Samuel et al. (2006) found the positive relationship between job satisfaction and OCB obtaining from 700 elementary school teachers working in Tanzania-based 70 elementary schools. Kinicki et al. (2002) did the meta-analysis and found the positive relationship between job satisfaction and organizational commitment obtaining from 152 research papers during the period 1975 -1999. Furthermore, LePine et al. (2002) did the meta-analysis and found the positive relationship between organizational commitment and OCB.

Materials and Methods

The study was carried out from 14 passenger car manufacturing plants in Thailand. The samples consisted of 672 operational employees selected from 27,046 operational employees (retrieved from The Federation of Thai Industries Directory 2012) by using the formula of Yamane (1970) for a 96% confidence level with a 4% margin of error with a 10% tolerance of total samples by the proportional random sampling method for 14 passenger car manufacturing plants in Thailand. The questionnaires consisted of two parts: The first part was the demographic questionnaire with the respondents' biographical, educational information and working experience in the passenger car

manufacturing plants. The second part had 88 questionnaires referring to the following four latent variables: (1) organizational justice, (2) job satisfaction, (3) organizational commitment, and (4) OCB. Further explanations of the variables were given when requested. The respondents received and answered the questionnaires at their workplace. Data were collected for approximately one month. 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 on a seven-point Likert scale ranging from 1 (= strongly disagree) to 7 (= strongly agree). 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 on a seven-point Likert scale ranging from 1 (= strongly disagree) to 7 (= strongly agree). Organizational commitment was measured using organizational commitment questionnaire developed by Allen and Meyer (1990). The 18 items of the organizational commitment questionnaire were designed to assess respondents' loyalty and desire to remain with the organization, their acceptances of the organizational goals, and the willingness to put the extra effort to help the organization succeed in a complex environment on a seven-point Likert scale ranging from 1 (= strongly disagree) to 7 (= strongly agree) including affective commitment, continuance commitment, and normative commitment. OCB 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 on a seven-point Likert scale ranging from 1 (= strongly disagree) to 7 (= strongly agree). Survey questionnaires were collected from samples of 672 operational employees and were put into the SPSS for Windows (version 11.5) program for statistical

analysis. Where appropriate, summarized measures were calculated by the average of sets of items to form the study variables, as described above. Means, standard deviations and intercorrelation were calculated to present the general results of the study. Cronbach's alpha coefficients to define the reliability were calculated for all variables derived from summative scales. To define the relationship of organizational justice, job satisfaction, and organizational commitment on OCB, path analysis of LISREL software (version 8) (Joreskog and Sorbom, 1993) has been utilized. Confirmatory factor analysis (CFA) was also employed to confirm the heterogeneity of organizational justice, job satisfaction, organizational commitment toward OCB constructs. Path analysis, using LISREL version 8 software package (Joreskog and Sorbom, 1993), was utilized in this study to test the cause and effect relationships among the main constructs of the study. Employing the procedures suggested by Bagozzi and Yi (1988), the measurement model was tested for convergent validity (i.e., the degree of association between measures of a construct) and discriminant validity (i.e., the degree to which measures of construct are distinct). The discriminant validity of the model (tested by calculating the difference between one model which allowed the correlations between the constructs to be constrained to unity perfectly correlated, and another model which allowed the correlations between the constructs to be free) was supported.

Confirmatory factor analyses were conducted using path analysis to examine further the proposed single-factor structure of the scales: Four fit indices were used to assess each scale's factor structure: Comparative Fit Index (CFI), which is affected less by sample size than other indices such as the normed fit index; Goodness of Fit Index (GFI), which indicates the proportion of the observed covariances that is explained by the model-implied covariances; Adjusted Goodness of Fit Index (AGFI), which is an adjusted form of the GFI that takes into account model complexity; and Root Mean Square Residual (RMSR), which indicates the amount by which the sample variances and covariances differ from estimates obtained using the hypothesized model. In order

to demonstrate adequate model fit, the values for CFI, GFI and AGFI should all be greater than 0.9 while the value of the RMSR should be less than 0.1 (Hair et al., 1998).

Results

Research findings indicate that dimensions of organizational justice, job satisfaction, and organizational commitment have moderated the positive effects on OCB. Job satisfaction fully mediates the relationship between organizational justice and OCB. Organizational commitment fully mediates the relationship between organizational justice and OCB. Furthermore, job satisfaction is positively correlated with organizational commitment. It is important that the other organizations implementing large-scale manufacturing reformations need to pay great attention to operational employees' job satisfaction and organizational commitment because the workloads given to operational employees will make the large amounts of stress on operational employees. OCB will effectively increase employee performance (Podsakoff and MacKenzie, 1994), increase business performance, and increase industry performance, respectively.

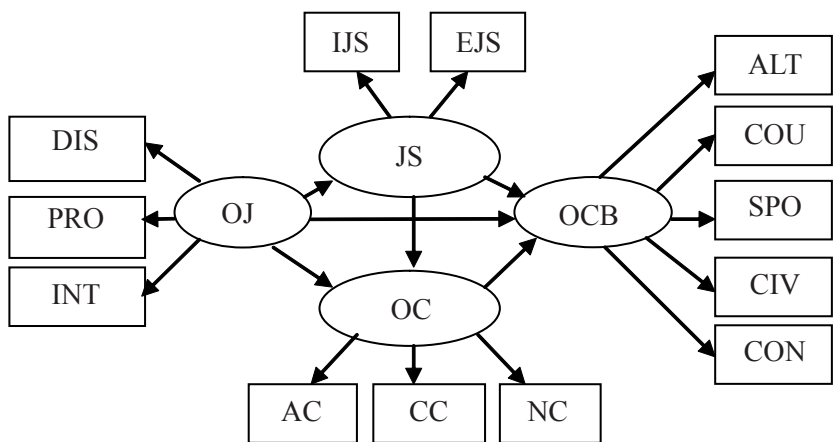


Figure 1 Conceptual Framework

Key: OJ = Organizational Justice, DIS = Distributive Justice, PRO = Procedural Justice, INT = Interactional Justice, JS = Job Satisfaction, IJS = Intrinsic Job Satisfaction, EJS = Extrinsic Job Satisfaction, OC = Organizational Commitment, AC = Affective Commitment, CC = Continuance Commitment, NC = Normative Commitment, OCB = Organizational Citizenship Behavior, ALT = Altruism, COU = Courtesy, SPO = Sportsmanship, CIV = Civic Virtue, CON = Conscientiousness

Discussion

Regarding the conceptual framework, there are lots of researchers studying about the relationships among organizational justice, job satisfaction, organizational commitment, and OCB in a wide variety of fields. The created conceptual framework is positively compatible with the following research findings. Organizational justice, job satisfaction, and organizational commitment are closely linked to OCB and are very important for general organizational success. It is required to have an understanding of what variables lead to key increases in organizational justice, job satisfaction, organizational commitment, and OCB. When

employees are effectively engaged in their job duties and tasks, they help the organization to achieve the higher order effectiveness and performance (Golparvar and Javadian, 2012). Employees expect organization to pay sufficient attention to their needs, position, and performance concerning organization justice. Furthermore, in many situations, the emotional basis of job satisfaction is rooted in congruence between outcomes and expectations (Luthans, 1998). When employees are satisfied with their jobs, they effectively perform in their jobs (Golparvar and Javadian, 2012).

Conclusion

The purposes of this study were to determine the conceptual framework and to develop the causal model of factors affecting OCB of operational employees working in passenger car manufacturing plants in Thailand based on the concept of Organ and Bateman (1991). In order to assess the above relationships, a survey study was undertaken in 14 passenger car manufacturing plants operating in different parts of Thailand, where data were collected from a sample of operational employees. From the created conceptual framework, the study findings show that the organizational justice, job satisfaction, and organizational commitment have strengths to moderate positive effects on OCB. Job satisfaction fully mediates the relationship between organizational justice and OCB. Organizational commitment fully mediates the relationship between organizational justice and OCB. Furthermore, job satisfaction is positively related to organizational commitment.

Further research is needed to confirm the results obtained in the present study. Further research will show us if it is worthwhile to examine the extent to which job satisfaction mediates the effects of organizational justice on organizational commitment and OCB. Future research should use other potential mediating variables to investigate the impact of organizational justice on organizational commitment and OCB. Instead of using job satisfaction and organizational commitment as the mediators, other variables (i.e., organizational climate, trust

in the leader, and satisfaction with the leader) could be used as the mediators to measure the impact of variables on organizational justice and OCB. This would enable researchers and managers to know the value of the mediating role of different variables. The results define organizational justice fosters the extent of job satisfaction, organizational commitment, and OCB. These findings have obvious implications for the preparation and training for employees in Thailand. It is important to train manufacturing employees so that they can acquire the effective job satisfaction and organizational justice.

Job satisfaction and organizational commitment can be considered as the important variables that can be strategically adapted in order to enhance organizational justice and OCB. Managers implementing large-scale manufacturing reforms need to pay great attention to job satisfaction and organizational commitment because the tasks strongly lead to job stress and employees' turnover intention. The steps to increase job satisfaction and organizational commitment seem to be a very important policy strategy in the Thai manufacturing perspective that will make operational employees perform the needed extra effort for the success of manufacturing to reach the ultimate goals of organization success.

Acknowledgements

I wish to express my gratitude to Dr. Somdech Rungsisawat, Dean of Faculty of Management Sciences, Suan Sunandha Rajabhat University in Thailand, for his invaluable guidance. I also wish to express my appreciation to Assistant Professors Dr. Thanasuwit Thabhiranrak, Director of Doctor of Business Administration program at Suan Sunandha Rajabhat University in Thailand, and all university lecturers at the Faculty of Management Sciences at Suan Sunandha Rajabhat University for their research supports in the true spirit of friendship.

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