

HRM PRACTICES INFLUENCE ORGANIZATIONAL CITIZENSHIP BEHAVIOR? MEDIATING THE ROLE OF PERSON- ORGANIZATIONAL FIT

Dariusz Turek
Warsaw School of Economics, Poland
dturek@sgh.waw.pl

Agnieszka Wojtczuk-Turek
Warsaw School of Economics, Poland
awojtc@sgh.waw.pl

Abstract:

The purpose of this article is to describe and explain how the Human Resource Management Practises (HRM Practises) and Person Organizational Fit (P-O Fit) are related to Organizational Citizenship Behavior (OCB). In the proposed model explaining the influence of HRM Practices on OCB, P-O Fit was used – as a mediator of the relationship. The conducted analyses (based on 200 on-line surveys in Polish employees) show significantly correlations between all studied variables. On the basis of the mediation analysis using PROCESS it can be stated that the P-O Fit is the partial mediation between HRM Practices and OCB. The combination of variables presented in the research model may explain the significance of the chosen determinants of behaviors which are key from the perspective of the company's performance. The results of this research confirm privies knowledge in the area of relationships of citizenship behavior in the workplace and extend the with aspects of employee organizational fit.

Keywords: organizational citizenship behaviors (OCB), HRM practices, person-organization fit, mediation analysis

1. INTRODUCTION

The ability of organizations to compete on a global market results from competent combination of management strategies and practices with the human capital quality and activeness of employees themselves. As noted by Hamel and Prahalad (1989), companies which achieve a competitive edge possess the ability to expertly recruit and maintain human resources which help trigger off the process of organizational learning, knowledge sharing and realizing professional goals in a better way than their competition does. In the recent years it has been stressed that a significant factor which reinforces knowledge sharing among employees, job performance or the productivity of the organization as a whole can be traced to Organizational Citizenship Behaviors (OCB) (Podsakoff, *et al.*, 2009). Such behaviors, based on voluntary, extra-motivational and non-job position related activities for the benefit of the organization (e.g.: support for other employees, showing initiative, observing the work ethics, etc.), may be recognized as one of the strategic resources (Purcell, *et al.*, 2003). Although citizenship behaviors do not apply directly to task performance, their display in the work environment activates a unique climate (so called Contextual Performance), by virtue of which work becomes effective (Motowidlo & Van Scotter, 1994).

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

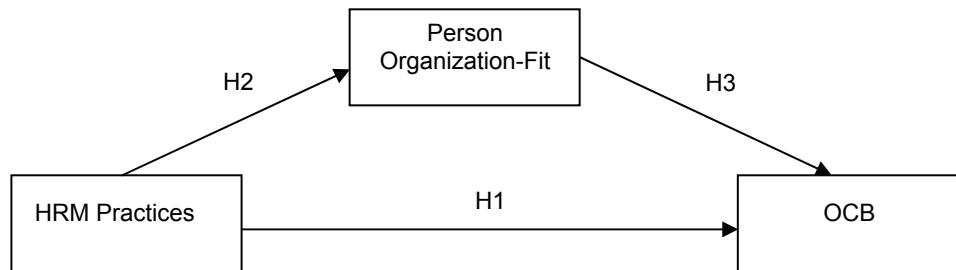
However, an important questions arises, how to stimulate citizenship behaviors in employees, which is a key question from the perspective of organization management. The current results show that these behaviors are strongly dependent on the subject's disposition (personality, emotions) (Ilies, Scott & Judge, 2006; Greguras & Diefendorff, 2010; Gore & Kiefner, Combs, 2012), employees conduct (Diefendorff, *et al.* 2002; Cohen, 2006; Swaminathan & Jawahar, 2013), organizational justice (Niehoff & Moorman, 1993; Fassina, Jones & Uggerslev, 2008), management style (Organ, Podsakoff & MacKenzie, 2006) and the functioning of the organization (Britt, *et al.*, 2012). Nevertheless, from the perspective of creating a working environment, the most important role is played by HR practices. They contain interaction aimed at increasing motivation and commitment to work, creating a professional atmosphere as well as at assessment and training of staff. As the most available methods for building organizational effectiveness, HR practices become a subject of analyses in the context of strengthening citizenship behaviors (Organ, Podsakoff & MacKenzie, 2006; Sun, Aryee & Law, 2007; Snape & Redman, 2010; Husin, Chelladurai & Musa, 2012; Fu, 2013).

Though the researchers attempt to explain how HR practices may contribute to engaging employees in citizenship behaviors, so far the current results have seemed rather unsatisfactory. For instance, Snape and Redman (2010, p. 1222) suggest that the relations of these variables are not precisely explained and require further studies. This is confirmed by studies showing, on the one hand, a direct relationship of HR practices with OCB (Morrison, 1996), and on the other hand, emphasizing only the indirect dependencies (Sun, Arya & Law, 2007; Snape & Redman, 2010). It seems that finding a solution for this issue requires not only an analysis of direct links between HR practices and OCB, but also factors that increase the willingness to participate in organizational life and to work for the benefit of the organization. Several authors indicate here the need for investigation and control of the person-organization fit. Person-organization fit is in fact a factor that makes employees willing to demonstrate their competence and commitment in a professional context, and finally to show citizenship behaviors (Resick, *et al.*, 2013).

The purpose of the study presented in this article is to describe and explain the relationship between the HRM practices, and Organizational Citizenship Behavior initiated and performed by employees. In the proposed model explaining the influence of HRM practices on OCB the Person-organization fit construct was used as the mediator of the relationship. At the basic level, we propose that HRM

practices, are positive related to individuals' organizational citizenship. However, those "HRM practices do not suffice for individuals to involve OCB. Therefore, we assume that the interrelations of this variable with OCB have an indirect character (Figure 1). In other words, HRM practices trigger OCB only when the workers are good fit to organization.

Figure 1: Theoretical model of hypotheses



Source: own study.

2. CONCEPTUAL FRAMEWORK AND RELATED LITERATURE

2.1. Organizational citizenship behaviors (OCB)

The term Organizational Citizenship Behaviors appeared in the lexicon of management theoreticians at the onset of the 1980s, when Organ – analyzing together with his colleagues the work content and job tasks of organizational employees – stated that such persons, in certain situations, devote a significant amount of time to behaviors which are directed at helping other employees, tending to the organizational climate, striving for perfection, showing initiative or aspiring to a development of one's competences, etc., while not being remunerated for such behaviors and the said behaviors not being directly covered by their formal job contract. He pointed out that such activities, however, form a key element deciding on the overall effectiveness of any organization. Organ called such behaviors (because it is a set of various activities of an individual) "organizational citizenship behaviors" (Organ, Podsakoff & MacKenzie, 2006, p. 15). They include such activities as: *helping, sportsmanship, organizational loyalty, organizational compliance, individual initiative, civic virtue and self-development*.

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

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

2.2. HRM practices and OCB

The literature indicates that all activities which make up the human resources management, therefore recruitment and selection, motivation and reward, evaluation and development, may contribute to the emergence of citizenship behaviors (Organ, Podsakoff & MacKenzie, 2006; Sun, Arya & Law, 2007; Snape & Redman, 2010; Husin, Chelladurai & Musa, 2012; Fu, 2013). For instance, as Cropanzano *et al.* (2007, p. 41) report, employees who feel fairly treated, e.g. in the recruitment and selection process, are more likely to positively estimate the company and to speak well of it with their friends, as

opposed to those who feel they were unfairly treated. In addition, when a person becomes employed as a result of a "fair" recruitment process, they are more likely to commit to their duties and bestow trust in their superiors. As indicated by some authors, if, for example, in the process of post-recruitment adaptation, the new employee is spontaneously and voluntarily assisted by other employees, then in the future they probably will repay with the same. A properly conducted process of adaptation will influence both the positive perception of the company by employees (which may increase their motivation to work and willingness to undertake OCB) and their achievement of greater efficiency in a shorter time

In the case of motivation, the researchers relied on Adam's Equity Theory (1965) and indicate that individuals compare (measure) their professional effort (resources, competence, energy, etc.) with the effort of others on similar positions, and then refer this effort to the obtained results. If they perceive the ratio of their commitment to the effect as equal to the ratios of other people, then they recognize it as a state of justice. When these ratios are not equal, a sense of injustice appears, which means that a person thinks he/she is under-rewarded or over-rewarded for their work. This leads to specific behavioral consequences, which may result in higher or lower efficiency of a person, better or worse quality of work, absence or voluntary departure from the workplace or, on the other hand, a raise in citizenship behaviors. As shown by Husin *et al.*, a system of bonuses and remunerations, which is properly adapted to the expectations of the staff explains almost 10% of the variance of the results in OCB for women and 28% for men (Husin, Chelladurai & Musa, 2012, p. 151). Leea *et al.* even suggest that from the perspective of the operational objectives of the organization (efficient performance of professional tasks) and the atmosphere at work (citizenship behavior) an optimal system of remuneration is the one based on results. This method of constructing wage systems, in fact referring to Adam's analyses, is the most effective, particularly in Japanese companies (Leea, Iijimab & Reade, 2011).

However, motivation for OCB is more complex than it is suggested by the above mentioned analyses. It is claimed that the intention of the subject constitutes an important factor that modifies the effectiveness of motivation. According to the self-determination theory by Deci and Ryan, it is indicated that if employees exhibit citizenship behaviors because of the expected reward (symbolic or material), then the HRM practices can consolidate and reinforce this method of conduct. However, if they are internally motivated to OCB, then the external justification (a reward) might impair this type of conduct (Becton, Giles & Schraeder, 2007, p. 499). A conclusive resolution of the problem of the effect of motivation on OCB is therefore impossible, if the motives of conduct of employees are not controlled. However, these motifs are usually hidden.

But looking at employee assessment, some noteworthy findings show that in a situation where employees have an opportunity to respond to the assessment, they show greater trust to the organization and interpret the assessment as fairer (Cropanzano, Bowen & Gilliland, 2007, p. 44), and, consequently, exhibit citizenship behavior. Employee assessment must, however, take into account only the task dimension, whereas the contextual dimension should be included only in reasoned cases and when it was communicated earlier. The reason for this is that employees feel unfairly treated when they are evaluated for non-task activity, which is not the subject of a formal contract and they did not know that it would be taken into account.

The investment in employee development also has to satisfy the "justice" condition, so that employees do not feel cheated or overlooked in the process. It means that there must be clearly defined and transparent procedures indicating under what circumstances, and which employees can count on e.g. co-financing of training courses or coaching sessions. A summarizing answer to the question of whether organizational citizenship behaviors can be learned through training is however quite difficult. Organizing a training called "organizational citizenship behavior" may bring an opposite effect, i.e. reduce such type of behavior. Nevertheless, it seems beneficial to motivate various manifestations and behavioral categories of OCB, e.g. by additional training in order to improve productivity, engagement in activities outside the organization or further development of their skills (Turnipseed & Murkison, 2000, p. 200).

When employees notice broad prospects for their professional career development, and they know that the organization is able to deliver on its promises concerning their careers, they try to reciprocate such gestures by a high quality of their work and an appropriate behavior. One method of such behavior are OCB. Creating professional development opportunities for an employee increases the

likelihood that the employee will behave in accordance with OCB. On the other hand, if employees notice that promises of a professional development policy are inconsistent with their expectations, i.e. when the organization makes certain commitments to employees, and then fails to comply with them, in consequence the employees neglect their work and only fulfill the duties they are formally designated to perform (Okurame, 2012, p. 68).

Husin *et al.* (2012, p. 151), already quoted above, show that the strongest dimension of HRM practices favorable to the manifestation of citizenship is the "support" in the performance of professional tasks (which explains 34% of result variance of OCB for women and 14% for men), as well as assistance and support of a superior (45% of OCB variance for women and 34% for men). The HRM system has an auxiliary function in the organization. Employees may count on the human resource department, e.g. in reducing various obstacles or difficulties, or in activities related to the development of their competence, and, therefore, they react positively and are more willing to perform citizenship acts. Therefore, a hypothesis has been adopted which says that:

H1: *HRM practices are directly related to citizenship behaviors of employees in the organization.*

2.3. HRM Practices and Person-Organization fit

An important mechanism by which the HRM system affects the employee and organizational outcomes is the person-organization fit (PO fit) (Lee & Bang, 2012; Mostafa & Gould-Williams, 2014). The research points out the positive relationship of high performance work system and the person-organization fit (Boon, *et al.*, 2011). It was also shown that the person-organization fit is a mediator of the relationship between high performance, HR practices and OCB (Mostafa & Gould-Williams, 2014).

Person-organization fit (Kristof-Braun, *et al.*, 2005; Kristof, 1996) assumes compatibility between individual characteristics of an employee and conditions of their job environment. It is expressed through two main dimensions: 1) fit of goals, values, and needs of employees to an organization's possibilities of fulfilling them (P-O fit), and 2) fit between employee competencies and requirements of a job position (P-J fit). Fit forms an evaluation, expressed via affective and cognitive responses, and related to the degree to which a given job is beneficial or non-beneficial. Also, fit refers to the degree of similarity or compatibility between individual and situational characteristics (Livingstone, Nelson & Barr, 1997). It is possible to discuss fit in the aspect of similarities: e.g., as to the goals, values and beliefs (supplementary fit), and in the context of differences which are, at the same time, complementary (complementary fit) (Muchinsky & Monahan, 1987). Naturally, these two perspectives employed to describe fit do not have to be mutually exclusive, which is indicated in the model presented by Kristof (1996), combining supplementary and complementary perspectives.

An analysis of the impact of HRM practices on the person-environment fit requires a reference to both the person-organization fit and the person-job fit. For it has been shown that despite the convergence between the person-organization fit and the person-job fit, it is emphasized that the work as part of the work environment is a separate concept (Kristof, 1996), and the skills to work do not necessarily mean the compliance with the values and the organizational culture (Lauver & Kristof-Brown, 2001). Meta-analyses show that both the person-organization fit and the person-job fit are strong, but distinctly different impact on the attitudes and behavior (Kristof-Brown, 2005). The person-organization fit has a strong relationship with the commitment and intention to quit job, whereas a high person-job fit combines a high level of job satisfaction. Therefore, both types of fits shall require separate interactions within the system of Human Resource Management (HRM).

Numerous empirical studies indicate that such HRM practices as selection, trainings and development contribute to strengthening person-organization fit (Boon, *et al.*, 2011). On the one hand the practices allow, via selection and training, to adjust the competences of a given person to the requirements, on the other hand, via HRM the organizational values, expectations and requirements are communicated. HRM is also a tool for shaping patterns of behavior, norms and rules, and, moreover, has an impact on organizational culture (Lee & Bang, 2012), in which are expressed values and objectives. A future employee may assess their compliance with their own aspirations and beliefs already at the stage of recruitment and selection. The authors also emphasize that "*recruitment and selection practices allow job seekers and organizations to learn about each other and develop fit perceptions*" (Cable & Yu 2013, p. 156). These situations condition the creation of beliefs about people and organizations, which

affects the formation of fit perceptions. A positive assessment of the person-organization fit and the similarities result, in turn, in a decision to start work by the candidate (Cable & Judge, 1996).

Apart from selection, other HR practices also contribute to enhance the fit, namely training and development (Boon, *et al.*, 2011). They allow for the elimination of deficiencies related to the fit of competencies to the job requirements (person-job fit). The actions in the area of job design and the form of work may have similar aspect. By organizing teamwork, employees may have a possibility to act effectively even when they have different competencies. Such situation enables employees to access to different types of knowledge and skills (which are complementary, thus eliminating the effects of the lack of knowledge in a particular area) required to complete professional tasks, and thereby to influence the increase of the complementary fit.

Strengthening of the supplementary fit is equally important. In the context of the previously mentioned motivational mechanisms underlying citizenship behavior, it is worth to indicate these activities in the HRM area, which are associated with the formation of positive attitudes of employees towards the organization and their work (resulting from the commonly shared values, standards and objectives). It has been emphasized that the contextual performance is primarily linked that attitudes (Organ, Podsakoff & MacKenzie, 2006). Involvement in contextual performance is, however, associated with a sense of satisfaction and affective commitment to the organization (Podsakoff, *et al.*, 2000). The sense of satisfaction might be experienced when organizational conditions are created to enable the occurrence of the needs-supplies fit. At the same time, as emphasized by Edwards and Shipp (2012, p. 229) *“current unfulfilled need will motivate performance when anticipated supplies are expected to fulfill this need”*. Therefore, the needs-supplies fit should affect the contextual performance through job attitudes (satisfaction and commitment).

To summarize fit analysis may form a basis for designing HRM activities which cover the fit between competences and job requirements, job design, goal formulation and creation of attitudes which facilitate employee commitment. It appears significant to undertake activities within HRM area to eliminate divergences with respect to person-job fit by way of organizational changes (job conditions and content) and/or equipping employees with adequate competences. On the other hand, an increased fit results in an increased acceptance of messages sent by the organization (Boon, *et al.*, 2011). The signals communicated by HR systems might then be better understood and supported by the employees, which will translate into their increased commitment, and, consequently, improved performance.

Considering the above, a hypothesis has been adopted which states that:

H2: *HRM practices increase person-organization fit.*

2.4. Person-Organization Fit and OCB

Effective undertaking and realization employee's behaviors requires appropriate qualifications and competences. However, from the point of view of task effectiveness, it is particularly important not only to possess them – their fit to job, or more broadly speaking, to the organization, is also relevant. Numerous studies indicate that good person-organization fit forms a basis for positive attitudes and organizational behaviors leading to efficiency/outcomes (Cable & Judge, 1997; Verquer, Beehr & Wagner, 2003; Hoffman & Woehr, 2006; Kristof-Braun, *et al.*, 2005; Kristof-Brown & Guay, 2011)

Authors underline that P-O fit is associated with a positive outcomes for both employees and employers – the two important outcomes are citizenship performance and motivation (Resick, *et al.*, 2013). The study confirms the existence of a positive relationship between perception P-O fit a citizenship (Kristof-Braun, *et al.*, 2005). As indicates Resick *et al.* (2013, p. 99): *people, who perceive a strong sense of fit with their employing organization tend to be good organizational citizens by regularly engaging in discretionary behaviors that benefit both co-workers and the firm as a whole*. Wherein it is a actions to support the overall success of the organization, not just perform a job well. Citizenship behaviors are “discretionary form of performance”, are the result of a conscious decision, thereby connecting strongly with the motivation (Kristof-Brown & Guay, 2011).

The authors perceived motivation as important in mediating mechanism linking person organization fit to citizenship performance. It is driven on the basis of social-cognitive psychological process which is

associated with conscious perception of fit with organization. One of the theory which show and explain this multi-stages mechanism is social-cognitive theory of personality (CAPS) (Mischel & Shoda, 1995). According this theory individuals: recognize situational features and next match it's to cognitive categories which concern situations, accidents, people as well own personality (fit schema and encoding processes), and then demonstrate a series of cognitive and affective reactions – expectancies, affect, competencies, self-regulatory plans (cognitive-affective mediating processes). The result of this process is the activation of expression of a specific behavior (behavior generation process). Processes underlying engage in citizenship performance are: the incorporation of organizational membership into one's social identity, the experience of positive affective states, the formation of goal striving aimed at organizational success, the shaping of expectations of how personal effort will contribute to organizational success (Resick, *et al.*, 2013, p. 102).

Among other mechanisms by which supplementary fit can influence contextual performance (OCB) Edwards and Shipp (2012, p. 230) indicated:

- *Similarity*: individuals prefer to help others who are similar to themselves and helping is considered an important dimension of contextual performance,
- *Needs-supplies fit*: supplementary fit can increase needs-supplies fit when similarity provides supplies for needs for affiliation, belonging, closure, or clarity, when the person and environment constructs involved in supplementary fit influence needs and supplies, and when supplementary fit enhances job performance and brings reward that fulfill needs. To the extent that needs are fulfilled, satisfaction increases and contextual performance is enhanced,
- *Demands-abilities fit*: similarity can promote demands-abilities fit for routine tasks that involve interdependence. Demands-abilities fit in turn can influence task performance, bring desired rewards, and lead to satisfaction and contextual performance.

In the context of the similarity and supplementary fit, organizational identification is important, which, in the light of the research, combines with the person-organization fit (Yaniv, Lavi & Siti, 2010/2011). The sense of convergence of individual and organizational interests triggers, in turn, the commitment of employees in activities beyond their specific job, including OCB. As indicated by the authors (Cha, Chang & Kim, 2014) the prosocial person-organization fit can be also related to prosocial behavior such OCB and caring behavior.

Studies show that the employment of people with a high level of fit to the organization makes that the quality of the social-exchange relationship between the individual and the organization would improve, due to the fact that such individual has a psychological attachment to their organization's goals and values, as well as shows a mutual relationship of trust (Tsai, Chen & Chen, 2012). The leader-member exchange (LMX) quality plays a major role in the formation of a positive relationship between the person-organization fit and the perceived social exchange with the organization (Kim, *et al.*, 2013).

To sum up, individuals displaying a significant fit, who share the goals and values of the organization, are susceptible to the pro-social behavior and generate benefits for the organization (arising out of e.g. additional duties). Hence, it is important to undertake actions aimed at increasing this fit because several studies show the mediating and moderating impact of this variable on the outcomes, attitudes and behaviors of employees. The system of human resources management (HRM).plays a particular role in enhancing the person-job and person-organization fit.

Considering the above, a hypothesis has been adopted which states that:

H3: *Person-organization fit increases employees' readiness to show Organizational Citizenship Behaviors.*

3. METHOD

3.1. Participants and procedure

The study was anonymous and it was conducted in a number of different companies operating in Poland. The companies were chosen on a random basis for participation in the study. Out of an available address list of companies, 800 organizations were chosen. The companies received a letter explaining the goal of the study, together with the address of the website, where the body of research tests was featured. As a result of this procedure, the feedback of 226 filled questionnaires was

received with representing a response rate of 28 per cent. After removing questionnaires containing errors, 200 questionnaires were qualified to analysis. The research process was conducted from September to December 2014.

To test for the proposed hypotheses, were performed using different methods. To assess the direct effects and estimation theoretical model, structural equation modelling was used with AMOS 21. For the assessment of the indirect effects, the SPSS version 21 with macro PROCESS was used, which allows for testing mediation effect. The choice of the method is driven by the multiple advantages that PROCESS has over related methods (e.g., Sobel test), including bootstrapping for testing indirect effects.

The socio-demographic characteristics of the sample was as follows: the subjects were the employees from two levels: managerial – 35% and non-managerial – 65%; corporations (over 1000 employees) – 14%; large companies (251-1000 employees) – 36%, middle-sized companies (51-250 employees) – 21% and small companies (11-50 employees) – 22%; the companies operate on the Polish market in the sectors of, among others: financial services, banking and insurance (17%), construction (14%), wholesale and retail trade (10%) and other (22%). The sample was dominated by the individuals with university education– 74%, the division of the sample as to the variable of sex was: female 67%, male 33%, as to age – the sample was dominated by respondents within the range of 26-35 years of age (53%), up to 25 (27%); 36-45 (16%) and 46-55 (4%), with the total job seniority of over 5 years (46%) and 1-5 years (44%).

3.2. Measures

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

Organizational Citizenship Behaviors (OCB) – were measured with the author's own tool. In the first stage, the critical analysis was performed of available OCB diagnosis tools described by Organ and colleagues (2006, p. 243–297). In the second stage, discussions with five organizational behavior researchers were conducted on the subject of the set of statements describing citizenship behaviors. On their basis, a list of 16 statements was compiled, describing the employee's activities which exceed their job roles. In the third stage, statistical deduction was performed, covering the exploratory and confirmatory factor analysis. The exploratory analysis indicated the presence of 3 factors. However, making use of good parameters of internal consistency Cronbach's $\alpha=0,92$, the confirmatory factor analysis was performed ($\chi^2=73,508$, $df=52$; $p=0,026$; $RMSEA=0,044$; $CFI=0,989$; $GFI=0,956$; $NFI=0,963$; $TLI=0,977$), establishing a possibility to employ the said tool in further studies in the one-factor version. Filling the questionnaire, the respondents used a 7-item Likert scale, where "1" indicated "I completely disagree", and "7" – "I completely agree".

Person-Organization fit (P-O Fit) – were measured with the 8-statement questionnaire. It covered both job fit (congruence between possessed competences and job requirements), and organization fit (congruence as to the goals, values, and possibility to realize vital needs), in accordance with the conceptualization of Kristof (1996). The reliability of the tool amounted to $\alpha=0.75$. After the model estimation ($\chi^2=22.799$, $df=16$; $p=0.119$; $RMSEA=0.063$; $CFI=0.971$; $GFI=0.952$; $NFI=0.914$; $TLI=0.950$), it was decided to use the questionnaire in the single-factor version. The participants responding to the statements contained in the tool used the 5-item Likert scale, where 1 – "completely untrue", and 5 – "completely true".

HRM Practices – was measured with the authors' own 16-statement questionnaire. based on The content of the tool was established on the basis of a review of available tools for HR practices measurement, among others, the tools designed by Boon *et al.* (2011) and those described in other literature. HR practices concern a variety of aspects of activities, related to high performance HR practices, e.g.: recruitment of persons with high competences, existence of a possibility to improve competences, awards for ideas, job position rotation, organization of team work. In the process of tool validation, a explanatory and confirmatory factor analysis was conducted ($\chi^2=91.342$, $df=71$; $p=0.052$; $RMSEA=0.038$; $CFI=0.986$; $GFI=0.945$; $NFI=0.942$, $TLI=0.980$) and reliability was estimated, which amounted to $\alpha=0.91$. The study participants filled out the questionnaire using a 5-point Likert scale, where 1 – never, and 5 – always.

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

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

Due to the fact that research contained the same source of data – there appears a risk of systematic response bias that could either inflate or deflate responses (Podsakoff *et al.*, 2003). To avoid this bias two methods were used: Harman's single factor test and common latent factor (CLF). Harman's single factor test showed that the single factor of each variable explains less than the suggested threshold of 50% of variance. Analyzes of CLF showed that regression weights for models with and without common latent factors revealed deltas much less than .20, which is a commonly used threshold. No tests revealed any common method bias.

4. RESULTS

The first step of the analyses was to evaluate the research model. For this purpose the method of structural equation modeling (SEM) was used, included in the AMOS 21 version package. In the procedure of models estimation the maximum likelihood method was applied, and the following indexes were used as fit criteria: RMSEA, CFI, GFI, NFI and TLI. Chi-square test (χ^2) was also used.

It is assumed that for χ^2 the smaller the value of the scale and the significance, the closer the model is to being a perfect fit. In the case of RMSEA it is indicated that values less than 0.05 generally indicate a good fit, while values between 0.05 and 0.08 suggest an acceptable fit (Bagozzi & Yi, 2012), whereas for the indexes CFI, GFI, NFI and TLI, commonly accepted are the values 0.95 and above (Hu & Bentler, 1999).

During the estimation it was demonstrated that the requested experimental model is well adapted to the data ($\chi^2=2.126$, $df=1$, $p=0.145$; $RMSEA=0.074$, $CFI=0.982$, $GFI=0.977$, $NFI = 0.968$, $TLI = 0.947$) and explains 21% of the variance of the results.

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

Table 1: Descriptive statistics and intercorrelations

	M	SD	1	2	3	5	6	7	8	9
1. OCB	4.93	.956	(.92)							
2. P-O Fit	3.55	.747	.474**	(.75)						
3. HRM Practices	3.26	.818	.464**	.450**	(.91)					
5. Sex	1.33	.471	-.029	.099	.113	-				
6. Age	1.97	.769	.142*	.393**	.275**	.106	-			
7. Work experience	2.36	.658	.239**	.407**	.131	.059	.551**	-		
8. Job position	1.65	.478	-.197**	-.390**	-.035	-.154*	-.365**	-.362**	-	
9. Education	1.26	.439	-.092	-.274**	-.173**	.117	-.590**	-.472**	.196**	-
10. Company size	3.28	1.16	.015	.124	.287**	.086	.157*	.157*	.150*	-.240**

Notes: OCB – Organizational Citizenship Behavior; P-O Fit – Person-organizational fit. In brackets reliability α Cronbaha.

N=200; * $p<0.05$; ** $p<0.01$

As indicated in table 1, positive correlations were observed between HRM practices and OCB ($r=0.464$, $p<0.01$), HRM practices and P-O fit ($r=0.387$, $p<0.01$) as well between P-O fit and OCB ($r=0.474$, $p<0.01$). Consequently, the obtained results reflect the inter-correlations regarding the determinants of citizenship behaviors in the workplace theoretically postulated in hypotheses 1, 2 and 3.

Among the control variables, positive correlations were obtained between OCB and age ($r=0.142$, $p<0.05$), and job experience ($r=0.239$, $p<0.01$), while negative correlations were obtained between OCB and job position ($r=-0.197$, $p<0.05$). Additional variables, as shown in the model 1 in Table 2 explains in total 4% of the variance of the results for the OCB.

Table 2: Effect on Organizational Citizenship Behavior

	Model 1	Model 2	Model 3
Independent variable			
HRM practices		.508***	.388***
Mediating variable			
P-O Fit			.254***
Controls			
Sex	-.070	-.100	-.093
Age	.058	-.080	-.093
Education	.071	.083	.075
Job position	-.138	-.156*	-.090
Work experience	.180*	.233**	.172*
Company size	.020	-.125	-.123
R ²	.07	.29	.33
ΔR^2	.04	.26	.30
F	2.522*	1.131***	10.523***
N	200	200	200

* $p<0.05$; ** $p<0.01$; *** $p<0.001$

The verification of the hypotheses was conducted with the use of inference based on regression equations. In the case of hypothesis 1 indicating a direct positive dependencies of HRM practices with OCB – as shown in the model 2 in Table 2 – high results were achieved ($\beta=0.50$, $p<0.01$). This indicates that the HRM practices are direct motive for increase citizenship behavior in organizations. For this variable explains 26% of the variance of the results.

In the case of hypotheses 2 and 3, it was assumed that the mediator of the relationship between the HRM practices and the OCB is a P-O fit. According to the procedure suggested by Baron and Kenny (1986, p. 1177), the first assessed elements were the relationships between HRM practices and P-O fit ($\beta=0.45$, $p<0.01$), then the relationships between the HRM practices and the OCB, which also proved to be significant at $p<0.01$, and finally, the mediator relationship with the dependent variable ($\beta=-0.42$, $p<0.01$). After entering all the variables to the regression model (model 3 in table 2), a decrease of the predictor's value (HRM practices) and an increase in the mediator's value (P-O fit) were not fully obtained. It can be stated that P-O fit is only the partially mediation variable between HRM practices and OCB. The variance ΔR^2 expressed in the model 3 increased by 4%, which confirms the correctness of inference.

Bootstrapping was used to quantify the effect of mediation, with 5000 bootstrap sampling (Hayes, 2013). The indirect effect of HRM practices on OCB through P-O fit is significant, as indicated by a bootstrapping confidence interval that does not comprise zero ($\beta=0.19$, LLCI=0.109, ULCI=0.299) while direct effect HRM practices on OCB is $\beta=0.33$, LLCI=0.168, ULCI=0.489. Thus, the HRM practices indirectly explains 4% of the variance OCB, so it's less than the direct explanation. Therefore, considering the above, there are grounds for confirmation of hypothesis 1, 2 and hypothesis 3. Thus, HRM practices the organization both directly and indirectly affects the citizenship behavior of the employees, and P-O fit is the partially mediator of described relationship.

5. DISCUSSION

The conducted research focused on citizenship behaviors in organizations and their relations with the chosen variables. The research took into consideration HRM practices as independent variable which cause the employees to engage into activities exceeding formal expectations in their job position, and one intervening variable (P-O fit), which ultimately condition the employees behavior.

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

HRM practices are an vital factor for the effective functioning of the organization. An HR policy, which suits the needs of employees, translates into the attitudes of the employees (their satisfaction and commitment) and thus may determine the performance and efficiency of work (Takeuchi, Chen & Lepak, 2009). The question therefore arises whether such practices (e.g. trainings, employee assessment, remunerations, etc.) may also determine the contextual dimension of work effectiveness and, therefore, citizenship behaviors. The previous analyses suggest that the relationship between these variables has not been clearly explained (Snape & Redman, 2010). It seems that as long as the attitude of employees may directly result from the occurrence of HRM practices, the behavioral manifestations, such as OCB, only indirectly depend on the organizational context. Practices may condition the behaviors, but on the condition that the employees have a positive attitude towards work and are well fitted to their tasks. Such interpretation is both consistent with the results of studies and supported by previous analyses. For example, Snape and Redman (2010, p. 1240) suggest that HRM practices are reflected in the conduct of employees only in situations where their work is perceived as important and essential for the organization. In contrast, while conducting research on the relationship between the engagement and OCB in employees of airlines in Taiwan, Fu (2013), asserted that HRM practices may enhance the process of engagement in work and OCB, but the output level of this attitude must be quite high and previously formed. Similar results are reported by Zheng et al. (2012) who studied how the periodic assessment determines OCB. From their analysis it might be concluded that such relationship exists only when the mediating variable is the commitment of employees.

The results therefore suggest that the formation of an organization only through effective HRM practices is far from sufficient. These practices enable the occurrence of desirable attitudes or behaviors but several other conditions have to be met, e.g. a suitable fit of employees to the organization, professional tasks and positions. It is justified to the extent that, as shown in this study, HRM practices may be a tool used in strengthening the employee-organization fit and thus in strengthening citizenship actions within the organization.

This results are in accordance with numerous studies which indicate positive relationship between HRM and person-organization fit; particularly such HRM practices as selection, trainings and development contribute to strengthening person-organization fit (Boon, *et al.*, 2011). Moreover, in the context of the previously mentioned motivational mechanisms underlying citizenship behavior, it is worth to indicate these activities in the HRM area, which are associated with the formation of positive attitudes of employees towards the organization and their work (resulting from the commonly shared values, standards and objectives). It has been emphasized that the contextual performance is primarily linked that attitudes (Organ, Podsakoff & MacKenzie, 2006).

6. CONCLUSIONS AND LIMITATIONS

Employees citizenship behaviors form an important factor creating the overall effectiveness of an organization. The analyses related in this article suggest that the conduct of individuals which is not directly related to the job tasks may nevertheless generate a positive climate within a company. On the one hand it allows to facilitate work, while on the other hand it can determine the reputation of the company and customer satisfaction. The aim of the article, however, was not so much to present the positive sides of citizenship behaviors in the context of companies' competitiveness on the market, as to explain the conditions of such behaviors. On the basis of the cross-sectional study performed on 200 persons employed in the Polish companies it was shown, via the mediation analysis method, that HRM practices allow to predict citizenship behaviors when P-O fit are taken into account as intervening variables.

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

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

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

Finally, one more element potentially disrupting the interpretation of the achieved results is the lack of verification of the accuracy of the external research tools. Although the confirmatory factor analysis indicates that the individual statements create the described theoretical constructs, there is a lack here of reference to an external criterion which would sanction the deductions.

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