

ROLES PLAYED BY NEGOTIATION STYLE AND ORGANIZATIONAL CULTURE MATCHING, AND ETHICAL LEADERSHIP IN ORGANIZATIONAL CITIZENSHIP BEHAVIOR

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ABSTRACT

Drawing on cognitive consistency theory, which is manifested, for example, by person-job, person-environment, person-supervisor fit, and cognitive dissonance, this study fills the extant literature of organizational citizenship behaviors (OCBs) with three antecedent constructs: negotiation style matching, organizational culture matching, and ethical leadership. These antecedent drivers are shown to affect a group of mediators that have a final impact on OCBs. The mediators depict job satisfaction as a fundamental base for psychological ownership, which, in turn, reinforces employee loyalty. Because this study was a quantitative study, the post-graduate students assisted in gathering three hundred and thirty-three valid data sets. The study finds that cognitive consistency, represented by negotiation styles and organizational culture, as well as perceived ethical leadership, predict job satisfaction, psychological ownership, employee loyalty, and OCBs. Furthermore, employee loyalty also plays a critical role in OCB to arise. Methodically, the study employs neural network (NN) and structural equation modeling (SEM). Their combinations provide a supporting complement to the inferential statistical assessments of the proposed hypothetical model.

Keywords: *Cognitive Consistency Theory, Negotiation Style Matching, Organizational Culture Matching, Psychological Ownership, Job Satisfaction, Organizational Citizenship Behavior, Neural Network Simulation.*

Introduction

First coined by Bateman and Organ (1983), organizational citizenship behaviors (OCBs) connote an extra-role (Braun et al., 2012) and discretionary (Podsakoff et al., 1997) behaviors of employees, that are known to “not directly or explicitly get recognized by the formal reward system” (Organ, 1988:4) of the organization they work. OCB has been shown to contribute to employees’ morality and creative organization functioning (Tan et al., 2022), and competitiveness sustainability (Ozcelik and Findikli, 2014) of organizations, whether family-owned or not (Campopiano et al., 2019), or services (Bayik, 2019). Being a group-based entity in an organization, employees “do their due” by contributing to the joint tasks to promote the common good. Active responsibility demonstrates that employees are active contributors to the sustainability of the organization. The juridical state highlights the rule-conformance aspect of OCB. Depending upon the situations faced by employees, the activities manifested by OCB are multi-variegated, such as altruism (Smith et al., 1983), fair treatment of others and civil conduct (Podsakoff et al., 1990), social, advocacy and functional participation (van Dyne et al., 1994), loyalty boosterism to the organization (Moorman and Blakely, 1995), corporate championship (Ocampo et al., 2018), corporate social responsibility activities (Lee and Yoon, 2018), and voicing out (Coleman and Borman, 2000).

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Researchers have studied both intrinsic and extrinsic factors that drive OCBs, such as labor shortages and the influence of globalization (Harvey, Bolino and Kemen, 2018), and social contract and collective responsibility (Jeuirissen, 2004). The social contract concerns enlightened self-interest that the employees commit to playing an active part in a well-ordered organization. The roles played by negotiation style matching and organization cultural matching on OCBs are the two factors this study aims to contribute. To some extent, these factors imply a favorable social and psychological climate. Specifically, the study investigates how employees who believe their negotiation styles match or do not match the general negotiation style of the organization and the employee's direct supervisors, as well as organizational culture matching and ethical leadership, influence OCB. Although the construct is different, negotiation style matching shares a similar concept of person-supervisor fit (Ozdemir and Ergun, 2015), and organizational culture matching with person-organization fit (Lauver and Kristof-Brown, 2001). Individuals who are attracted to similar others, such as in terms of shared values (Kaur and Kang, 2021) will have more positive attitudes (Schneider, 1987), be more content (Locke, 1976), and show more commitment in a co-working environment (Kaur and Kang, 2021). The negotiation style matching as a manifestation of person-supervisor and the person-environment fits motivated by the cognitive fit state to influence employees' attitudes and behaviors towards an organization (Watchfogel, 2009). The "fit" phenomenon is actually quite common in daily life (Cable and DeRue, 2002), such as in job applications people look for a job in an organization that fits with their values (Judge and Cable, 1997). From the lens of psychology, the mental or cognitive "fit" states of people have been discussed using the cognitive dissonance theory found advocated by Festinger (1957). The problem, and thus, the conceptual architecture of this study can be referred to in Fig. 1.

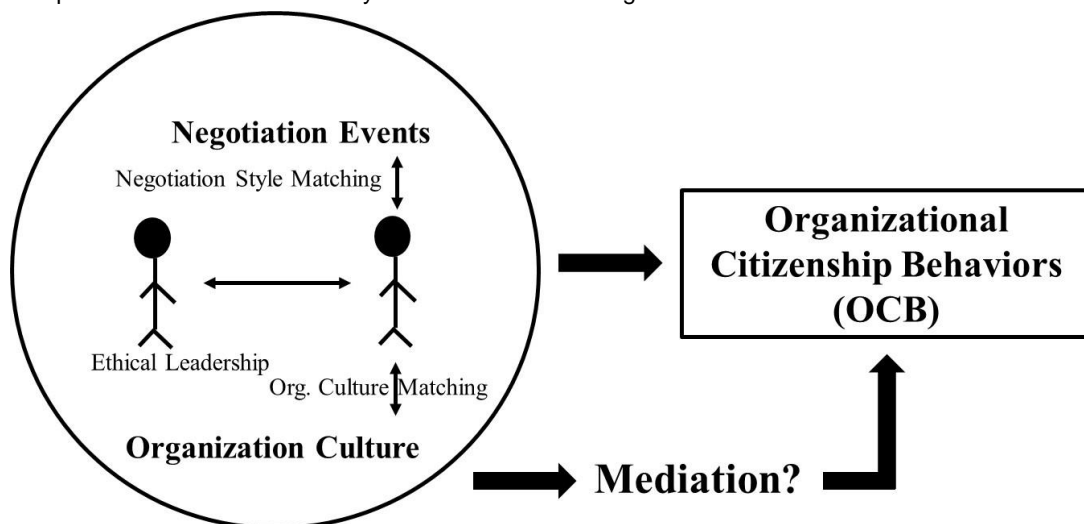


Fig. 1: The Problem Architecture of the Study

Literature Review

The conceptual model shown in Fig. 1 takes shape from the concept of cognitive consistency and self-concept. Organizational citizenship behavior (OCB) is reckoned as an "extra-role" behavior (a type of discretionary behavior that has been shown to be significantly caused by the reciprocity relationship, Braumn et al., 2013) that manifests the voluntary efforts of people beyond their formal role requirement and known reward system, and thus, is useful for organizational functioning (Organ, 1988). Social reciprocity is a type of social exchange, and the knowledge base has been championed since Blau's (1964) advocacy of social exchange theory. Under the social exchange context, organizational culture and negotiation style matchings reflect cognitive consistency or self-concept congruity. The additional construct, ethical leadership, is considered alongside cultural and negotiation style matching because a leader is not only the promoter and guide of organizational culture and norms of behavior (Fox et al., 2023), but employees often prioritize reciprocity with an ethical leader who is considered more proximate sources of motivation to them (Lin et al., 2023). In other words, when employees perceive their ethical leaders routinely displaying and encouraging normatively moral behavior, it implies person-organization and person-supervisor fit that this study emphasizes, which implies the perceived compatibility an employee has with an organization (Kristoff, 1996).

Hypothesis H1-H3: The Drivers of Organizational Citizenship Behaviors

As noted in the above discussions, cognitive consistency theory, such as inconstant cognition that produce dissonance (Aronson, 1968, 1999) and person-environment fit provide the theoretical base to explain the need for employees to maintain psychological harmony between their beliefs and behaviors and that of the environment, such as immediate supervisors and the collective whole, meaning organizational culture. Otherwise, mismatching, incompatibility, or psychological disharmony, as a result of threatening self-concept (Steele, Spencer, and Lynch, 1993), would lead to work dissatisfaction and employees looking for alternative jobs to avoid remaining in an inconsistent environment (Bartikowski and Walsh, 2011). Nevertheless, "Why do employees feel a mismatch" is rarely discussed in the extant literature from the perspective of psychological ownership and job satisfaction as the explanatory basis using their mediating effects. Gradually, the concepts will be explored and corresponding hypotheses be derived. In this section, the three antecedent causes of OCB will be justified. In general, individuals always try to maintain consistency by applying their cognitions to the encounters, which is a concept advocated in the cognitive dissonance theory (Festinger, 1957), a type of cognitive consistency theory (Chatterjee et al., 2023). Accordingly, this study assumes that negotiation style or organizational culture matching would significantly impact OCB, being explained by the following two hypotheses:

H1: Negotiation style matching is positively related to OCB.

H2: Organizational culture matching is positively related to OCB.

Having discussed the fit-based constructs, the following provides the literature review rationale for the role ethical leadership played in OCB. Fit is a reciprocal outcome (Lauver and Kristof-Brown, 2001), and given this rationale, Garba et al. (2018), by drawing from the social exchange theory advocated by Blau (1964), empirically show that supervisors possessing ethical leadership characteristics are more likely to bond employees into forming a feeling of reciprocal obligation. A type of reciprocal behavior, albeit discretionary (Bateman and Organ, 1983), is known as OCB. Ethical leadership extends the normative leadership roles such as transformational that aim to stimulate the aspiration and inherent potential of employees to employ ethical climate and principles to motivate employees (Qalati et al., 202; Dey et al., 2022). Specifically, ethical leadership characterizes the actions of the supervisors and management through their moral conducts (Brown et al., 2005). OCB behaviors are essential behaviors leaders should encourage their subordinates to behave (Jain, 2015). From an ethical leadership perspective, it is assumed that leadership can establish a justice atmosphere or environment, whether in the forms of justice, fairness, or equities (Stamenkovic et al., 2018; Fortin et al., 2020). Correspondingly, the following hypothesis is assumed:

H3: Ethical leadership is positively related to OCB.

Hypothesis: Job Satisfaction as a driver of Psychological Ownership

Psychological ownership is a state of mind that is "part attitude, part object, part in the mind, part real" (Etzioni, 1991: 466) and is associated with the characteristics of having self-affirmation (Steele et al., 1993) and self-efficacy (Pierce, Kostova, and Dirks, 2001). In addition, psychological ownership also reflects a useful relationship or connection between the people and the environment or the things significant to them, such as their job, and thus, reflects their satisfaction with the connection (Sieger, Bernhard, and Frey, 2011; Pierce, Jussila, and Cummings, 2009). Job satisfaction has long been recognized by researchers to signify employees being a part of the organization (Etzioni, 1991). Job satisfaction is the overall feeling of the employees that reflects their assessments and evaluations of the various aspects of jobs (Spector, 1997). Specifically, job satisfaction is "a positive emotional and pleasurable state driven by appraisal of one's job or work experiences" (Locke, 1976). Thus, job satisfaction, according to fit or cognitive consistency theory, is a manifestation of self-consistency, and can improve the security state of the employees (Sieger, Bernhard, and Frey, 2011). Accordingly, the fourth hypothesis is assumed:

H4: Job satisfaction is a driver of psychological ownership.

Hypothesis: Psychological Ownership and Job Satisfaction in Influencing Employee Loyalty and OCB

For a behavior to be classified as OCB, it must first be within the control of the individual and not forcefully imposed by any organizational system (Organ, 2016). Having possessed psychological ownership, employees would feel security (Pierce, Kostova, and Dicks, 2001), and this would influence them to keep their membership with the organization they work (van Dyne, Graham and Dienesch, 1994), which infers employee loyalty. In addition, the compatibility or matching of negotiation style and cultural organization that this study investigated is, according to person-environment fit or cognitive

consistency theories, evaluative in nature. As such, being shared the similar evaluative nature of overall feeling, job satisfaction would also be assumed to lead to employee loyalty. In fact, psychological ownership reflects employees' ownership feelings toward the organization they work (Avey et al., 2009; Deghey et al., 2021). Accordingly, the following hypotheses are assumed, which establishes the fundamental relationships between psychological ownership, job satisfaction, employee loyalty, and OCB:

H5: Psychological ownership influences employee loyalty.

H6: Job satisfaction influences employee loyalty.

H7: Psychological ownership influences OCB.

H8: Job satisfaction influences OCB.

H9: Employee loyalty influences OCB.

Hypothesis: The Three Antecedent Constructs to Influence Psychological Ownership, Job Satisfaction, and Employee Loyalty

The above has, fundamentally, laid the conceptual architecture as described in Fig. 1. Here, an extended justification of the logic of the antecedent fit-based and cognitive consistency concludes the rest of the hypothetical connection by establishing employee loyalty, psychological ownership, and job satisfaction, as shown in Fig. 2.

The first antecedent group is negotiation style and organizational culture matching. The P-E fit notion can be inferred as representing a strong culture that can contribute to an organization's effectiveness (Denison, 1990) and business excellence (Kassem et al., 2019). This study investigates organizational culture matching between an employee and the organization he or she is working, which adopts also the organizational culture matching with the nature of business (Denison, 1990). Organizational culture matching in the business sense, according to Denison (1990), are four: involvement (employees have the ability, sense of ownership, and responsibility throughout the organization), consistency (employees have the values, beliefs, and norms as part of the culture), adaptability (employees move toward the external environment), and mission (employees aim towards the future long-term direction of the organization) (Bagga, Gera, and Haque, 2022; Denison and Mishra, 1995). From the cultural traits insight of Denison and Mishra (1995), it can be inferred that employees, whose norms and beliefs match with the culture of the organization, can lead to a strong psychological connection to the organization, and accordingly, job satisfaction and employee loyalty. Furthermore, in fits, employees feel they have a sense of, for instance, job, being theirs in security and ownership (Pierce et al., 2001), and thus, show more dedication to work and job satisfaction (Haldorsson et al., 2021).

While organizational culture is significantly critical to employee loyalty and job satisfaction, and thus, accordingly also the negotiation style and organizational culture matching as advocated above, in a similar vein, it can be inferred from Feldermann and Hiebl (2022) that ethical leadership demonstrates a type of agency that glues the culture, and hold people loyal (Bettencourt et al., 2001). The agency represents the managers being employed by the principal to look after the organization (Jensen and Meckling, 1976). An agency that possesses ethical leadership shows employees a moral model (Brown et al., 2005; Trevino et al., 2000), can protract an identity consistency (Bartikowski and Walsh, 2011; Hunter, 2012), motivates the continuing commitment of employees, and improves the satisfactory states and loyalty to organization of the employees (Avey et al., 2012).

Accordingly, the following hypotheses are assumed:

H10: Negotiation style matching has a positive impact on psychological ownership.

H11: Organizational culture matching has a positive impact on psychological ownership.

H12: Ethical leadership has a positive impact on psychological ownership.

H13: Negotiation style matching has a positive impact on job satisfaction.

H14: Organizational culture matching has a positive impact on job satisfaction.

H15: Ethical leadership has a positive impact on job satisfaction.

H16: Negotiation style matching has a positive impact on employee loyalty.

H17: Organizational culture matching has a positive impact on employee loyalty.

H18: Ethical leadership has a positive impact on employee loyalty.

Integrating the above hypotheses leads to the hypothetical structure given Fig. 2, which expands the mediator zones of Fig. 1.

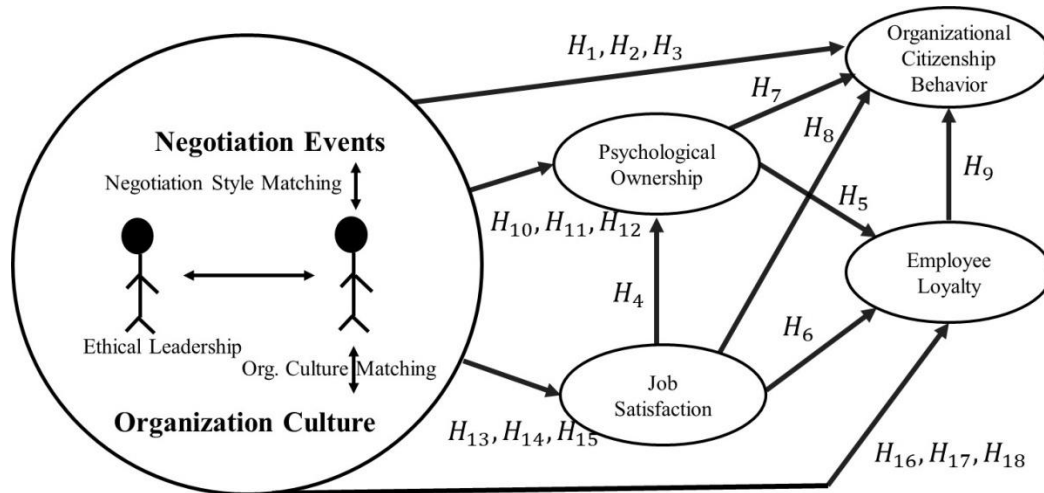


Fig. 2: The Hypothetical Structure

Method

Data Source and Design

This study conducted a cross-sectional survey and the primary data were collected from the general population sample conveniently approached using the source of post-graduate students. The students were currently working in various places in China (e.g., Hubei, Hunan, Guangzhou, Beijing), and they pursued their MBAs and PhD. degrees at the time of the survey. The survey was conducted during the year-end of 2022. The MBA and PhD Students were the students of the author who enrolled in a management negotiation class that spanned a period of three months. Prior to the survey, the author provided an overview of instruction in the class and cited that the survey was used as a practice of empirical research, and full scores were given only for the efforts of the survey. Specifically, there were a total of 37 students in both classes, and each student needed to engage 9 people to participate who can be their friends or colleagues currently working.

Study Measures and Variables

The questionnaires have two parts: the first part deals with the demographic section, which captures the gender, age, and marital status of the survey participants, duration of work experience, and working industry of their careers. Part II presents the measurement items for each of the constructs, which seeks the responses of the participants based on a five-point Likert scale (1 = strongly disagreed, to 5 = strongly agreed with the statement).

The following presents the measurements of the constructs.

- **Organizational Culture Matching and Negotiation Style Matching**

These two constructs are relatively new to the extant literature, and thus this study exploits the theories of cognitive consistency and self-consistency for the questionnaire items design. Cognitive consistency theory presents a core concept that people feel motivated to maintain consistency across many domains in life (Gehlbach et al., 2019), including the organizational aspect of employees' life in this study. The three-measurement items of negotiation style matching are: "The negotiation style can be cooperative or competitive. In view of this understanding, I consider: that my negotiation style matches the negotiation style of most employees in the organization; The negotiation style can be cooperative or competitive. In view of this understanding, I consider: that my negotiation style matches the negotiation style of the management; and The negotiation style can be cooperative or competitive. In view of this understanding, I consider: that my negotiation style matches the negotiation style of the organization such as with suppliers or any business transactions, or at a strategic level." The three-measurement items of organizational culture matching are: "I feel that my personality matches the culture of the organization; I feel the culture of the organization gives me a positive environment to work and grow; and I feel at ease working in the culture of the organization."

- **Ethical Leadership**

This research adopts the moral manager and moral person aspects of Pasricha et al. (2018). Moral managers serve as role models for the firm's ethical practices, and a moral individual possesses qualities such as "integrity, trustworthiness, and honesty" (Wood, Eid, and Agag, 2021:2). Accordingly, this study uses the following measurement items: "The leader in the organization sets an example of how to do things the right way in terms of ethics; the leader in the organization defines success not just by results but also the way; the leader makes fair and balanced decisions."

- **Psychological Ownership**

People that possess psychological ownership show the fulfilment of three motives: efficacy in that they can meet the job demand, self-identity in that their beliefs and cultural norms match, and there is security in their position (Pierce et al., 2003). Accordingly, psychological ownership measures a sense of belonging, such as being at ease (Matilainen and Lahdesmaki, 2021; Mi et al., 2019). Accordingly, the three measurement items adopted for this study are: "I am confident in my ability to contribute to the success of my organization; I am confident in my ability to make a positive impact in this organization; I am completely comfortable being in this organization."

- **Job Satisfaction**

Job satisfaction is reflected in multi-domain areas to reflect employees' positive emotions about their work (Castle, 2010). In addition, Sokmen and Sarikaya (2022) note two dimensions of job satisfaction, namely internal and external. The internal is operationalized in this study as a growth and development opportunity that is more intrinsically oriented, and the external dimension is operationalized in this study as a result of salary, relationships with colleagues, and management. 4-item measures are: "I am pleased with my working colleagues in the organization; I am pleased with my salary and benefits; I'm pleased with the behaviors and efforts of the management; I am pleased with the opportunities for growth and development provided by this company to its employees."

- **Employee Loyalty**

Employees who show loyalty to their organization manifest attitudinal and behavioral dedication (Cachón-Rodríguez et al., 2021), as an advocator of the organization they work (Wolter et al., 2017). The four-measurement items are used in this study: "I will do everything in my power to help the organization grow. Despite changes in the economic environment, I remain committed to this organization; I will work here for as long as the organization requires me. Working for this company is the greatest choice for me."

- **Organizational Citizenship Behavior**

OCB demonstrates a discretionary or extra-role behavior of employees that is not formally traced to their assigned duties and agree-on rewarding package (Braun et al., 2012; Podsakoff et al., 1997). The three measurement items undertaken by this study are: "I say positive things about the organization to others; I make helpful suggestions to the organization on how to improve job performance; and when I have useful data on how to improve job performance, I share it with the management team."

- **Data Analysis**

The statistical and neural network (NN) simulation methods are the means for data analysis. Prior to the structural equation modeling (SEM) and NN simulation, the study ensures the constructs have the necessary reliability, and convergent and discriminant validity that meet the guidances given, for instance, in Hair et al. (2010). NN simulation employs Multilayer Perceptron (MLP) network structure, and provides a preliminary hypothetical structure to guide SEM study (Tan and Julian, 2022; Tan and Srivastava, 2022).

Results

The results are based on the 333 returned and completely valid questionnaire sets. Prior to the inferential statistical analysis and neural network (NN) simulation, a quality assessment of the constructs must first be conducted. Results of the assessments of reliability, convergent validity, and discriminant validity are given in Table 1: reliability measure more than 0.80 (Hair et al., 2010), convergent validity, as evidenced by AVE (Average Variance Explained) more than 0.5 and factor loadings more than 0.50 (Anderson and Larcker, 1981), and discriminant validity established by the square root of AVE in excess of the values of cross-correlations, as shown in the right portion of Table 1.

Table 1: Analyses of Reliability, Convergent Validity, and Discriminant Validity

	Reliability	Convergent Validity			Discriminant Validity						
	α	KMO	AVE	Factor Loading	OCM	NSM	EL	JS	PO	EL O	OC B
OC M	0.853	0.732	0.773	OCM1,2,3: 0.875,0.888,0.875	0.88						
NSM	0.822	0.72	0.737	NSM1,2,3: 0.853,0.867,0.857	0.44	0.86					
EL	0.824	0.718	0.74	EL1,2,3: 0.842,0.868,0.872	0.43	0.39	0.86				
JS	0.863	0.828	0.709	JS1,2,3,4: 0.808, 0.851, 0.86, 0.849	0.47	0.38	0.39	0.84			
PO	0.831	0.714	0.749	PO1,2,3: 0.878, 0.883, 0.835	0.46	0.47	0.52	0.48	0.87		
ELO	0.897	0.844	0.763	ELO1,2,3,4: 0.874, 0.878, 0.885, 0.858	0.45	0.37	0.43	0.47	0.48	0.87	
OCB	0.849	0.728	0.768		0.47	0.44	0.46	0.48	0.53	0.55	0.88

- Neural Network Simulation**

Neural network (NN) simulation is used to predict factors that induce organizational citizenship behavior. The result is presented in Table 2, which shows employee loyalty ranks as the most critical factor at a weight of 0.316, followed by psychological ownership at 0.198, then, ethical leadership at 0.154, negotiation style matching at 0.118, organizational culture matching at 0.113, and job satisfaction at 0.102. NN simulation has been shown by Tan and Julian (2022), and Tan and Srivastava (2022) to be effective in inductively constructing a preliminary theoretical structure for further structural equation modeling.

Table 2: Neural Network Simulation

Case Processing Summary			
		N	Percentage
Sample	Training	226	67.9%
	Testing	107	32.1%
Valid		333	100.0%
Excluded		0	
Total		333	
Network Information			
Input Layer	Covariates	1	Organization Culture Matching
		2	Negotiation Style Matching
		3	Ethical leadership
		4	Job satisfaction
		5	Psychological ownership
		6	Employee loyalty
	Number of units (excluding the bias unit)	6	
	Rescaling method for covariates		Standardized
Hidden layer(s)	Number of hidden layers	1	
	Number of units in hidden layer 1 (excluding the bias unit)	3	
	Activation function		Hyperbolic tangent
Output layer	Dependent variables	1	Organizational citizenship behavior
	Number of units	1	
	Rescaling method for scale dependents		Standardized
	Activation function		Identity
	Error function		Sum of squares
Model Summary			
Training	Sum of squares error		98.368
	Relative error		0.516
	Stopping rule used		1 consecutive step with no decrease in error (error computations are based on testing sample)

	Training time	0:00:00:16
Testing	Sum of squares error	20.456
	Relative error	0.307
Independent Variable Importance		
Employee loyalty	0.316	100%
Psychological ownership	0.198	62.6%
Ethical leadership	0.154	48.9%
Negotiation style matching	0.118	37.3%
Organization culture matching	0.113	35.7%
Job satisfaction	0.102	32.4%

Note: Dependent variable: Organizational citizenship behavior.

The neural network simulation structure and the predicted plot are given in Fig. 3, which presents a Multilayer Perceptron (MLP) network that shows an input layer with six nodes and a hidden layer with three nodes to predict OCB.

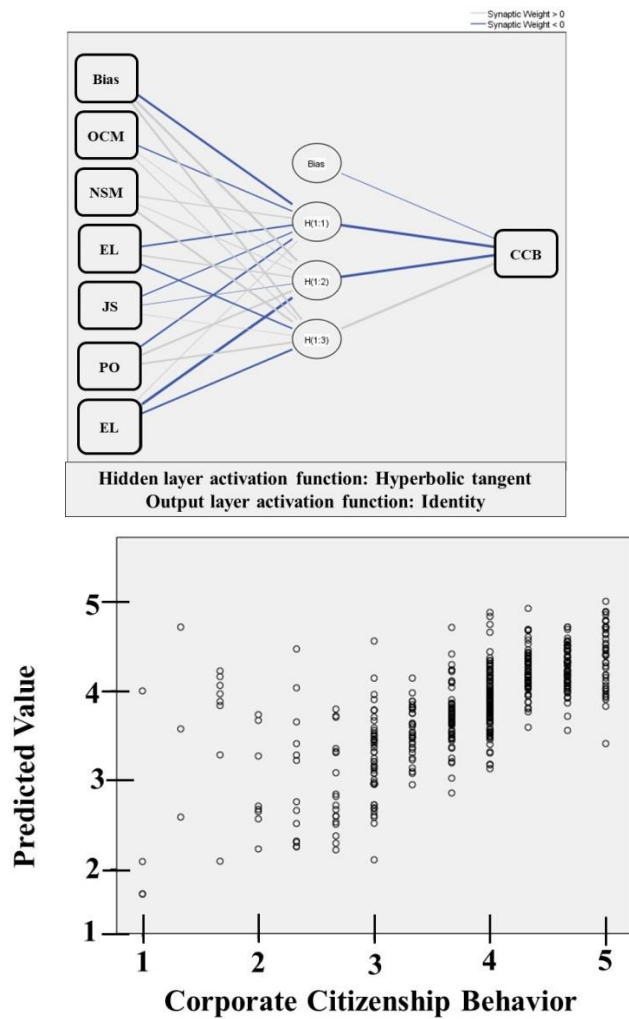


Fig. 3: Multilayered Perceptron Neural Network Structure and Simulation Results for Corporate Citizenship Behavior

• **Structural Model Evaluation**

The NN simulation basically confirms the hypothetical connections between the antecedent constructs and the mediators, especially employee loyalty and psychological ownership, and organizational citizenship behavior. The NN result provides a groundwork for SEM configuration, which is shown in Fig. 4. The model fits optimally in both incremental and absolute fit aspects, as evidenced by the statistical fit indices as follows: $\chi^2/df = 2.562, NFI = 0.889, RFI = 0.956, IFI = 0.999, TLI = 0.973, CFI = 0.999$. It is also obvious from Fig. 4 that psychological ownership, job satisfaction, and employee loyalty are significant mediators between the three antecedent constructs (organizational culture matching, negotiation matching, and ethical leadership) and organizational citizenship behavior.

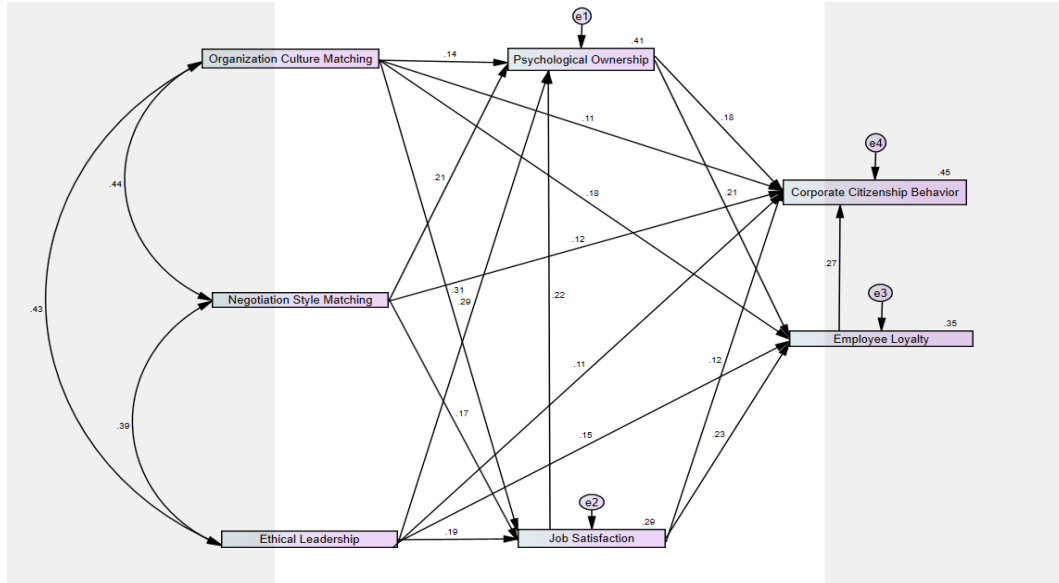


Fig. 4: Structural Model Depicting the Path Estimates (p < 0.001).

For readability, Table 3 provides the numerical summary of the structural model in Fig. 4, which shows that all the hypotheses assumed in the literature review section are supported, except H16, the positive relationship between negotiation style matching and employee loyalty.

Table 3: Hypotheses Testing with Total Effect

Hypothesis	Relationship	Estimates	Remarks
H1	NSM → OCB	0.12	Supported
H2	OCM → OCB	0.11	Supported
H3	EI → OCB	0.11	Supported
H4	JS → PO	0.22	Supported
H5	PO → EL	0.21	Supported
H6	JS → EL	0.23	Supported
H7	PO → OCB	0.18	Supported
H8	JS → OCB	0.12	Supported
H9	EL → OCB	0.27	Supported
H10	NSM → PO	0.21	Supported
H11	OCM → PO	0.14	Supported
H12	EI → PO	0.29	Supported
H13	NSM → JS	0.17	Supported
H14	OCM → JS	0.31	Supported
H15	EI → JS	0.19	Supported
H16	NSM → EL	0	Not Supported
H17	OCM → EL	0.18	Supported
H18	EI → EL	0.15	Supported

Note: All significant at level < 0.005.

A more visual presentation is given in Fig 5, which exhibits the density plots of the relationships of the variables that associate with OCB.

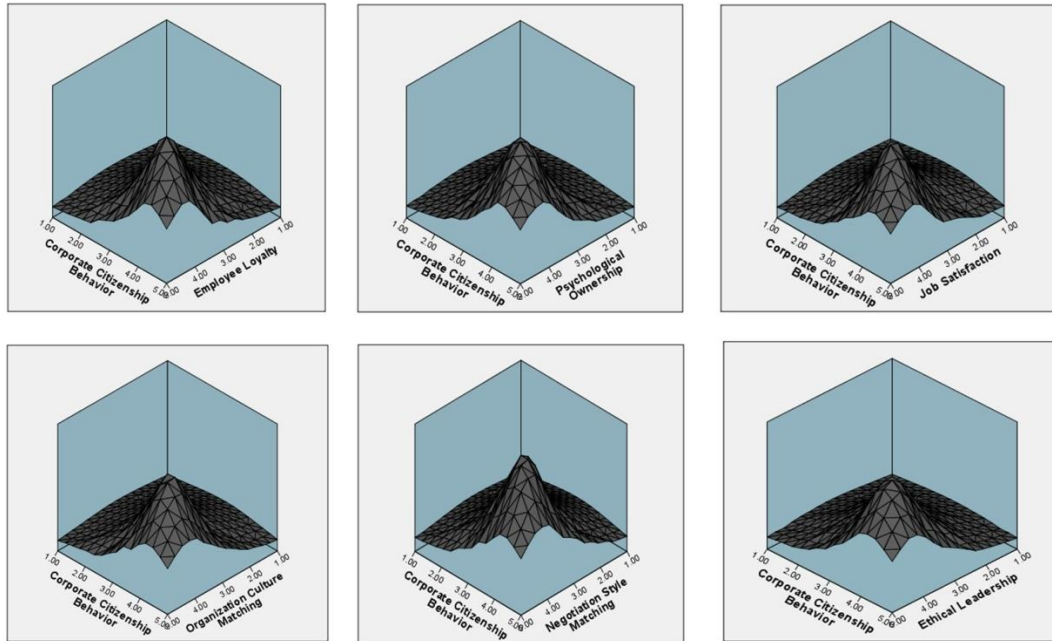


Fig. 5: The Density plots of Predictors in Relation to OCB

The ANOVA and t-test, shown in Table 5, notes a significant difference in how the different age groups demonstrate their OCBs. Basically, a higher age would lead to higher level of OCB. Other demographic variables show no statistically significant differences.

Table 5: Comparative Analysis

Variables		Qty	%	OCM	NSM	EL	JS	PO	ELO	OCB
Gender	Male	243	47.6	3.67	3.66	3.79	3.63	3.79	3.77	3.79
	Female	268	52.4	3.72	3.7	3.91	3.71	3.91	3.83	3.86
			Sig.(2-tailed)	0.51	0.62	0.09	0.32	0.08	0.4	0.39
Marital	Single	205	40.1	3.66	3.68	3.81	3.7	3.82	3.78	3.76
	Married	306	59.9	3.72	3.68	3.88	3.65	3.87	3.82	3.87
			Sig.(2-tailed)	0.46	0.98	0.31	0.53	0.5	0.63	0.12
Age	21-30	186	36.4	3.66	3.64	3.8	3.68	3.82	3.73	3.71
	31-40	197	38.6	3.69	3.72	3.9	3.65	3.91	3.82	3.88
	41 or above	128	25	3.76	3.67	3.87	3.7	3.82	3.9	3.9
			Sig.(2-tailed)	0.61	0.6	0.51	0.86	0.47	0.2	0.05
Work Experience	Less than 1 yr	79	15.5	3.73	3.76	3.9	3.68	3.89	3.81	3.72
	1-5 years	132	25.8	3.57	3.57	3.82	3.61	3.82	3.7	3.77
	6-10 years	160	31.3	3.81	3.74	3.8	3.74	3.87	3.85	3.9
	11 or more	140	27.4	3.67	3.66	3.92	3.65	3.84	3.83	3.85
			Sig.(2-tailed)	0.15	0.24	0.52	0.56	0.92	0.43	0.27
	Government	59	11.5	3.79	3.62	3.71	3.67	3.88	3.76	3.84
	University	56	11	3.7	3.83	3.95	3.66	3.72	3.76	3.88
	Manufacturing	105	20.5	3.73	3.69	3.89	3.64	3.9	3.79	3.88
	Farming	59	11.5	3.62	3.71	3.89	3.82	3.84	3.94	3.73
	Services	108	21.1	3.69	3.72	3.85	3.68	3.88	3.82	3.83
	Full-time Student	24	4.7	3.61	3.7	3.84	3.58	3.65	3.51	3.72
	Other	100	19.6	3.68	3.55	3.83	3.66	3.88	3.83	3.8
			Sig.(2-tailed)	0.95	0.52	0.79	0.9	0.71	0.53	0.92

Discussion

Though many insights into organizational citizenship behaviors (OCB) have been revealed, an obvious gap regarding the role of organizational culture matching and negotiation style matching in influencing OCB, including via mediators, particularly psychological ownership, remains undiscovered. This research elucidates an OCB process by using cognitive consistency theory that is represented by variants of person-environment fits and cognitive dissonance. Cognitive consistency in the aspects of negotiation styles and organizational culture matching implies a social climate in an organization's social exchange environment, which has been shown to induce psychological ownership. The matching extends the body of knowledge that relates to person-to-person, environment-to-environment, organization-to-organization, and job fit (Kaur and Kang, 2021), and extends the organizational culture matching of Denison (1990) and Denison and Mishra (1995) with respect to business types.

Both job satisfaction and matching are evaluative constructs, and their hypothetical relationship is confirmed. Furthermore, job satisfaction is shown as a foundation for psychological ownership and employee loyalty, which aligns with Pierce et al. (2003: 86) that psychological ownership is a state of feeling associated with the target of ownership, which relates to jobs, social and ethical climates of the organization and working environment. Correspondingly, employees, who possess psychological ownership feel or reckon they can control the target of ownership (that is the job to be delivered, or the extra-role activities to be performed), and thus, they are satisfied with their jobs, will invest more OCB, and demonstrate loyalty to the organization. The finding shares the conclusion of Dawkins et al. (2017: 163) that loyal employees exhibit feelings of psychological attachment to their organization, leading to a strong relationship between the employees and the organizations they work (Wagner et al., 2003).

As a result, additional research can use psychological ownership's mediating basis to suggest further study, such as observing the promoting and preventing regulatory capacity of psychological ownership. (Higgins, 1997, 1998). These regulatory forces can determine how the alignment of negotiation style and corporate culture can be used to motivate aspirations and responsible behavior. (Kark and van Dijk, 2007). Coupled with cognitive theory, such as self-concept theory (Markus and Wurf, 1987), person-organization fit (Kristoff, 1996), cognitive dissonance theory (Festinger, 1957) in a social exchange environment, as advocated in a social exchange theory (Blau, 1964), the ability for firms to maintain "social and psychological context that supports task performance" (Organ, 199: 91) becomes critical.

The positive association between ethical leadership and matching constructs is related to a unique shared purpose or set of ethical values (Martinez, Skeet, and Sasia, 2021), which closely relates to Brown, Trevino, and Harrison (2005)'s definition of ethical leadership: "the demonstration of normatively acceptable behavior via close to personal activities and interpersonal relationships, and the advancement of such conduct to followers through two-way communication, support, and decision-making." Thus, ethical leadership, along with a matching negotiation style and corporate culture, reflect an ethical climate. (Teymoori et al., 2022, Neubert et al., 2009).

Conclusion

This study investigates the influence of fit and ethical leadership roles on organizational citizenship behaviors that are mediated through psychological ownership, job satisfaction and employee loyalty. Two types of fits are shown to have a significant impact on OCB and have largely been missed in the extant literature, which provides a critical point of contribution in this study. The two fits are negotiation style matching and organizational culture matching. The study confirms a mediating structure that reasons job satisfaction as a base for the arising of psychological ownership, which strengthens employee loyalty, and further contributes to explain the variance of organizational citizenship behavior. To this end, the overall conceptual structure leads to a conclusion that is aligned with Organ's (1997: 91) definition of OCB: "the behavior that contributes to the maintenance and enhancement of the social and psychological context that supports task performance".

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