

# The Impact of Two Job-related Factors on Organizational Citizenship Behavior

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## Abstract

It is well-known among researchers of organizational behavior (OB) that job satisfaction affects organizational citizenship behavior (OCB). Another job-related factor is perceived person-job fit (PJF). Although PJF is related to job satisfaction, the former is a perceptual factor regarding the perceived fit of an individual's beliefs and skills to their job, while the latter is a positive attitude toward an individual's job. This study assumes that, along with an individual's positive attitude toward their job, one's perception regarding their fit to the job is also necessary for enhancing OCB, and empirically examines the moderating effect of PJF on the relationship between job satisfaction and OCB. As a result of analyzing the data collected from 416 working people, job satisfaction is revealed to have a significantly positive impact on OCB only when PJF is high. This study demonstrates the necessity of considering PJF separately from job satisfaction, although both concepts are job-related factors and a relatively high correlation is observed between them.

**Keywords:** organizational citizenship behavior (OCB), perceived person-job fit, job satisfaction

## 1. Introduction

Ever since research on organizational citizenship behavior (OCB) started in the early 1980s, job satisfaction has been considered to be one of the primary antecedents affecting OCB. As detailed in Organ, Podsakoff, and MacKenzie (2006), considering the scope of employees' behaviors that were more affected by job satisfaction than formal jobs served to encourage researchers of organizational behavior to take an interest in extra-role behaviors like OCB (Organ, 1977; Bateman & Organ, 1983; Smith, Organ, & Near, 1983). Today, the effect of job satisfaction on OCB is considered to be a basic assumption or is taken as a "given." Theoretically, it has been considered that highly satisfied individuals recognize the various benefits they stand to gain from an

organization and want to reciprocate the same by exhibiting extra-role, contributive behaviors to the organization (Organ, 1988).

However, it is also true that, given such a history, we are imbued with the implicit assumption that the positive effect of job satisfaction on OCB is a universal phenomenon, and there is no need to consider the possibility of this effect being more robust in one situation than in another. However, this appears to be an oversimplified assumption. The effect of job satisfaction on OCB varies with respect to different situations in and around employees. Our focus must be on the circumstances under which job satisfaction influences OCB to a greater or lesser degree.

This study focuses on the effect of perceived person-job fit (PJF) on OCB in addition to that of job satisfaction. PJF might appear similar to job satisfaction. However, although they are similar in being job-related factors, PJF is a perceptual factor regarding a person's aptitude or skill to perform their job, while job satisfaction is an attitudinal factor regarding how much they like their job.

Currently, PJF is not necessarily a widespread concept. First, this study focuses on this perceptual factor as an important antecedent of OCB, and then goes on to empirically examine whether PJF has the primary effect on OCB and a moderating effect on the relationship between job satisfaction and OCB. Through this empirical study, this paper reveals that the two factors vary from each other conceptually as well as empirically.

## **2. The Concept of Perceived Person-Job Fit**

PJF is a concept first proposed by Xie and Johns (1995). Their aim was to reveal, empirically, the U-shaped effect of job scope on job stress and that this effect was moderated by PJF. According to them, PJF is a subjective indicator of the person-environment fit and defined as "the job holder's perceptions of the fit between job demands and his or her ability," (p.1292). They found that high PJF employees experienced less exhaustion and anxiety compared to low PJF employees working complex jobs.

As the fit of working persons with an organizational factor, the person-organization fit is well-known. Chi and Pan (2012) argued that past studies on fit could be classified into person-organization fit and person-job fit. The person-job fit is further divided into a perceived need-supply fit that is defined as "the perceptions of the needs of a person

and what is supplied by a job” (p.44) and perceived demand-ability fit that is referred to as “the match between the demands of a job and the abilities of a person” (p.44). Further, Pen and Mao (2015) considered job fit to be composed of three aspects: congruence fit, needs-supplies fit, and demands-abilities fit. Here, congruence fit related to the fit between people and their posts and needs-supplies fit was associated with rewards to match people’s demands and expectations. Demands-ability fit related to the fit between one’s ability and job requirement, which, in a narrow sense, is PJF.

Because PJF is a relatively new concept, researchers do not necessarily use this term commonly. However, other researchers have also referred to different names to represent concepts similar to PJF.

First, Michell, Holton, Lee, Sablinski, and Erez (2001) proposed the concept of job embeddedness. Although job embeddedness is different from PJF, it includes “fit” as an element. This fit was defined as “an employee’s values, career goals, and plans for the future must fit with the larger corporate culture and the demands of his or her immediate job (job knowledge, skills, and abilities)” (p.1104). They cited Cable and Parsons’s (1999) description, where fit “represents a cognitive belief rather than an emotional response” (Cable & Parsons, 1999, p.24), and said, “our embeddedness construct is not as affect-driven as the Allen and Meyer (1990) organizational commitment construct” (p.1106). This concept of fit is considered to be associated with that of PJF.

Chilton, Hardgrave, and Armstrong (2005) also indicated the importance of “the fit between the preferred cognitive style of a software developer and his or her perception of the cognitive style required by the job environment” (p.193) when considering their mental health and productivity. They believed this fit to affect people’s stress levels and performance, and defined person-job fit as “the compatibility between the individual and the tasks a person is expected to accomplish in exchange for employment, as well as the characteristics of those tasks” (p.198).

Ehrhart (2006) defined subjective person-job fit as “individuals’ perceptions regarding how well they fit with a particular job” (p.195) and examined the premise that this fit was affected by job characteristic beliefs (JCBs). She also considered the moderating effect of one’s personality on this relationship.

Then, how does PJF differ from job satisfaction? Resick, Baltes, and Shantz (2007) approached person-organization fit as “a person’s perception of his or her compatibility with an organization’s culture and members” (p.1447). This point may also apply to the

difference between PJF and job satisfaction, as previously described.

Some researchers treated PJF (or a similar concept) and job satisfaction as different concepts for their analysis. For example, Chhabra (2015) examined the model that job satisfaction and organizational commitment would mediate the effect of PJF on one's intent to leave an organization. Pen and Mao (2015) also considered that PJF would influence self-efficacy which, in turn, affects job satisfaction.

Thus, past research does focus on PJF and empirically examine its various models, including PJF as a factor different from job satisfaction. However, PJF is yet to be explored as an antecedent of OCB.

### **3. Moderating Effect of Perceived Job Fit on the Satisfaction-OCB Relationship**

As PJF is related to an individual's confidence in their ability or skills to perform a job, an individual with high PJF is considered as having a high degree of motivation to not only perform a formal job but also display OCB. That is, PJF can be considered to have a positive impact on OCB.

Further, PJF can be also considered to moderate the positive effect of job satisfaction on OCB. According to research on job satisfaction as an antecedent of OCB, individuals perform OCB as a repayment to the organization for satisfying them (Organ, 1988). However, this idea assumes that satisfied individuals recognize that their ability and skills are sufficient to fulfil their in- and extra-role toward the organization. Even if they feel indebted to the organization but are not confident in their ability to contribute to it, they will continue to lack solid motivation to devote effort to such behaviors. This implies that one's perception of the sufficiency of their ability and skills regarding their job may have a moderating effect of job satisfaction on OCB.

Although not strictly adhering to OCB, Xie and Johns (1995) considered PJF to moderate job scope and job stress by referring to Schuler (1980). Schuler (1980) explained three reasons to consider the moderating effects of one's ability on the stressor-stress relationship. "(1) ability decreases stress by reducing an individual's perception of uncertainty, (2) high-ability individuals can choose a better strategy to deal with stressors than low-ability individuals, and (3) high-ability individuals may find dealing with stressors intrinsically rewarding rather than stressful" (p.1292). These reasons are also applicable to considering the moderating role of PJF on the relationship between job satisfaction and OCB.

Then, assuming PJF is a measure of self-confidence in one's own ability to work, the following hypotheses can be proposed.

H1: PJF has a positive impact on OCB.

H2: PJF moderates a positive effect of job satisfaction on OCB. Concretely, a positive effect of job satisfaction on OCB will be more substantial when PJF is high than when it is low.

#### **4. Method**

##### *Participants*

The author collaborated with Macromill Corp. to collect data from working persons online. This corporation has people registered to be survey respondents at the company's request. For this study, working persons who work in a team were asked to respond to the questionnaire. Although the requirement might have been somewhat unique, it was crucial to OCB research because some OCB items, as exemplified by "helping", assume that a focal worker works with others such as a supervisor and/or coworkers. The data were collected in February 2021. A total of 416 workers participated. Because the author also asked the company to collect the data equally from male and female workers, there were 213 male and 213 female respondents. They ranged from 20 to 60 years of age, with an average age of 39.98. About forty-six percent of them were unmarried, and about fifty-four percent were married. While the author and the company did not specify respondents' nationality, most of the respondents were assumed to be Japanese because all the items of the questionnaire had been presented in Japanese.

##### *Measures*

**Job satisfaction.** Brayfield and Rothe (1951) developed 18 items to measure overall job satisfaction and a six-item version of them was created by Agho, Price, and Mueller (1992). Job satisfaction was measured as the mean response to Agho et al.'s (1992) six-item version on a five-point scale ranging from 1 (disagree) to 5 (agree). Cronbach's alpha for this scale is 0.826 in this study.

**Perceived ability-job fit.** Following Xie (1996), perceived ability-job fit was measured as the mean of the responses to a five-point scale ranging from 1 (disagree) to 5 (agree). Cronbach's alpha for the scale in this study is 0.744.

**Comprehensive OCB.** Farh, Early, and Lin (1997) developed the OCB scale for

individuals working in the backdrop of Chinese culture. The East Asian countries including Japan are historically influenced by Chinese culture. In this study, the mean of the responses of their twenty-item scale ranging from 1 (disagree) to 5 (agree) was utilized to measure comprehensive OCB. Although their original scale was divided into five sub-scales representing five different dimensions of OCB, a comprehensive OCB measure was used because, through exploratory factor analysis, definitive sub-dimensions had not been figured out in this study (Ueda, 2021). Cronbach's alpha for the scale in this study is 0.802.

While the measurement of comprehensive OCB is vital to recognizing the widespread impact of the antecedent on OCB, past OCB studies have revealed that OCB can be classified into several dimensions. A fundamental classification of OCB is the distinction between OCB toward the organization and OCB toward other people in the organization. This study adopted the measures of interpersonal facilitation and job dedication.

Interpersonal facilitation. Although interpersonal facilitation is developed as a dimension of contextual performance, it has been often utilized as a measure of OCB because, as Organ (1997) admitted, the concept of contextual performance is considered to be the same as that of OCB. A seven-item scale developed by Van Scotter and Motowidlo (1996) was utilized in this study. This variable corresponds to altruism (Smith et al., 1983) or OCB-I (Williams & Anderson, 1991) of OCB dimensions. The Cronbach's alpha value is 0.793.

Job dedication. An eight-item scale developed by Van Scotter and Motowidlo (1996) was utilized to measure job dedication, an attribute is related to general compliance (Smith et al., 1983) or the OCB-O (Williams & Anderson, 1991). The Cronbach's alpha value is 0.763.

Gender and age. Gender (1: male, 2: female) and age (real) were also included as control variables.

## 5. Result

**Table 1** *Basic Statistics and Inter-correlations regarding Variables*

variables	Mean	Std. Deviation	Gender	Age	JS	PJF	C-OCB	IF
			Gender	1.500	0.501			
Age	39.976	10.886	-0.028					
Job Satisfaction (JS)	3.037	0.834	0.103*	0.118*				
Perceived Person-Job Fit (PJF)	3.280	0.735	0.049	0.107*	0.699**			
Comprehensive OCB (C-OCB)	3.491	0.498	0.096	0.152**	0.411**	0.469**		
Interpersonal Facilitation (IF)	3.473	0.676	0.077	0.036	0.358**	0.437**	0.750**	
Job Dedication (JD)	3.456	0.624	0.064	0.035	0.421**	0.450**	0.695**	0.618**

n = 416, \*\* :  $p < 0.01$ , \* :  $p < 0.05$

Table 1 shows basic statistics and inter-correlations among variables. As control variables, gender has a significant positive correlation with job satisfaction and age positively correlates job satisfaction and PJF. As for their correlations to dependent variables, gender shows no significant correlations to any OCB variable while age has a significant positive correlation with comprehensive OCB only. No significant correlation between age and interpersonal facilitation or job dedication is found although comprehensive OCB has a relatively strong correlation to these two OCB variables.

A significantly positive correlation between job satisfaction and PJF is found. Moreover, job satisfaction significantly and positively correlates to comprehensive OCB, interpersonal facilitation, and job dedication. PJF has similar relations with these OCB variables. All the results are consistent with our hypotheses.

### *Hierarchical Regression Analysis*

The results of hierarchical regression analysis are shown in Table 2 to 4. In these analyses, two control variables were entered in the equation, and then, two job-related variables were entered. Finally, the product of the two job-related variables was entered to examine the interactional effect of the two variables. Results using different OCB variables as dependent variables are displayed in each table.

Despite utilizing different OCB variables, all the results were similar to one another. Table 2 shows that both job satisfaction and PJF had a significant positive impact on comprehensive OCB in the second step and the positive impact of an interaction between the two variables on comprehensive OCB was also significant. This impact of the two job-related variables and their interaction was similarly observed when a

dependent variable was changed from comprehensive OCB to interpersonal facilitation and job dedication. A positive impact of an interaction between two variables implies that the positive impact of one variable is larger when the other variable is larger. This relationship should be observed by simple slope analysis.

**Table 2 Result of Hierarchical Regression Analysis (Comprehensive OCB)**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	F	Adj R <sup>2</sup>
	B	Std. Error	Beta				
1 (Constant)	3.058	0.118		25.841	0.000		
Gender	0.100	0.048	0.100	2.072	0.039	7.069**	0.028
Age	0.007	0.002	0.155	3.195	0.002		
2 (Constant)	3.211	0.106		30.289	0.000		
Gender	0.066	0.043	0.066	1.538	0.125		
Age	0.005	0.002	0.099	2.290	0.023	33.645**	0.239
Job Satisfaction (JS)	0.087	0.036	0.146	2.416	0.016		
Perceived Job Fit (PJF)	0.239	0.041	0.353	5.893	0.000		
3 (Constant)	3.175	0.102		30.992	0.000		
Gender	0.068	0.041	0.068	1.635	0.103		
Age	0.004	0.002	0.080	1.926	0.055	35.276**	0.292
Job Satisfaction (JS)	0.089	0.035	0.149	2.557	0.011		
Perceived Job Fit (PJF)	0.264	0.039	0.389	6.685	0.000		
JS×PJF	0.156	0.028	0.236	5.633	0.000		

a. Dependent Variable: Comprehensive OCB

**Table 3 Result of Hierarchical Regression Analysis (Interpersonal Facilitation)**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	F	Adj R <sup>2</sup>
	B	Std. Error	Beta				
1 (Constant)	3.219	0.163		19.781	0.000		
Gender	0.106	0.066	0.078	1.598	0.111	1.545	0.003
Age	0.002	0.003	0.038	0.778	0.437		
2 (Constant)	3.407	0.148		22.963	0.000		
Gender	0.066	0.060	0.049	1.097	0.273		
Age	-0.001	0.003	-0.013	-0.301	0.764	25.511**	0.191
Job Satisfaction (JS)	0.079	0.050	0.097	1.567	0.118		
Perceived Job Fit (PJF)	0.339	0.057	0.368	5.954	0.000		
3 (Constant)	3.378	0.147		22.980	0.000		
Gender	0.067	0.059	0.050	1.133	0.258		
Age	-0.002	0.003	-0.025	-0.556	0.578	22.965**	0.209
Job Satisfaction (JS)	0.080	0.050	0.099	1.615	0.107		
Perceived Job Fit (PJF)	0.358	0.057	0.389	6.337	0.000		
JS×PJF	0.129	0.040	0.143	3.230	0.001		

a. Dependent Variable: interpersonal facilitation

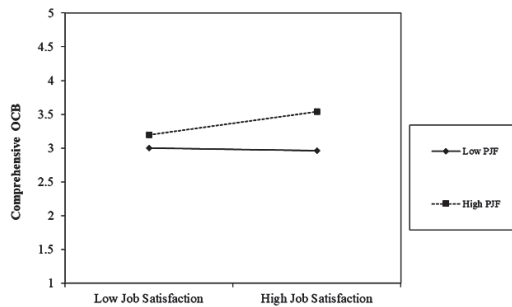


**Table 4 Result of Hierarchical Regression Analysis (Job Dedication)**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	F	Adj R <sup>2</sup>
	B	Std. Error	Beta				
1 (Constant)	3.249	0.150		21.611	0.000		
Gender	0.081	0.061	0.065	1.327	0.185	7.069**	0.028
Age	0.002	0.003	0.037	0.758	0.449		
2 (Constant)	3.454	0.135		25.662	0.000		
Gender	0.034	0.054	0.027	0.620	0.536		
Age	-0.001	0.003	-0.021	-0.479	0.632	33.645**	0.239
Job Satisfaction (JS)	0.155	0.046	0.207	3.385	0.001		
Perceived Job Fit (PJF)	0.261	0.052	0.307	5.051	0.000		
3 (Constant)	3.417	0.132		25.923	0.000		
Gender	0.035	0.053	0.028	0.666	0.506		
Age	-0.002	0.002	-0.036	-0.839	0.402		
Job Satisfaction (JS)	0.157	0.045	0.209	3.504	0.001	35.276**	0.292
Perceived Job Fit (PJF)	0.285	0.051	0.336	5.623	0.000		
JS×PJF	0.160	0.036	0.193	4.478	0.000		

a. Dependent Variable: job dedication

*Simple Slope Analysis*

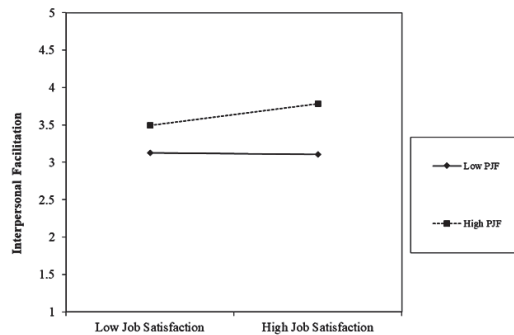


**Figure 1 Result of Simple Slope Analysis (Comprehensive OCB)**

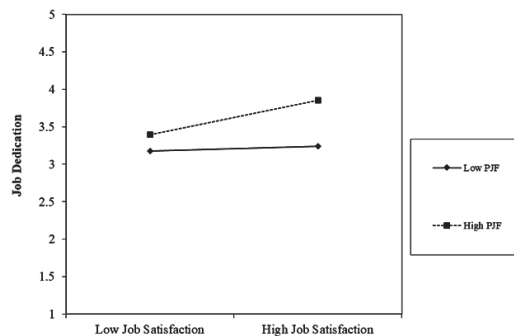
Figures 1 to 3 display the result of the simple slope analysis. Going by the convention of such an analysis,  $\mu \pm \sigma$  was adopted as the criteria for high and low values of an independent variable and a moderator. Figure 1 shows the result of the simple slope analysis when comprehensive OCB was utilized as a dependent variable. As shown in this figure, the impact of job satisfaction on comprehensive OCB is significantly positive when PJF is high (gradient of slope: 0.204, t-value: 5.039,  $p < 0.001$ ). However, when PJF is low, job satisfaction does not influence comprehensive OCB significantly any longer (gradient of slope: -0.026, t-value: -0.654,  $p = 0.514$ ).

Next, even when different OCB measures are utilized as dependent variables, the result remains nearly unchanged. Figure 2 displays the result of the simple slope analysis when interpersonal facilitation is used as a dependent variable. This figure is fairly similar to Figure 1. In this figure, while the impact of job satisfaction on OCB is significantly positive when PJF is high (gradient of slope: 0.175, t-value: 3.017,  $p = 0.003$ ), it is not significant when PJF is low (gradient of slope: -0.014, t-value: -0.246,  $p = 0.806$ ). The result of using job dedication as a dependent variable is displayed in Figure 3. This figure also highlights that the effect of job satisfaction on job dedication is significantly positive only when PJF is high (gradient of slope: 0.274, t-value: 5.269,  $p < 0.001$  for high PJF; gradient of slope: 0.039, t-value: 0.754,  $p = 0.451$  for high PJF for low PJF).

All these results support H2.



**Figure 2 Result of Simple Slope Analysis (Interpersonal Facilitation)**



**Figure 3 Result of Simple Slope Analysis (Job Dedication)**

## 6. Discussion

OCB researchers have, so far, considered the positive impact of job satisfaction on OCB as common knowledge of sorts. However, this study reveals that job satisfaction does not significantly influence OCB when PJF is low. A high correlation between job satisfaction and PJF is usually expected and shown in Table 1, and so it may not necessarily be incorrect to recognize the positive effect of job satisfaction on OCB regardless of PJF. However, PJF is a variable different from job satisfaction, and, in reality, some employees like their job but do not possess high confidence levels when it comes to performance, or vice versa.

Why does job satisfaction not affect OCB when PJF is low? As already described, if employees recognize their gains from the organization but are underconfident, they do not understand how to contribute to the organization. In particular, OCB is a kind of behavior that is not specified by the job description. When employees are not confident in fulfilling the duties enlisted in the job description, they lack motivation to do their job, let alone undertake tasks beyond the job description.

Further, low PJF becomes a source of stress because every employee detests recognizing their lack of ability or aptitude in performing a job. Low PJF employees feel highly stressed, and they are not willing to exhibit OCB irrespective of their job satisfaction.

Organizations expect their employees to perform OCB proactively. It is necessary to achieve high employee satisfaction to increase OCB. However, as the result of this study reveals, that is not enough. Organizations should understand employees' abilities and aptitude and delegate the right job to the right person.

Another finding of this study is that the relationship between job satisfaction and PJF was observable even when different OCB measures were used as dependent variables. Interpersonal facilitation and job dedication differ from each other. The former refers to the behaviors contributive to coworkers and a supervisor, and the latter comprises behaviors directed at the organization. Organ (1988) considered, regardless of the differences in OCB, the motivation of employees to enact such OCB arises from their recognition of added perks from the organization. However, there is an argument that, especially within East Asian organizations, interpersonal facilitation is more closely associated with an excellent interpersonal relationship among coworkers rather than the relationship between employees and the organization (Hui, Lee, & Rousseau,

2004). Then, it is an important finding that the interaction of two job-related factors affects both job dedication and interpersonal facilitation.

## 7. Conclusion

Past OCB research implicitly assumed that job satisfaction positively impacts OCB always. Then, the contribution of this study lies in it specifying the condition that high job satisfaction leads to high OCB. However, this study has some limitations.

One, it needs further explanation about why PJF becomes a moderator on the relationship between job satisfaction and OCB. We inferred, if employees recognize their lack of ability or aptitude for their job, they do not understand how to contribute to the organization and feel highly stressed. However, this idea does not arise out of empirical findings. Future studies should collect in-depth data regarding employees' psychological state to find out this moderating function of PJF on other relationships.

The other limitation regards the classification of OCB. Some OCBs are more closely associated with employees' ability or aptitude toward their job while other OCBs are not. For example, employees do not try to help a newcomer unless they recognize they can do it. On the other hand, not saying nasty things regarding the organization as an item within the dimension of sportsmanship of OCB is not considered as being related to and affected by one's recognition of ability or aptitude toward the job. Considering only two dimensions of OCB, in this study, may be too simplistic to investigate the multifarious effects on each of the different OCBs. However, despite these limitations, the study is novel and has significant value as it provides an important clue to consider PJF as an antecedent and a moderator of OCB, an aspect overlooked by past research.

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