

Fairness in human resource management, social exchange relationships, and citizenship behavior: testing linkages of the target similarity model among nurses in the United States

James J. Lavelle*, Gary C. McMahan and Christopher M. Harris

Department of Management, University of Texas Arlington, Arlington, TX, USA

The current study tests key linkages of the target similarity model by examining relationships among multifoci justice, social exchange, and supervisor ratings of employee citizenship behavior. We found support for the model when examining three different workplace targets simultaneously (i.e., the organization as a whole, supervisors, and workgroup members) using a sample of hospital nurses in the United States. Specifically, we found that: (1) employee perceptions of workgroup fairness, supervisor fairness, and organizational fairness differentially and positively predicted perceived workgroup support (PGS), perceived supervisor support (PSS), and perceived organizational support (POS), respectively and (2) PGS, PSS, and POS differentially and positively predicted citizenship behavior toward the workgroup, toward the supervisor, and toward the organization, respectively. Theoretical and practical implications for the strategic management of human resources are discussed, as are limitations of the study and suggestions for future research.

Keywords: human resource management; organizational citizenship behavior; organizational justice; social exchange

Social exchange relationships refer to subjective, relationship-oriented contracts between employers and employees characterized by an exchange of socio-emotional benefits, mutual trust, and open-ended commitments (Cropanzano and Mitchell 2005). Higher levels of social exchange can reduce turnover, absenteeism, and tardiness (Rhoades and Eisenberger 2002) and motivate employees to engage in positive behaviors, such as organizational citizenship, in an effort to fulfill their relational obligations to the organization (Organ 1990; Van Dyne, Graham and Dienesch 1994). Organizational citizenship refers to employee behavior that goes above and beyond the specified requirements of the job (Organ 1990). Such extra-role performance is important because it is difficult for managers to continually specify in advance all desired employee behaviors, especially in times of change. Moreover, recent longitudinal research (Koys 2001) demonstrates that, in aggregate, citizenship behavior predicts higher levels of unit performance. Consequently, improving our understanding of the causes of citizenship, such as social exchange relationships, as well as the factors contributing to the development of these relationships, such as fair treatment (cf., Cropanzano and Rupp in press; Konovsky and Pugh 1994), is of importance to both researchers and practitioners alike.

*Corresponding author. Email: lavelle@uta.edu

While the traditional focus of social exchange tends to emphasize the employee relationship with the organization itself, recent research and theory indicate that a number of different foci within the organization are relevant to the employee's social exchange relationships. These relationship partners may include one's supervisor and workgroup, in addition to the organization itself (Masterson, Lewis, Goldman and Taylor 2000; Cropanzano and Mitchell 2005). Thus, from a multifoci perspective, an employee may experience a high level of social exchange with one party and at the same time report relatively low levels of social exchange with another.

Lavelle, Rupp and Brockner (2007) reviewed multifoci developments in social exchange, organizational justice, and organizational citizenship behavior. Their review indicates that employees make meaningful distinctions between multiple foci or sources of justice, social exchange relationship partners, and intended beneficiaries of citizenship behavior in the workplace. Integrating these multifoci perspectives Lavelle et al. (2007) developed a social-exchange based 'target similarity' model proposing target-specific links between justice, social exchange, and citizenship behavior. In brief, this model expects 'perceptions of fairness about an entity to best predict social exchange with *that* entity, which will in turn predict citizenship behaviors directed at *that* entity' (Lavelle et al. 2007, p. 852).

Recent multifoci research provides some support for the proposed linkages of the target similarity model showing that relationships between social exchange variables and citizenship behavior are stronger when the social exchange partner or "target" and intended beneficiary or target of citizenship are specified and matched across constructs than when they are not (Masterson et al. 2000; Becker and Kernan 2003; Lavelle et al. 2009). For example, Masterson et al. found that perceived organizational support (POS) was a better predictor of citizenship toward the organization whereas leader-member exchange (LMX) was a better predictor of citizenship toward individuals. Other studies taking a multifoci approach demonstrate support for a link between multifoci justice and social exchange variables. For example, Aryee, Budhwar and Chen (2002) found that organizational justice predicted trust in the organization (but did not predict trust in the supervisor) and that supervisory justice was a better predictor of trust in the supervisor than it was of trust in the organization.

The current study empirically tests key linkages of the target similarity model by examining target-specific relationships among multifoci justice, social exchange, and citizenship behavior (see Figure 1). In so doing, we intend to contribute beyond prior empirical multifoci research in the following ways. First, prior studies have simultaneously considered only two foci or targets at a time. To our knowledge, the current study is the first to examine these three targets simultaneously (i.e., the workgroup, supervisors, and the organization itself). Second, we cross the three constructs of justice, support, and citizenship with the organization, the workgroup, and supervisors as targets. This allows us to examine the extent to which the logic of the target similarity model applies to all three targets simultaneously.

Third, LePine, Erez and Johnson's (2002) recent meta-analysis was unable to identify factors that *differentially* predict citizenship directed towards organizational and individual targets. However, the studies included in their meta-analysis did not take a multifoci perspective of the citizenship antecedents examined as the target similarity model suggests (Lavelle et al. 2007). By taking a target similarity perspective across constructs, the current study seeks to identify unique predictors of citizenship behavior directed toward different beneficiaries. Fourth, prior multifoci studies of citizenship behavior have not controlled for in-role performance. Williams and Anderson (1991)

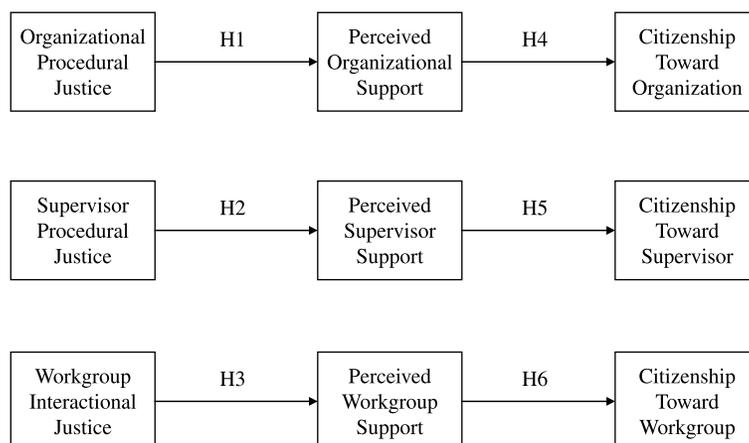


Figure 1. Summary of hypothesized relationships.

argued that researchers should control for in-role performance in order to isolate variance in citizenship measures that is not associated with the required aspects of the job. By controlling for in-role performance, we gain additional confidence that our findings will more clearly assess aspects of behavior perceived as going above and beyond the call of duty with respect to each beneficiary.

We first develop our hypotheses pertaining to multifoci justice antecedents of social exchange relationships. We then present our hypotheses pertaining to the relationships between multifoci social exchange relationships and intended beneficiaries of citizenship behavior (see Figure 1 for an illustration of our hypotheses).

The differential effects of multifoci justice on social exchange relationships

Research conducted in a variety of human resource management contexts including performance appraisal, compensation, human resource strategy, and layoffs demonstrates the importance of fairness to employees (McMahan, Bell and Virick 1998; Konovsky 2000). For example, perceptions of fairness have been positively associated with favorable employee attitudes and behaviors including trust in management, organizational commitment, organizational support, and citizenship behavior (e.g., Cohen-Charash and Spector 2001; Colquitt, Conlon, Wesson, Porter and Ng 2001). Alternatively, perceptions of unfairness have been associated with turnover, filings of lawsuits, and retaliatory or counterproductive work behaviors including taking extended breaks, spreading rumors, damaging property, and theft (Konovsky 2000; Cropanzano, Byrne, Bobocel and Rupp 2001).

Traditionally, organizational justice research has tended to focus on the form an injustice takes. For example, distributive justice refers to the fairness of the outcomes received (Adams 1965), whereas procedural justice is concerned with the decision making process used to allocate resources (Thibaut and Walker 1975; Leventhal 1980). In addition, treating others with dignity and respect reflects the characteristics of interpersonal justice, often considered a component of interactional justice (Bies and Moag 1986). More recently, researchers have become interested in identifying *sources* of justice. In this regard, the multifoci perspective of justice suggests employees pay special attention to identifying the individuals or parties accountable for treating them in an unfair manner. Prior multifoci

studies have focused on the organization and the supervisor as unique sources of justice (e.g., Masterson et al. 2000; Rupp and Cropanzano 2002). Recent research indicates that one's coworkers are also viable sources of justice, impacting employee attitudes and behaviors (Lavelle et al. 2009). Consequently, we consider the organization, supervisors, and workgroup members as three unique sources of justice in the current study.

The target similarity model argues that specifying the source of justice is important because fair treatment can affect the extent to which employees direct positive attitudes and behaviors toward that source. In particular, Lavelle et al. (2007) argue that fair treatment received from a particular party contributes to the formation of a social exchange relationship with *that* party. In this regard, relational models of organizational justice (e.g., Tyler and Lind 1992) suggest that being treated fairly conveys to employees that they are respected and valued by the party held accountable for the treatment. Put differently, fair treatment conveys to employees that they are in a high-quality social-exchange relationship with the particular entity held accountable for the fair treatment.

A number of variables have been used in the literature as proxies for social exchange relationships including commitment, support, and trust. In this study we use multifoci support variables as proxies for social exchange relationships with the organization, supervisors, and the workgroup. In this regard, Stinglhamber and Vandenberghe (2003) found that employees differentiated perceived organizational support (POS), the extent to which employees perceive the organization supports them and is concerned for their well-being, from perceived supervisor support (PSS), the extent to which employees perceive the supervisor supports them and is concerned for their well-being. Moreover, Bishop, Scott and Burrows (2000) found that employees differentiated between POS and perceived team support (the extent to which employees perceive workgroup members support them and are concerned about their well-being).

For the sake of parsimony, we examined one type of justice for each of three potential sources of justice (the organization, supervisors, and the workgroup) referenced in the current study. We focused on procedural justice attributable to the organization and procedural justice attributable to supervisors. Managers from the organization serving as our data collection site informed us that workgroup members were less likely to make resource allocation decisions relative to the supervisor and the organization itself; therefore we focused on perceptions of interactional justice attributable to workgroup members. Based on the logic of the target similarity model, POS, PSS, and perceived workgroup support (PGS) are likely to be uniquely predicted by organizational justice, supervisor justice, and workgroup justice, respectively. Thus, we hypothesize the following relationships:

- Hypothesis 1:* Organizational procedural justice will be positively related to perceived organizational support and will explain variance in this dependent variable above and beyond that explained by supervisor procedural justice and by workgroup interactional justice.
- Hypothesis 2:* Supervisor procedural justice will be positively related to perceived supervisor support and will explain variance in this dependent variable above and beyond that explained by organizational procedural justice and by workgroup interactional justice.
- Hypothesis 3:* Workgroup interactional justice will be positively related to perceived workgroup support and will explain variance in this dependent variable above and beyond that explained by organizational procedural justice and by supervisor procedural justice.

The differential effects of multifoci support on beneficiaries of citizenship behavior

A recent conceptualization in the organizational citizenship behavior (OCB) literature suggests that it may be useful to differentiate forms of OCB according to the intended beneficiary of the behavior. In particular, researchers (e.g., Williams and Anderson 1991; McNeely and Meglino 1994; LePine et al. 2002) suggest that citizenship behavior can be directed toward the organization (OCBO), including behaviors such as attending voluntary meetings or events regarding the organization, or can be directed toward individuals within the organization (OCBI), including behaviors such as helping coworkers with heavy workloads.

However, LePine et al.'s (2002) meta-analysis did not find that OCBO and OCBI had unique antecedents. Lavelle et al. (2007) suggest this may be due to the fact that, although the OCB construct was divided according to the target of the behavior (the organization or individuals within the organization), the antecedents included in the meta-analysis were not. Consequently, by adopting a target similarity framework, we respond to LePine et al.'s (2002) call for researchers to focus efforts on developing hypotheses specifically intended to identify factors that may differentially predict these forms of OCB.

Consistent with the target similarity model, we separate individually directed forms of citizenship behavior into two categories: supervisors and coworkers. In making this distinction, we argue that employees may selectively direct their citizenship toward the supervisor or toward fellow coworkers of roughly equal status. In prior studies researchers seem to have implicitly recognized these differences specifying either the supervisor (e.g., Rupp and Cropanzano 2002) or the workgroup (e.g., Lavelle et al. 2009) as the intended beneficiaries of citizenship. However, we are aware of no prior empirical research that differentiates between supervisors and workgroup members in the same study. If these beneficiaries are found to have unique antecedents, it would speak of the importance of this distinction.

Lavelle et al. (2007) explicitly extend the mechanisms of social exchange from the traditional focus on the organization itself to each entity the employee interacts with on a regular basis in the workplace. Thus, these researchers argue that the quality of social exchange with a particular entity should impact the extent to which employees direct their citizenship behaviors toward that party. Stated differently, POS, PSS, and PGS should uniquely motivate employees to direct their citizenship behavior toward the organization, the supervisor, and the workgroup, respectively. Based on the multifoci social exchange logic of the target similarity model, we hypothesize the following:

- Hypothesis 4:* Perceived organizational support will be positively related to citizenship toward the organization and will explain variance in this dependent variable above and beyond that explained by perceived supervisor support and by perceived workgroup support.
- Hypothesis 5:* Perceived supervisor support will be positively related to citizenship toward the supervisor and will explain variance in this dependent variable above and beyond that explained by perceived organizational support and by perceived workgroup support.
- Hypothesis 6:* Perceived workgroup support will be positively related to citizenship toward the workgroup and will explain variance in this dependent variable above and beyond that explained by perceived organizational support and by perceived supervisor support.

Method

Setting

Data for this research came from a study of nurses employed at a small rural hospital in the United States. A total of 76 nurses (including 65 nursing staff and 11 unit managers) were employed by the hospital. In addition to the current study, this project was also intended to provide data to hospital administrators, especially the Chief Nursing Officer, to assist their preparation for a voluntary external review and certification process pertaining to the perceived employment experience of nurses at the hospital.

Procedures

A survey was mailed to the home addresses of all 65 staff nurses employed by the hospital to assess employee perceptions of fairness and support. At the same time, each unit manager received a survey to assess the citizenship behavior of each of her subordinates. The surveys were included as part of a packet containing a letter signed by the hospital's Chief Nursing Officer and one of the authors requesting participation as well as a business-reply envelope addressed to the university address of the same author. Each survey had an identification number to allow us to match employee responses to the performance ratings obtained from their managers. Respondents were guaranteed confidentiality and assured that data analyses would be conducted in aggregate and that the anonymity of individual responses would be protected.

Prior to mailing the first packet, the Chief Nursing Officer informed the nurses about the project and told them to expect to receive a survey soon. To further encourage participation, the introductory letter included in the packet indicated that those completing surveys would be entered into a draw for a few gift certificates. All were asked to respond to their survey within 1 week. After 2 weeks we mailed a second round of survey packets to those who did not respond to the initial mailing. Just prior to this second mailing, the Chief Nursing Officer sent a reminder to all employees about the importance of completing the survey. All 11 managers returned their subordinate rating forms (a 100% response rate) and we received complete surveys from 50 staff nurses for a subordinate response rate of approximately 77%. We attribute these high response rates to the commitment of the hospital's management and nursing staff to the study and to the multiple mailings and communications regarding the survey materials.

Respondents

The respondents were primarily female (90%) with an average organizational tenure of 9.24 years. Their average age was approximately 45 years. Given the high response rate, non-response bias is not a significant concern.

Measures

Target-specific fairness: We assessed the procedural fairness of the organization's decision-making using three items based on Greenberg (1993) and Lind and Tyler (1988). An example item is: 'When making decisions that impact me, the procedures used by *my organization* are just.' The same three items were also used to measure the procedural fairness of the supervisor/manager by replacing reference to the organization with reference to the manager. An example item is: "When making decisions that impact me, the procedures used by *my manager* are just." Please note that all employees within a unit

report directly to the unit manager of this organization. Since the organization refers to these authorities as unit managers as opposed to supervisors, all items pertaining to an employee's immediate boss referred to 'managers.' This way, we are consistent with the terminology employed by the organization. However, to be consistent with prior research, we refer to these authorities as supervisors in our hypotheses.

We assessed interactional fairness of the workgroup using three items based on Bies (2005) and Greenberg (1993). An example item is "My workgroup treats me with respect." The response anchors for the above three justice scales (and all scales used in this research) were (1) = strongly disagree and (7) = strongly agree. Coefficient alpha for these three scales and for all scales used in this research were quite acceptable (exceeding the .70 cutoff criterion) and are reported in Table 1.

Following Anderson and Gerbing's (1988) recommended two-step procedure, we conducted a confirmatory factor analysis including all of the items included in our three target-specific fairness measures. Using the maximum likelihood method, fit indices demonstrate that the three-factor model fit the data well ($X^2 = 28.3$, $p = .24$; CFI = .99; IFI = .99; NFI = .96). All individual path loadings from an item to its specified latent construct were significant, providing evidence of convergent validity for each of the three justice scales. Next, to evaluate discriminant validity we compared the fit of this three-factor model to three possible alternative models (a one-factor model, a two-factor model where the correlation between the organizational procedural justice (OPJ) factor and the supervisory procedural justice (SPJ) factor was set equal to one, a two-factor model where the correlation between the OPJ and group member interactional justice (GIJ) factors was set equal to one, and a two-factor model where the correlation between the OPJ and GIJ factors was set equal to one) using chi-square difference tests. In each case, the chi-square difference test was significant, $p < .001$, indicating that our measurement model fits the data better than any of these alternative models. Consequently, CFA results support the distinctiveness of the three target-specific justice constructs.

Target-specific support: To assess perceived *organizational* support we used the same three items employed by Eisenberger, Stinglehamber, Vandenberghe, Sucharski and Rhoades (2002). These items were selected due to their high loadings on the long form of the survey of perceived organizational support (SPOS) developed by Eisenberger, Huntington, Hutchison and Sowa (1986). A representative item is: 'My organization really cares about my well-being.' To assess perceived *manager* support we used the same three-item scale above and replaced reference to the organization with reference to the manager. An example item is: 'My manager really cares about my well-being' The same target-replacement approach was used with the three items to assess perceived workgroup support. An example item is: 'My workgroup really cares about my well-being.'

We conducted a CFA including all of our target-specific support measures to assess convergent and discriminant validity using the procedures described in an earlier section. As expected, fit statistics were within generally accepted ranges (i.e., .90 or above) indicating the three-factor model fits the data well ($X^2 = 31.7$, $p = .14$; CFI = .98; IFI = .99; NFI = .94) and individual path loadings from an item to its specified latent construct were significant. In addition, this three-factor model fits the data significantly better than the alternative models previously described. In each case, the chi-square difference test was significant, $p < .001$, providing support for the uniqueness of the three target-specific support constructs.

Target-specific citizenship: Manager's rated all three types of citizenship performed by each of their subordinates using a 7-point scale where 1 = strongly disagree and

Table 1. Descriptive statistics and correlations.

Variable	M	SD	1	2	3	4	5	6	7	8	9	10	11	12
1. OPJ	4.68	1.35	(.96)											
2. SPJ	5.35	1.36	.69**	(.98)										
3. WIJ	5.91	1.15	.33*	.27 †										
4. POS	4.51	1.46	.74**	.60**	.26 †									
5. PSS	5.33	1.40	.54**	.83**	.14	.69**								
6. PGS	5.52	1.15	.20	.27 †	.54**	.09	(.96)							
7. CTO	5.02	1.03	.13	.10	.08	.31*	.15	.15	(.91)					
8. CTS	5.41	1.30	.03	.23	.24	.28 †	.29 †	.26 †	.78**	(.97)				
9. CTW	5.41	0.98	.05	.20	.23	.24 †	.22	.24 †	.71**	.78**	(.87)			
10. Tenure	9.23	6.44	.07	-.06	.13	-.03	-.16	.08	.11	.09	-.09	(-)		
11. Emp. Status	1.84	0.37	-.02	-.05	.17	-.10	-.12	.18	.23	.30*	.12	.14	(-)	
12. In-Role	5.92	0.67	-.06	-.03	.28 †	.06	.00	.10	.50**	.75**	.70**	.16	.29*	(.95)

Notes: OPJ = Organizational Procedural Justice, SPJ = Supervisor Procedural Justice, WIJ = Workgroup Interactional Justice, POS = Perceived Organizational Support, PSS = Perceived Supervisor Support, PGS = Perceived Workgroup Support, CTO = Citizenship Toward Organization, CTS = Citizenship Toward Supervisor, CTW = Citizenship Toward Workgroup, Emp. Status = Employment Status (1 = part time, 2 = full time), In-Role = In-Role Performance; Scale reliabilities are reported in parentheses; † < .10, *p < .05, **p < .01.

7 = strongly agree. The stem for each of the items assessing the types of citizenship behavior referred to 'This employee' as each subordinate's name was pre-printed on each rating form provided to the managers. We used items from scales used in prior studies that most clearly differentiated citizenship behaviors according to the three intended beneficiaries examined in this research: the employee's organization, manager, and workgroup. To assess citizenship toward the organization we selected six items from a measure used by Lee and Allen (2002). Example items include: 'Attends and participates in voluntary meetings regarding the organization' and 'Expresses loyalty toward the organization.'

To measure citizenship toward the manager, we used six items previously used by Rupp and Cropanzano (2002) because these items specify the manager/supervisor as the intended beneficiary. Example items include: 'Helps *me* when I have heavy workloads' and 'Accepts added responsibility when I am absent.' The items used to assess citizenship toward one's workgroup, were similar to those used to assess citizenship toward the manager, except coworkers were the referent for the behavior. The six items used were drawn from Lee and Allen's measure of OCBI. Example items include: 'Goes out of the way to make newer employees feel welcome in the workgroup' and 'Helps others who have been absent.'

We conducted a CFA of our target-specific citizenship measures using three-item parcels per construct to reduce the number of indicators based on sample size considerations (cf., Shore, Tetrick, Sinclair and Newton 1994; Ilies, Scott and Judge 2006). The three-factor model provided a good fit to the data ($X^2 = 21.8$, $p = .001$; CFI = .94; IFI = .94; NFI = .92) and individual path loadings from each item parcel to its specified latent construct were significant. This three-factor model fit the data significantly better than the one-factor and two two-factor models described earlier. In each case, the chi-square difference test was significant, $p < .01$. These findings support the distinctiveness of the three target-specific citizenship constructs.

Control variables: We followed the recommendation of Williams and Anderson (1991) and controlled for in-role performance when assessing target-specific citizenship behavior to isolate variance in these variables not associated with in-role performance. Williams and Anderson's four-item measure of in-role performance was used in the current study and includes the following four items with a stem referring to a specific employee: (1) 'Fulfills responsibilities specified in the job description,' (2) 'Performs tasks that are expected of her/him,' (3) 'Adequately completes assigned duties,' and (4) 'Meets formal performance requirements of the job.' Finally, we also controlled for organizational tenure and employment status (full-time versus part-time) when predicting target-specific citizenship behavior. These last two variables were also controlled when assessing target-specific support.

Results

The means, standard deviations, scale reliabilities, and correlations among the variables are presented in Table 1. Although the correlations among some of the independent and dependent variables may seem high we retained each of these as unique constructs because prior theory and empirical findings indicate that even with similar correlations, employees do in fact differentiate between intended beneficiaries of citizenship behavior, sources of support, and sources of justice (for a review, see Lavelle et al. 2007).

Hypotheses

Simultaneous multiple regression analyses were used to test our hypotheses because this approach is sufficient for calculating the unique variance explained by each variable (cf., Becker and Kernan 2003). We tested Hypotheses 1, 2, and 3 (see Table 2) while controlling for organizational tenure and employment status (part-time vs. full-time). Perceived organizational support (POS), perceived supervisor support (PSS), and perceived workgroup support (PGS) were each regressed separately on organizational procedural justice, supervisory procedural justice, workgroup interactional justice and the two control variables. We predicted that organizational procedural justice would be predictive of and explain more unique variance in POS than either perceptions of supervisory justice or workgroup justice (Hypothesis 1). Moreover, we expected that supervisory justice would be predictive of and explain more unique variance in PSS than either organizational or workgroup justice (Hypothesis 2). Finally, we expected that workgroup justice would be predictive of and explain more unique variance in PGS than either organizational or supervisory justice (Hypothesis 3).

The results presented in Table 2 are consistent with these three predictions, showing that: (1) organizational procedural justice was significantly related to POS whereas supervisory justice and workgroup justice were not, (2) supervisory procedural justice was significantly related to PSS, whereas organizational justice and workgroup justice were not, and (3) workgroup interactional justice was significantly related to PGS, whereas organizational justice and supervisory justice were not.

Table 2. Multiple regression analyses predicting types of support.

<i>Variable</i>	β	sr^2	<i>t</i>
Perceived organizational support			
Employment status	-.06	.00	-0.64
Tenure	-.05	.00	-0.49
Organizational procedural justice	.65	.21	4.66**
Supervisor procedural justice	.13	.01	0.97
Workgroup interactional justice	.03	.00	0.26
Overall adjusted R ²	.54		
F	12.12**		
Perceived supervisor support			
Employment status	-.05	.00	-0.53
Tenure	-.09	.00	-1.10
Organizational procedural justice	.04	.00	0.35
Supervisor procedural justice	.81	.33	6.89**
Workgroup interactional justice	-.06	.00	-0.68
Overall adjusted R ²	.67		
F	20.03**		
Perceived workgroup support			
Employment status	.11	.01	0.84
Tenure	.02	.00	0.18
Organizational procedural justice	-.10	.00	-0.58
Supervisor procedural justice	.22	.02	1.23
Workgroup interactional justice	.50	.21	3.67**
Overall adjusted R ²	.25		
F	4.22**		

Notes: sr^2 is the squared semi-partial coefficient (amount of unique variance explained by each variable); ** $p < .01$; two-tailed.

In testing Hypotheses 4, 5, and 6 (see Table 3) we controlled for in-role performance, organizational tenure, and employment status (part-time vs. full-time). Citizenship toward the organization (CTO), citizenship toward the supervisor (CTS), and citizenship toward the workgroup (CTG) were each regressed separately on POS, PSS, and PGS and the three control variables. We predicted that POS would be predictive of and explain more unique variance in CTO than either PSS or PGS (Hypothesis 4). Moreover, we expected that PSS would be predictive of and explain more unique variance in CTS than either POS or PGS (Hypothesis 5). Finally, we expected that PGS would explain more unique variance in CTG than either POS or PSS (Hypothesis 6).

The results presented in Table 3 are consistent with these three predictions, showing that: (1) POS was significantly related to citizenship toward the organization whereas each of PSS and PGS were not; (2) PSS was significantly related to citizenship toward the supervisor, whereas each of POS and PGS were not; and (3) PGS was significantly related to citizenship toward the workgroup, whereas POS and PSS were not.

Due to the size of the correlations among some of the independent variables, we examined the variance inflation factor (VIF) for each variable in each of the six regression analyses described above to address potential concerns about multicollinearity. Reassuringly, the largest VIF was 2.2, a figure that is well below the commonly accepted

Table 3. Multiple regression analyses predicting types of citizenship behavior.

<i>Variable</i>	β	sr^2	<i>t</i>
Citizenship toward organization			
Employment status	.11	.01	0.84
Tenure	.02	.00	0.12
In-role performance	.44	.17	3.38**
Perceived organizational support	.36	.07	2.11*
Perceived supervisor support	-.11	.00	-0.59
Perceived workgroup support	.08	.00	0.59
Overall adjusted R ²	.27		
F	3.96**		
Citizenship toward supervisor			
Employment status	.13	.02	1.24
Tenure	-.02	.00	-0.23
In-role performance	.70	.40	6.34**
Perceived organizational support	-.04	.00	-0.29
Perceived supervisor support	.26	.03	1.73*
Perceived workgroup support	.04	.00	0.38
Overall adjusted R ²	.57		
F	10.57**		
Citizenship toward workgroup			
Employment status	-.08	.00	-0.80
Tenure	-.20	.04	-1.99
In-role performance	.74	.48	7.25**
Perceived organizational support	.13	.01	0.99
Perceived supervisor support	.05	.00	0.35
Perceived workgroup support	.17	.03	1.69*
Overall adjusted R ²	.55		
F	11.09**		

Note: sr^2 is the squared semi-partial coefficient (amount of unique variance explained by each variable); * $p < .05$, ** $p < .01$; significance tests of individual beta weights for directional hypotheses are one-tailed, all others are two-tailed.

VIF of 10 as well as Cohen, Cohen, West and Aiken's (2003) more conservative VIF recommendation of six.

Discussion

We found that POS, PSS, and PGS were each uniquely predicted by organizational justice, supervisory justice, and workgroup justice, respectively. Additionally, we found that POS, PSS, and PGS differentially predicted supervisor-ratings of employee citizenship toward the organization, toward the supervisor, and toward the workgroup, respectively. Our model also suggests the possibility that target-specific support may differentially mediate relationships between sources of justice and citizenship toward those targets. As can be seen in Table 1, however, the correlations between multifoci justice and citizenship behaviors were not significant, ruling out any further examination of mediation.

Theoretical implications

Our findings support key linkages of the target similarity model proposed by Lavelle et al. (2007), suggesting that taking a multifoci approach to justice, social exchange, and citizenship can provide a more complete depiction of the employee experience at work. That is, by explicitly recognizing and assessing multiple sources of justice, social exchange relationship partners, and beneficiaries of citizenship behavior we may improve our ability to predict relationships among these constructs. For example, rather than positing that justice influences social exchange, we need to specify that the formation of a social exchange relationship with a particular party depends upon the fairness exhibited by that party. Moreover, our findings indicate that employees selectively direct their citizenship behavior toward certain beneficiaries depending upon the level of perceived support from these parties.

Our findings also respond to LePine et al.'s (2002) call for additional research to address the question of whether or not differentiating types of citizenship according to the intended beneficiary (individuals versus the organization) is a meaningful way to clarify the nomological network of the citizenship construct. In response to this call, our results suggest that differentiating types of OCB according to the target is a useful way to conceptualize citizenship behavior. Moreover, we found support for the distinction between supervisors and workgroup members as unique individual beneficiaries of citizenship behavior. That is, rather than referring to OCBI we need to specify whether these individual beneficiaries are in fact supervisors (or other authority figures) or coworkers with roughly equal status and power. By taking a more fine-grained or precise approach as recommended by the target similarity model, we may further improve our ability to understand and predict these forms of behavior.

Recent research has provided some support for the target similarity model when two targets are examined, showing that relationships between social exchange variables and OCB (Masterson et al. 2000; Becker and Kernan 2003; Lavelle et al. 2009) were generally stronger when the social exchange partner and intended beneficiary of citizenship were specified and matched across constructs. The present findings go beyond prior studies in at least the following ways. First, prior research has simultaneously considered relationships between only two targets at a time. For example, these studies have examined the effects of social exchange relationships with supervisors and with the organization (Masterson et al. 2000; Becker and Kernan 2003) or with the workgroup and with the organization (Lavelle et al. 2009) in a single study. Thus, the present study is the first to demonstrate the

value of a target similarity approach when three targets (the organization, the supervisor, and the workgroup) are crossed with the three constructs of justice, support, and citizenship, simultaneously.

Second, prior multifoci studies have not controlled for in-role performance when examining citizenship behavior. By controlling for in-role performance, the findings of the present study more clearly tap behaviors that go above and beyond the call of duty with respect to each beneficiary. In this regard, it seems worth noting that in-role performance accounted for much more unique variance in both citizenship toward the supervisor and citizenship toward the workgroup than it did with citizenship toward the organization. This may be due in part to the fact that the items assessing citizenship toward the organization refer to activities that may occur outside regular working hours (such as attending community events that help the organization's image) whereas individually directed forms of citizenship seem more likely to occur during regular working hours and task interactions. In sum, our research supports the logic of the target similarity model and further suggests the importance of taking a multifoci perspective to the study of justice, social exchange, and citizenship behavior.

Limitations and future research

The present research also has shortcomings. In calling attention to them, we are simultaneously suggesting additional areas for future research. First, given the cross-sectional nature of the research design, the causal impact of justice on support and support on citizenship is uncertain. Second, although we obtained supervisor ratings of employee citizenship behavior thereby eliminating concerns associated with common method variance pertaining to the relationships between support and citizenship behavior, self-reports were used to assess perceptions of justice and support. Although concerns associated with common methods cannot be eliminated entirely when considering the relationships between multifoci justice and multifoci support, it is not clear how a common methods alternative explanation could explain why employees' perceptions of justice were more strongly related to support when the target was similar rather than different. Furthermore, common methods were not present when examining the relationship between support and citizenship yet we still found effects consistent with the logic of the target similarity model.

Third, we collected data from employees working in a single organization and job type. While this approach minimizes the potential of unmeasured effects attributable to differences in organizations and professions impacting our findings, it may also limit the generalizability of our results. Thus, we suggest future studies attempt to replicate these findings in other types of organizations and professions. In addition, although we obtained a very high response rate capturing a little over 77% of the population of staff nurses employed by the organization and we found support for our hypotheses, our sample size was not large. Although we had enough statistical power to detect our hypothesized effects, it is possible that our findings may not be stable. Consequently, to enhance generalizability, future studies should attempt to replicate our findings using a larger sample comprised of employees working in different organizations and occupations.

Finally, we note that the target similarity model suggests the possibility that the relationships found here between multifoci support and multifoci citizenship behavior may be mediated by employees' affective commitment to and identification with each particular target examined. Consequently, future research would benefit by testing these multifoci linkages using longitudinal designs.

Practical implications

In the study of strategic human resource management it has been argued that the human capital pool is most likely to contribute to an organization's sustained competitive advantage (Wright, McMahan and McWilliams 1994). Human resources are able to positively influence firm performance through their behaviors (Schuler and Jackson 1987; Wright and McMahan 1992). Organizational citizenship is one behavior that contributes to the effective functioning of organizations (Sun, Aryee and Law 2007). Our findings suggest that if managers are interested in increasing certain types of citizenship behavior, then employee perceptions of support from those targets should be enhanced. One way to enhance perceptions of support attributed to the organization, supervisors, and workgroup members is through fair treatment. Given that employees differentiate between these three parties as sources of support, organizations may want to provide evidence of this knowledge via their employee communication strategies as well as through human resource education and training at all levels of the organization. Moreover, prior research suggests that fairness training can enhance managers' ability to act in a more just manner (Skarlicki and Latham 1996). Given our results indicating that employees react favorably to just treatment from both supervisors and coworkers, we suggest that organizations provide fairness training to not only executives and managers but to employees of equal status as well. These actions may benefit managers and human resources professionals concerned with enhancing fair treatment, perceptions of support, and citizenship behavior throughout all areas of the organization.

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