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Exploring the moderating roles of psychological capital on the relationship between organization justice, social support, workload and organizational citizenship behavior

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Abstract

The first idea of organizational citizenship behaviors was suggested by the Organ over 40 years ago. Since then, many researchers in various fields including management and psychology have tested the antecedent and consequences of organizational citizenship behaviors. However, organizational citizenship behaviors studies are still being conducted and tested for various factors. By reason of organizational citizenship behaviors are significant to employee productivity and organizational effectiveness. This study takes the initiative to hypothesize the psychological capital as a moderator in the relationship between organizational justice, social support, workload and organizational citizenship behaviors, which is not given much attention. There has been a limited focus on the moderation role of psychological capital in explaining organizational citizenship behaviors. Additionally, this study reviews the article that integrating five theories in elucidating psychological capital as a moderator to explain organizational citizenship behaviors. Specifically, this study aims to develop a conceptual framework to explain the role of psychological capital as a moderator in influencing the relationship between organizational justice (distributive, procedural and interactional), three types of social support consisting of organizational support, supervisor support, co-worker support work, and one negative variable namely workload towards organizational citizenship behaviors. In an effort to build this conceptual framework, the method used is to review as many recent studies as possible (2015-2020) to look at existing research trends and to see where deficiencies are still present in the equation. As a result, through the elaboration of theories and empirical studies, this study has found that the role of psychological capital is important as an exercise in empowering employees in the face of challenging work environments. This study contributes to knowledge, which may have overlooked the role of psychological capital as a moderator in explaining organizational citizenship behavior. To conclude this finding, psychological capital seems as a vital resource for individuals to cope with the work environment whether it is the supportive environment or the challenging environment to make them behave positively or organizational citizenship behaviors.

Keywords: psychological capital, organizational justice, organizational support, workload, organizational citizenship behaviors

INTRODUCTION

Organizational citizenship behaviors are individual behavior that is discretionary, not formal behavior that is forced by the organization through the reward system and can positively impact the organization's effectiveness (Organ 1988). When employees perform additional tasks such as roles that help colleagues, supervisors, and organizations to achieve their goals, organizations will benefit in the form of performance improvement (Hsiao and Wang, 2020), organizational effectiveness (Kumari and Thapliyal, 2018) and reduce turnover intention (Dwivedi, 2017). Barnard (1938), states that individuals demonstrate "willingness ... to contribute to the organizational system" (p. 83). Katz (1964), and Katz and Kahn (1966) point out that it is the behavior required to make the organization more "innovative and engaging" and contributes towards the achievement of organizational goals, beyond the role of the requirements. Organ (1988) defines organizational citizenship behaviors as "Individual behavior that

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is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization; (Organ, 1988, p. 4). Overall, Organ, Podsakoff and MacKenzie (2006) state that, regardless of how they are defined, all frameworks for organizational citizenship behaviors reflect behaviors that a) do not represent routine work functions, b) contribute in some way to organizational functioning, and c) is at its sole discretion.

Since Organ, (1988) expressed the idea of organizational citizenship behaviors, many studies have examined the antecedent of organizational citizenship behaviors. To date the organizational citizenship behaviors have been studied with a variety of variables, a recent example, Jehanzeb (2020) examines the impact of perceived organizational support on organizational citizenship behavior. Meanwhile, Yang, He, Cui and Hsu (2020) study how non-economic motivations shape organizational citizenship behaviors in construction projects. Furthermore, Turel, Xu and Guo (2020) use social exchange theory and role theory, to explain the indirect effects of how information systems lead initiatives to develop organizational citizenship behaviors. Teng, Lu, Huang and Fang (2020) tested mediation models that examined the relationship between work ethic climate, organizational identity, leader-member exchange (LMX) and organizational citizenship behavior. Whereas, de Geus. Ingrams, Tummers and Pandey (2020) present a systematic literature review of the 129 most prolific journals on organizational citizenship behavior in the public sector.

Although there have been many studies examining the factors that influence organizational citizenship behavior, the role of psychological factors in shaping organizational citizenship behavior is still limited. Among the psychological factors often associated with organizational citizenship behaviors are psychological capital (e.g., Gupta, Shaheen and Reddy, 2017; Qian, Zhang and Jiang, 2020; Rezkiya and Anggraeni, 2020). This is because psychological capital is considered a critical personal resource that facilitates employees in completing and achieving formal goals. Implementation of these tasks leads to feelings of satisfaction and positive outcomes among employees that motivate them to engage in organizational citizenship behaviors (Gupta, Shaheen and Reddy, 2017).

Previous studies have shown that psychological capital influences organizational citizenship behavior. A study by Qadeer and Jaffery, (2014) investigating the mediation of psychological capital in organizational climate and organizational citizenship behaviors relations, shows that psychological capital is significantly associated with organizational citizenship behaviors. Furthermore, Jung and Yoon (2015) explain the direct relationship between psychological capital and organizational citizenship behavior in luxury hotels. Meanwhile, Pradhan, Jena and Bhattacharya (2016) investigated the relationship of psychological capital to organizational citizenship behavior and emotional intelligence plays a moderation role in such relationships. Based on the social exchange theory, Francis and Alagas (2020), have investigated the characteristics of employee empowerment and organizational citizenship behaviors that influence job performance. Rezkiya and Anggraeni (2020) also found that psychological capital plays a role in shaping organizational citizenship behaviors. Waters, Strauss, Somech, Haslam and Dussert (2020) use mechanisms of social learning theory and emotional contagion to show that psychological capital can spread through workplaces to impact team outcomes such as performance, innovation, and organizational citizenship behavior.

Despite there has been a study of the direct effects of psychological capital and organizational citizenship behavior, its role as a moderator in explaining organizational citizenship behavior still a paucity. In any case, studies have examined psychological capital as a moderator, but its role in explaining organizational citizenship behaviors is still limited. The study by Roberts, Scherer and Bowyer (2011) examined psychological capital moderates the relationship between work stress and one's tendency to exhibit unethical behavior. While Huang and Lin (2013) studied the effects of psychological capital as moderators on the relationship between career capital and career success. Erkutlu (2014) studied the relationship between narcissism and psychological well-being and the effect of the moderating role of psychological capital on the relationship. Min, Kim and Lee (2015) examined the employee psychological capital as a moderator in the stress - challenge model. Gautam and Pradhan (2018) postulate psychological capital moderate in the relationship between stress and academic achievement. Peng, He, Deng, Zheng, Chang and Liu (2019) explore the mediating and moderating effects of psychological capital on the relationship between three types of emotional labor strategies and job burnout in preschool teachers. Most recently, Yu and Li (2020) explored the relationship between work-family conflict and mental health, examining the psychological capital playing a moderating role in this relationship. To the extent of the knowledge, several lacunae which need to be considered to elucidate the psychological capital as a moderator in explaining organizational citizenship behaviors. Although Sidra, Imran and Adnan (2016) studied psychological capital as a moderator in the relationship between perceived organizational support and organizational citizenship behaviors, their research was limited to one type of support namely, perceived organizational support, without considering other social support such as supervisor and coworkers support, or another kind of support such as organizational justice.

This study also considers one negative factors namely workload that could mitigate organizational citizenship behaviors and examine the role of psychological capital as a coping mechanism to mitigate the workload. This study contributes to knowledge, which may have overlooked the role of psychological capital as a moderator in explaining organizational citizenship behavior. Therefore, the study aims to develop a conceptual framework to explain the role of psychological capital as a moderator in influencing the relationship between organizational justice (distributive, procedural and interactional), three types of social support consisting of organizational support, supervisor support, co-worker support, and one negative variable namely workload.

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LITERATURE REVIEW

2.1 Organizational Justice and Organizational Citizenship Behavior

Colquitt, Conlon, Wesson, Porter, and Ng (2001) defined "organizational justice as focusing on the antecedents and consequences of two types of subjective perceptions: (a) the fairness of outcome distributions or allocations and (b) the fairness of the procedures used to determine outcome distributions or allocations" (p.425). Several studies have examined organizational justice (Sethi, 2018; Suhartini, and Sulaya, 2019; Dora and Azim, 2019). There are generally three dimensions of organizational justice, namely: distributive justice, procedural justice, and interactional justice (Bies and Moag, 1986; Tyler and Bies, 1990).

Previous studies have shown that individual behavior at work is influenced by perceptions of organizational justice (Sethi, 2018; Suhartini, and Sulaya, 2019; Dora and Azim, 2019). For example, researchers have found that employees' engagement, organizational transparency, and two-way communication perform organizational citizenship behaviors to their organization, and demonstrate higher levels of ethical behavior to their organization and retention in exchange for distributive justice (Smith, Mazibuko and Mrwebi, 2019;). Moreover, research has shown that employee perceptions distributive, procedural, and interactional justice influence organizational citizenship behavior (Nandan and Azim, 2015; Samanci and Basim, 2018; Suhartini and Sulaya, 2019). That is, if employees perceive that their work is being judged fairly or that the process of determining outcome provisions decisions are consider fair, they are more likely to reciprocate the justice they receive by performing behavior that benefit the organization (Purwantoro and Bagyo, 2019). Furthermore, Bostan and Kiliç (2017) indicated that the likelihood of organizational citizenship behaviors increased when employee perceptions that the procedures used in allocation organizational outcomes are fair and just.

Nandan and Azim (2015) claimed that the fair treatment for the subordinate inside the organization will spur them and make them obligated for the reciprocal social exchange relation with the organization through various favorable behaviors such as organizational citizenship behavior, whereas, unfair treatment for the employee will spoil their perception about their relationship with the company that may lead to workplace deviant behavior (Dora and Azim, 2019). According to Nandan and Azim (2015), it is more likely to be a two-way interaction between the employer-employee where the organization provide organizational justice and as an exchange, the employee shows a positive attitude (organizational citizenship behaviors) that benefit the organization.

2.1.1 Distributive Justice and Organizational Citizenship Behavior

When an individual's performance is evaluated fairly, it indicates that one's ability is assessed by the organization (Moon, Kamdar, Mayer and Takeuchi, 2008). When employees feel valued as part of an organization, they are more likely to exhibit behaviors that help the organization achieve its goals as a form of exchange that benefits both parties (Nandan and Azim, 2015). Some existing studies propose equity theory and social exchange theory to explain how distributive justice influences organizational citizenship behavior (Dai, Hou, Wang, Zhuang and Liu, 2020; Matta and Van Dyne, 2020). According to equity theory (Adams, 1965), the perception of unfair wage distribution over work input creates tension in an individual, and can lead to negative behaviors such as workplace deviance behaviour that are detrimental to the organization. If organizational citizenship behavior is considered as input to work, then workers' response to wage deficits may be reduced in organizational citizenship behavior (Organ 1988). Purwantoro and Bagyo, (2019) found that distributive justice is positively correlated with morale which is one of the dimensions of organizational citizenship behavior. However, Smith et al, (2019) found that distributive justice does not influence organizational citizenship behavior in the financial services industry.

2.1.2 Procedural Justice and Organizational Citizenship Behavior

Procedural justice is related to the fair procedure used to determine the decision outcomes, fairness is determined by factors such as whether an individual is given the right to voice his or her idea in decision-making, and whether the procedure is considered consistent, ethical, free from discrimination, fair, and just. When an organization has the right to speak as a members of the organization in determining the procedure, this indicates that their ideas and thoughts are organizational considerations. Similarly, the perception that the procedure used is consistent across all organizational members and reflects that the actions by the organization are ethical and fair, showing employees that organizations care about employee well-being (Graso, Camps, Strah and Brebels, 2020). According to Aeknarajindawat and Jermsittiparsert (2020), the effects of procedural justice include positive behaviors such as organizational citizenship behaviors, organizational commitment, performance, and job satisfaction. Furthermore, organizational citizenship behavior is always shown to be a consequence of procedural justice (Jameel, Mahmood and Jwmaa, 2020). Moreover, if employees believe that the procedures used in the allocation of organizational outcomes are fair and equitable, they will be satisfied and likely to engage in organizational citizenship behaviors (Nandan and Azim 2015; Bostan and Kiliç, 2017; Sethi, 2018; Samanci and Basim, 2018; Suhartini, and Sulaya, 2019), while Bostan and Kiliç (2017) found that procedural fairness is the most influential factor in shaping employees' organizational citizenship behavior.

2.1.3 Interactional Justice and Organizational Citizenship Behavior

Interactional justice is the fairness of interpersonal treatment during the implementation of procedures that underlying organizational justice (Bies and Moag, 1986). Interactional justice is the quality of justice that employees receive during working

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(Coetzee, 2015). The quality of interpersonal justice that employees receive in an organization is a formal decision-making process (Baldwin, 2006). It is more about the relationship between subordinates and leaders and the similarities in supervisor-subordinate relationships represent interaction justice (Dai and Xie, 2016). Organizational fairness in interactions is considered to generate social exchange between employers and employees, which will cause employees to feel valued and reciprocated by demonstrating, organizational citizenship behaviors (Nidhi and Kumari, 2016). Previous research has shown that the level of organizational justice in workers' management decisions relates directly to the quality of social exchange relationships between individuals and their organizations as well as between employees and management (Cropanzano, Prehar and Chen, 2002; Nandan and Azim, 2015). Several studies have supported the relationship between interactional justice and citizenship behavior (Taamneh, 2015; Nidhi and Kumari, 2016).

2.2 Social Support and Organizational Citizenship Behavior

2.2.1 Perceived Organizational Support and Organizational Citizenship Behavior

Several types of research have studied the impact of perceived organizational support on organizational citizenship behavior. Based on Rhoades and Eisenberger (2002), perceived organizational support is an organization's willingness to support employees in terms of appreciates their contributions and care about their well-being. As an exchange, employees will show their positive behavior that benefits the organization. This is parallel with social exchange theory which suggests that through mutual exchanges, a pattern of reciprocal obligation is established between the parties (Blau, 1964). Support by the organization is assumed to produce open-end social exchange relationships, these types of relationships will result in obligations for the employee to repay the organization by showing positive behavior such as organizational citizenship behavior. In accordance with Kim, Eisenberger and Baik (2016), good perceived organizational treatment motivates employees to boost their efforts in assisting the achievement of organizational goals and objectives. Such as this view, employees' tent to reciprocate perceived organizational support with the display of organizational citizenship behavior directed toward the organization (Siregar and Hadiyani, 2019; Detnakarin and Rurkkhum, 2019; Thompson, Bergeron and Bolino, 2020).

Other studies also support the relationship between perceived organizational support and organizational citizenship behavior. Duffy and Lilly (2013) conducted a research and found that medium levels of demand for power and success influenced the relationship between perceived organizational support and organizational citizenship behavior. The results from research accomplished by Jebeli and Etebarian (2015) showed that there was a significant positive relationship between perceived organizational support and organizational citizenship behavior. Kanwal, Rathore and Qaisar (2019) found that the perceived organizational support moderate the relationship between benevolent leadership and employees' organizational citizenship behavior. Thompson et al. (2020) found a significant positive relationship between perceived organizational support and organizational citizenship behavior. The results from research conducted by Detnakarin and Rurkkhum (2019) found that the relationship between human resource development practices and organizational citizenship behaviors is stronger for workers with high levels of organizational support, compared with workers with low levels of organizational support. Meanwhile, Jehanzeb (2020) got the opposite result, found an insignificant relationship between perceived organizational support and organizational citizenship behavior.

2.2.2 Perceived Supervisor Support and Organizational Citizenship Behavior

Social exchange theory is used to explain the role of supervisor support in shaping the organizational citizenship behavior. Some studies have also used social exchange theory to explain this relationship where it states that the relationship between the two parties is mutually beneficial (Wang, 2014; Francis and Alagas, 2020; Thompson et al., 2020). Social exchange theory states that the relationships between two-party form reciprocal mutual benefits (Blau, 1964; Gouldner, 1960). In this study is the relationship between supervisor and subordinate, in which the supervisor provides support, for example, assisting the employees or providing guidance in performing the task, or motivating the subordinate. In response to that support, the subordinates will develop a positive attitude that will then benefit the supervisor and the organization. Supervisors are considered organizational agents (Azim, Hassan, Zaid and Daud, 2020), responsible for providing information on organizational rules and implementing organizational policies, work schedules, setting performance standards, and conducting assessments. Therefore, supervisors are constantly in contact with subordinates at work.

Rice, Young and Sheridan (2020) suggest that supervisors with a high moral identity should demonstrate a level of consistency in terms of inclusive behavior. Supervisors who show inclusive behavior (for example: create cohesiveness with subordinates) indicate that the supervisor being a moral person. The moral identity of supervision affects employees to increase their affective commitment and shape organization citizenship behaviors (Rice et al., 2020). This is in line with the theory of social exchange, employees tend to respond positively to positive behaviors with the people they interact with. Social exchange theory posited that the employee values a relationship with a supervisor as fair and satisfactory, he or she tends to respond according to the reciprocal norms by improving performance and positive work attitude. Previous studies also suggest that supervisor support affects organizational citizenship behavior. Yadav and Rangnekar (2015) found that supervisor support influences organizational citizenship behavior through employee involvement in decision making, Similarly, Uzun (2018) states that supervisor support has a positive impact on organizational citizenship behavior.

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2.2.3 Co-worker Support and Organizational Citizenship Behavior

Citizenship behaviors are often performed by employees in the interest's support of groups or organizations without directly benefiting individuals (Moorman and Blakely, 1995). Examples of citizenship behaviors such as helping a colleague with work-related problems even if such assistance is not part of the job assigned by the company. According to Thoits (1983), support from colleagues is more important than support received from individuals outside the group. Ladd and Henry (2000, p. 2034) define co-worker support as "employees' global beliefs concerning their co-workers' attitudes toward them". There are two types of co-worker support: emotional support and instrumental support. Instrumental support is task-focused, whereas emotional support is focused on the individual (Beehr, Jex, Stacy and Murray 2000). The difference is that co-worker support is more discretionary while formal organizational support (i.e. organizational support/supervisor) is managed by the authority level (Chiaburu and Harrison, 2008). Organizational citizenship behavior is also influenced by the social context of workers (Bommer, Miles and Grover, 2003). As stated in social learning theory, other people's attitudes and behaviors can influence our own attitudes and behavior. Similarly, work situations where social interaction occurs where people learn the norm of behavior in their workgroups and observe their co-workers. As noted by Robinson and O'Leary-Kelly (1998), social learning occurs when the team members learn work norms from co-workers through observation and indirectly influence behavior. This idea is consistent with the theory of social learning (Wood and Bandura, 1989) emphasized the importance of learning behavior by modeling others. Moreover, the behavior of co-workers is influenced by the environment, in line with what is described in Bandura's (1986) reciprocal model. Therefore, to maintain this reciprocal norm, a group of workers with positive behaviors will influence their colleagues with positive behaviors and this will indirectly form the organizational citizenship behavior. Empirical research has also found that co-worker support influences organizational citizenship behaviors (Ali, Zumrah and Samah, 2017).

2.3 Workload and Organizational Citizenship Behavior

Workload refers to job demands, including the amount of work and time it takes for an individual to complete the job (Rizzo, House, and Lirtzman, 1970). Workload, also referred to as the amount of work done by an employee over a period of time and influences work productivity (Griffeth and Hom, 2001), research has shown that workload has a negative and positive effect on employee behavior (Cavanaugh, Boswell, Roehling and Boudreau, 2000). High workload has been found to predict employee engagement in many dimensions of organizational citizenship behavior (Anderson and Williams, 1996). High workload has a significant relationship with altruism so that individuals with higher workload tend to be less helpful to their colleagues (Anderson and Williams, 1996). As stated earlier, organizational citizenship behavior is a performance that generally exceeds the role it should perform. Therefore, in order to fulfill additional roles, in addition to fulfilling job demands will require additional resources from employees, especially in terms of their time and energy.

Therefore, employees may find it difficult to demonstrate organizational citizenship behavior as they have worked hard to devote time and energy to satisfy their responsibilities. This means that workloads have the potential to reduce organizational citizenship behavior in line with the study by Barr, Spitzmuller and Stuebing (2008), finding that organizational citizenship behavior is negatively associated with the workload. However, several studies that have been conducted to identify the relationship between organizational citizenship behavior and workload have been inconsistent. For example, Organ and Ryan (1995) reported negative relationships, while Bolino and Turnley (2005) reported positive relationships between workload and organizational citizenship behavior. Again Erdogan and Liden (2006) in their study found that a high workload has a negative impact on organizational citizenship behavior, Rauf (2016) also found workload reduces organizational citizenship behavior. At the same time, many of these studies consider workload as an antecedent of organizational citizenship behavior (Dash and Pradhan, 2014; Liu, Chow and Huang, 2019). Therefore, the inconsistencies and discrepancies between the past generate questions in the literature indicating that further studies of the relationship between workload and organizational citizenship behavior are justified.

2.4 Psychological Capital as Moderator

Psychological capital is an individual's positive psychology characterized by four elements: (1) self-efficacy, that is, the confidence to take and make the effort required to succeed in a challenging task; (2) optimism is the overall belief of the individual to experience something more positive than negative in the future; (3) hope is a person with high hopes to work harder to achieve his or her goal; and (4) resilience is the ability to sustaining and bouncing back, to attain success (Luthans, Youssef, and Avolio, 2007). Specifically, psychological capital determines how employees respond to the work environment (Azim and Dora, 2016). If the work environment is fair, and the employee receives support or assistance from the organization, then the employee reinforces that perception through psychological capital and positively contributes to the organization. But if the work environment is not as favorable as the stressful work environment resulting from workload, then psychological capital will play a role in curbing or resisting such pressure.

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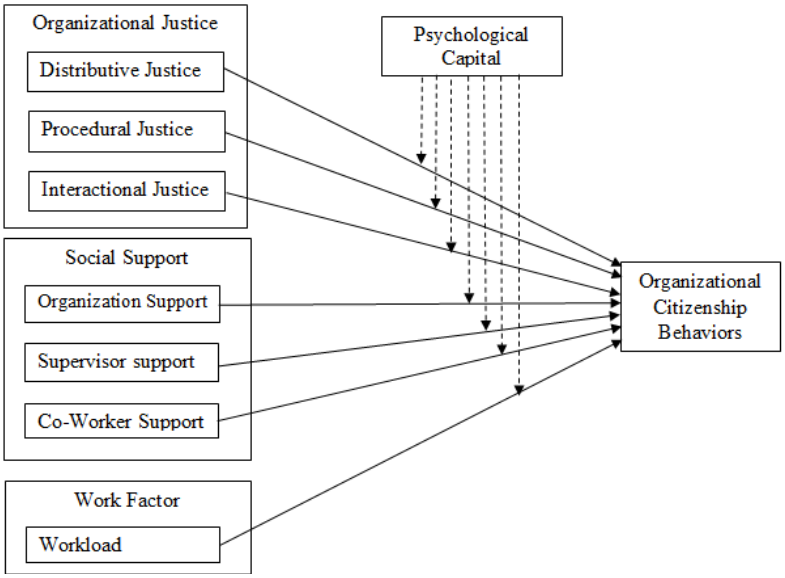

Figure 1: Conceptual Framework

Thus, when the basic needs of employees are prioritized through organizational justice and social support such as organizational support, supervisors and co-workers, psychological capital reinforces the individual's perception that the work resource is "instrumental," instrumental support refers to the tangible help that the organization can provide, (such as distributive, procedural and intrusive justice (Azim and Dora 2016), as well as social support (e.g. organizational support, supervisors and co-workers) (Nandan and Azim, 2015). For example, employees with high self-efficacy have higher psychological control over justice and social support; resilient employees are better able to respond to high organizational expectations; highly optimistic employees are always positive in facing the injustice and lack social support; and employees who have high hopes, able in finding solutions if experience injustice and less social support. Thus, psychological capital plays a vital role in how individuals interpret the constraints imposed on work resources (justice and support) and utilize available resources for employee well-being. It even equips individuals with the ability to choose, adapt, and use their resources to achieve their personal goals based on the circumstances and environment around them. In short, psychological capital has the potential to moderate the relationship between organizational justice, social support, and organizational citizenship behavior. That is, psychological capital will make employees intense in the work environment under any circumstance and positively affect employees in the form of organizational citizenship behaviors.

Whereas for a stressful work environment, psychological capital plays a role in reducing stress as a result of workload. Psychological capital is a positive resource, it can help employees overcome the consequences of job demands, such as perceptions of mental or physical fatigue, and work stress, which in turn can improve employees' mental health (Liu, Wen, Xu, and Wang, 2015). Psychological capital is a form of human strength in the face of challenges and obstacles. According to Hobfoll (2002: 307) based on conservation of resources (COR) theory, resources are "those entities that either is centrally valued in their own right (e.g., self- efficacy, close attachments, health, and inner peace) or act as a means to obtain centrally valued ends (e.g., money, social support, and credit)." This means that psychological capital is also a resource for an individual to protect their well-being if they face any challenges such as workload. For example, individuals with high self- efficacy believe that they can achieve and "get the job done", that is, complete whatever task they are assigned. Employees with high psychological capital have high ability to handle challenges, more optimistic in negative situations (such as workload), expecting positive results, and recovering quickly after failure (Jin, Li, Song, Jiang, Zhao and Wen, 2020), individual with high expectations have the ability to find multiple paths to access well-being and problem-solving, (Çam, Eşkisu, Kardaş, Saatçioğlu and Gelibolu, 2020), as a result of excessive workload. Finally, individuals with psychological capital may successfully overcome stressful situations such as excessive workload, while low psychological capital tends to be stressful when receiving excessive workload. Based on several theories and together with empirical findings, this paper develops a conceptual framework as shown in Figure 1 to explain the role of psychological capital as a moderator in influencing the relationship between organizational justice (distributive, procedural and interactional), social support consisting of organizational support, supervisor support, co-worker support, one factor of work environment namely workload, and organizational citizenship behaviors.

CONCLUSION

Organizations with employees' organizational citizenship behaviors will be more resilient because employees' have a positive attitude either helping the organization or helping others in the organization to achieve organizational goals. In shaping the employees' organizational behavior, various theories have shed light on how these positive attitudes are shaped, among which are often considered organizational justice, organizational support, and the work environment. Human attitudes can be shaped by

relationships with other parties. In this study, based on empirical reviews and theoretical explanations, organizational justice, which is a form of fair treatment in the organisation, will shape the employees' positive attitude. Likewise, social support such as organizational support, supervisor support, and co-workers who assist employees in performing their duties and responsibilities make employees feel valued and this will indirectly reward the employee with a positive attitude (organizational citizenship behavior). Excessive workload will make employees tired and this can upset their emotions and in turn negatively impact organizational citizenship behavior. Although employees received fair treatment in the organization, social support or vice versa receive excessive workload, the role of psychological capital is something critical that needs to be considered. Employees with psychological capital have self-efficacy, resilience, optimism and hope able to deal with challenging work environments, if the organization is unfair or lacking social support, employees with psychological capital will be able to strengthen themselves in the work environment. Similarly, employees who face excessive workloads, those with psychological capital will buffer these effects with psychological capital. This means that psychological capital plays a role as a resource for employees in challenging work situations.

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