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THE ROLE OF PERCEIVED HUMAN RESOURCE MANAGEMENT PRACTICES IN ORGANIZATIONAL CITIZENSHIP BEHAVIORS: EVIDENCE FROM THE HEALTHCARE SECTOR

Abstract

Purpose – This study aims to explain the effects of perceived HRM practices on employees' attitudinal and behavioral responses, specifically, how perceived HRM practices influence organizational citizenship behavior (OCB).

Design/methodology/approach – Using a sample of 276 employees working in healthcare centers, we conducted a cross-sectional research design with structural equation modelling (SEM) and path-modeling techniques (PROCES macro).

Findings – Results provide evidence of the mediating role that organizational trust and job satisfaction play in the relationship between HRM organizational practices and employees' OCB, as well as the conditional role that organizational justice levels have on these indirect effects, enhancing the impact of perceived HRM practices on employees' behaviors.

Practical Implications - This study provides practical insights to help organizations and managers enhance employees OCB to go above and beyond, directly contributing to organizational performance through effective HRM practices, promoting organizational trust, job satisfaction and the perceptions of organizational justice.

Originality/value – This empirical study makes several contributions. When employees perceive organizational justice, the impact of perceived HRM practices on behaviors that drive performance improvements contributes to rise both their organizational trust and OCB. If managers and organizations want to increase their impacts, they should invest in developing a sense of organizational justice among employees.

Keywords: Perceived HRM practices; Organizational trust; Job satisfaction; Organizational citizenship behaviors; Moderated dual mediation

Paper type: Research paper

Introduction

Organizational citizenship behavior (OCB) has emerged as a critical predictor of organizational performance, drawing growing attention within the field of human resource management (HRM) (Taamneh *et al.*, 2018; Salas-Vallina *et al.*, 2021). OCB refers to discretionary behaviors by employees that, while not formally recognized, enhance organizational efficiency (Kehoe and Wright, 2013; Organ, 1988). These behaviors extend beyond formal duties, adding meaning to work, promoting personal development, and ultimately increasing overall contributions to the organization (Park *et al.*, 2013). Due to its impact on organizational performance, studying OCB is critical for HRM practice (Chih and Lin, 2019). This study focuses on the mechanisms through which HRM practices influence OCB.

The relationship between HRM practices and individual behaviors is complex, with literature emphasizing the significance of employee perceptions of HRM practices over the practices themselves (Nishii and Wright, 2008; Chih and Lin, 2019). Employee outcomes are influenced by their perceptions, as these perceptions shape their responses to HRM practices (Wang *et al.*, 2020). Since different individuals may perceive the same HRM practices differently, these perceptions are key in determining their attitudes and behaviors. The way employees perceive HRM practices will trigger individual reactions that can be affective, cognitive or behavioral, which then impact organizational performance (Wright and Nishii, 2007). Thus, employees' perceptions elicit attitudes which then provoke behaviors resulting in different firm-level outcomes (Edgar and Geare, 2014). While OCB has been extensively studied as a mediator in this relationship (Alfes *et al.*, 2012; Boon *et al.*, 2011), the underlying factors that enhance the effect of perceived HRM practices on OCB remain underexplored.

To better understand this relationship, our study uses social exchange theory (Blau, 1964) to analyze the mediating effect of two attitudes: organizational trust and job satisfaction. These

variables have been shown to influence employee responses to HRM practices (Kloutsiniotis and Mihail, 2017, 2018). Employees who trust their organizations tend to exhibit higher levels of cooperation and effort (Min *et al.*, 2020), leading to the adoption of OCB (Searle *et al.*, 2011), to help both their colleagues and the organization. Similarly, job satisfaction reduces turnover intentions, further supporting the likelihood of adopting OCB (Kloutsiniotis and Mihail, 2017).

The study also examines the moderating role of organizational justice, using HR attribution theory (Nishii *et al.*, 2008). Organizational justice is strongly related to trust in the organization and interacts with perceptions of HRM practices, creating conditions conducive to fostering OCB (Searle *et al.*, 2011).

This empirical study makes several contributions. By exploring the mediating effects of organizational trust and job satisfaction, this study builds on Edgar and Geare's (2014) model, expanding the range of attitudinal variables that explain how perceived HRM practices affect OCB. Additionally, by addressing the moderating effect of organizational justice, this study identifies a key contingent factor that influences the impact of perceived HRM practices on behaviors that drive performance improvements.

Theory and hypotheses development

Perceived HRM practices

Human Resource Management (HRM) practices encompass a range of activities designed to manage employees effectively in alignment with organizational objectives. These activities include recruitment and selection, training and development, performance management, and remuneration. HRM practices are critical for enhancing the knowledge, skills and abilities of both current and potential employees, which, in turn, optimize their motivation and retention (Huselid, 1995; Wright and Boswell, 2002). In this study we adopted Den Hartog *et al.*'s (2013) framework

for HRM practices, which identifies three main subsystems: people flow, covering training, development and promotion; performance management, encompassing appraisal and reward; and employment relationships, which include teamwork, autonomy and job design.

Numerous studies have observed that the effective application of HRM practices has positive impact on employee performance, which is, in turn, reflected in the overall performance of the organization (e.g., Batt, 2002; Guthrie, 2001; Huselid, 1995; Wong *et al.*, 2013). Through their effect on employee motivation and performance, HRM practices lead to a more engaged and efficient workforce, ultimately boosting company performance (Den Hartog *et al.*, 2013). However, having a well-designed HR system alone may not suffice to influence the workforce positively. It is crucial not only consider the HRM practices implemented by the organization but also consider how these practices are perceived and interpreted by employees (Nishii and Wright, 2008). Employee perceptions of HRM practices significantly shape their individual responses, including their attitudes and behaviors. These perceptions are often more influential than the practices themselves in determining how employees react to HR initiatives (Wang *et al.*, 2020). As Edgar and Geare (2014) argue, employee perceptions of HRM practices can trigger affective, cognitive, and behavioral reactions that ultimately affect organizational performance. Therefore, it is the interaction between the design of HRM practices and employees' interpretations that drives the overall impact on organizational performance.

Direct effects of perceived HRM practices on individual outcomes

One of the most compelling theories explaining the positive effect of perceived HRM practices on employee behavior is social exchange theory (Peccei and Van De Voorde, 2019; Van Beurden *et al.*, 2022; Wang *et al.*, 2020). Developed by Blau (1964), this theory suggests that social behavior is the result of an exchange process based on reciprocity. When employees perceive that their organization provides both economic and socio-emotional benefits, they feel an obligation to

reciprocate in kind (Rhoades and Eisenberger, 2002). HRM practices carry both symbolic values, signaling the organization's commitment to its employees, and a material dimension, providing employees with incentives and rewards (Peccei and Van De Voorde, 2019). Employee responses take the form of favorable attitudes and behaviors toward their organizations, among which OCB stands out (Alfes *et al.*, 2012; Organ, 1988).

Stemming from the social exchange relationship, employees' perceptions of their value for firms can have a significant impact on their attitudes and behaviors toward their organizations (e.g., Huang and He, 2022; Moorman *et al.*, 1998; Yasir and Majid, 2020). When employees perceive the existence of supportive HRM practices, they are likely to feel valued by their organizations, prompting them to reciprocate. Adopting OCB is one of the ways employees may reward their organizations when they feel valued as reflected in the organization's HRM practices.

Based on this, we anticipate that employees' perceptions of their organization's HRM practices will significantly influence their behaviors. Specifically, when employees perceive these practices as beneficial, they are more likely to engage in Organizational Citizenship Behavior (OCB). Thus, we hypothesize:

H1a. Perceived HRM practices are directly and positively associated with OCB.

Employee responses are not only behavioral but also attitudinal. In this study, we focus on two key attitudes: organizational trust and job satisfaction. Trust implies accepting one's vulnerabilities, stemming from the assumption of others' good intentions or behavior toward them (Rousseau *et al.*, 1998). In the context of organizational trust, the organization itself is the focal point of this trust. Trust is a psychological state that includes both affective and motivational components (Kramer, 1999). Trust in an organization reflects a favorable attitude, shaped primarily by employees' observations of the organization's behavior (Macky and Boxall, 2007). Employee perceptions of HRM practices promote the perception of fairness (Guest, 1999), which,

in turn, strengthens their trust in the organization (Macky and Boxall, 2007). Therefore, we hypothesize:

H1b. Perceived HRM practices are directly and positively associated with organizational trust.

We also anticipate that when employees perceive HRM practices positively, they will experience greater job satisfaction. As mentioned, this satisfaction can result from both material benefits, such as rewards (Brown *et al.*, 2008), and symbolic benefits that signal how much the organizations value their employees (Gould-Williams, 2003), thus giving meaning to their work (Cartwright and Holmes, 2006). When organizations demonstrate commitment to their employees through initiatives like on-the-job training or workplace support, as part of HRM practices, we expect an increase in job satisfaction (e.g., Park and Doo, 2020). Thus, we propose that employees' positive perceptions of HRM practices will lead to higher levels of job satisfaction. Then,

H1c. Perceived HRM practices are directly and positively associated with job satisfaction.

Mediation effects of organizational trust and job satisfaction

Beyond their direct effect on OCB, perceived HRM practices may have an indirect effect on OCB through organizational trust and job satisfaction. These relationships are in line with Edgar and Geare's (2014) model, which predicts that employee attitudes mediate the relationship between perceived HRM practices and employee behavior. Their model is based on the work of Kinnie *et al.* (2005) and Purcell and Hutchinson (2007), who argue that employee behaviors are essentially shaped by their attitudes and that this is, therefore, the primary role of HRM practices—fostering employees' positive attitudes.

As pointed out earlier, when employees experience and perceive HRM practices positively, it enhances their sense of value within the organization. In line with social exchange theory, employees who perceive HRM practices as improving their skills, offering them opportunities and

being aligned with their values, to reciprocate with positive attitudes, such as increased trust in the organization and higher job satisfaction (Kehoe and Wright, 2013). In turn, by increasing their trust in the organization, employees feel more secure, valued and supported, which encourages them to go beyond the formal requirements of their job and engage in behaviors that benefit the organization, such as helping colleagues or taking initiatives (Mayer *et al.*, 1995).

Trust is a key manifestation of social exchange (Konovsky and Pugh, 1994), and this theory helps explain the effect of perceived HRM practices on OCB (Alfes *et al.*, 2012). Research consistently shows that organizational trust positively impacts various employee attitudes and behaviors, such as increasing affective commitment (Kloutsiniotis and Mihail, 2018) and reducing turnover intention (Zeffane and Bani Melhem, 2017). Therefore, withing a social exchange framework, employees who trust their organizations are more likely to go beyond their duties and behave in ways that, although not expected by the organization, contribute to the latter's success, such as adopting OCB. This relationship has been observed in several studies, including those by Wong *et al.* (2006) in Chinese organizations, and Singh and Srivastava (2016) in Indian service companies. Therefore, by fostering organizational trust, perceived HRM practices can be expected to indirectly contribute to increased OCB. Consequently, we posit:

H2a. Organizational trust mediates the relationship between perceived HRM practices and OCB.

Job satisfaction has been extensively studied in models that explain how perceived HRM practices influences various employee behaviors. Consistent with social exchange theory, employees who feel satisfied as a result of the positive perception of HRM practices are likely to reciprocate through voluntary efforts, such as OCB (Podsakoff *et al.*, 2000). Additionally, job satisfaction contributes to positive emotions, which in turn encourages people's pro-social behaviors like OCB (Organ and Ryan, 1995). Research shows that satisfied employees are less

likely to leave their jobs (Allen *et al.*, 2003; Min *et al.*, 2020; Zeffane and Bani Melhem, 2017). Moreover, job satisfaction has been found to mediate the relationship between HRM practices—especially high-performance work practices—and outcomes such as reduced absenteeism (Ogbonnaya and Valizade, 2018), while also positively impacting job performance (Biswas and Varma, 2012).

Edgar and Geare (2014) model also highlights the connection between job satisfaction and OCB, a relationship further explored by various researchers (e.g., Biswas and Varma, 2007; Fitrio *et al.*, 2019). Employees who are satisfied with their jobs, particularly when this satisfaction stems from their perception of beneficial HRM practices, tend to reciprocate by going beyond their formal job duties and engaging in OCB. We thus hypothesize:

H2b. Job satisfaction mediates the relationship between organizational trust and OCB.

The relationship between organizational trust and job satisfaction, while not as extensively studied as some other HRM factors, has been explored in various contexts. For instance, research in the hospitality industry has shown that trust in the organization tends to enhance employees' job satisfaction (Güçer and Demirdağ, 2014; Pham *et al.*, 2019). The reasoning stems from the principle that greater organizational trust promotes a sense of psychological safety and confidence in the organization's intentions, which subsequently leads to higher job satisfaction (Mayer *et al.*, 1995). When employees trust their organization, they feel valued for their contributions and confident that the organization will support them in achieving their goals, thereby increasing their levels of job satisfaction (Dirks and Ferrin, 2002). Similar findings have been reported in a study of Canadian nurses (Laschinger *et al.*, 2002) and in the Indian IT sector (Gupta and Singla, 2017). Others have also found that trust in management increases job satisfaction (Robertson *et al.*, 2012). Conversely, when employees lack trust in their organizations, their expectations that their work

will help them achieve personal goals diminishes, negatively impacting their job satisfaction (Boyaci et al., 2018).

In keeping with the rationale put forth by Edgar and Geare (2014) and Purcell and Hutchinson (2007) and extending the links that perceived HRM practices have on employee behaviors, we suggest the possibility of sequential mediation involving two key attitudinal variables. Given the early discussion on the effect of perceived HRM practices on organizational trust, the effect of trust on job satisfaction, and, the role of job satisfaction in promoting OCB, we thus anticipate that these four variables form a sequential mediation process. Thus:

H2c. Organizational trust and job satisfaction subsequently mediate the relationship between perceived HRM practices and OCB.

Organizational justice's moderating and conditional effect

Several studies have examined the relationship between organizational justice and OCB (e.g. Moorman *et al.*, 1998; Niehoff and Moorman, 1993) as well as perceived HRM practices (e.g. Chang, 2005). Two of the elements traditionally identified in organizational justice are distributive and procedural justice.

Folger and Konovsky (1989) describe distributive justice as the perceived fairness of the compensation employees receive, while procedural justice as the perceived fairness of the methods used to determine that compensation. Distributive justice is often influenced by factors such as performance ratings and decisions regarding salary increases and promotions. In contrast, procedural justice is more related to how performance appraisals are conducted (Greenberg, 1986; Korsgaard and Roberson, 1995). In other words, the way organizational justice emerges is strongly related to the perception of HRM practices. This is why many studies in this field view organizational justice as a mediator between perceived HRM practices and individual outcomes (e.g., Chang, 2005; Heffernan and Dundon, 2016).

However, in this study, we chose to look at organizational justice as a contingent factor, rather than an explanatory mechanism for the relationship between perceived HRM practices and individual outcomes. While the literature extensively discusses its mediating role, we argue that organizational justice may be influenced by factors beyond perceived HRM practices. For example, Bies and Shapiro (1988) found that allowing employees to participate in decision-making increased their perception of procedural justice. Another factor identified as relevant to the enhancement of organizational justice relates to communication. When organizations communicate with their employees in an accurate, timely, and helpful fashion, it increases the employees' perception of organizational justice (Schweiger and Denisi, 1991).

Moreover, HRM attribution theory postulates that employees respond to HRM practices based on their attributions regarding the organizations' intentions when implementing these practices (Nishii *et al.*, 2008). If employees perceive that HRM practices are driven by a concern for employees' well-being, they will develop more positive attitudes toward their organizations. Conversely, if employees perceive that HRM practices as cost-cutting measures or exploitative, their attitudes become less positive toward them (Nishii *et al.*, 2008). Thus, the perception of organizational justice may affect employees' attributions of HRM practices.

Based on these arguments, we hypothesize that organizational justice enhances the relationship between perceived HRM practices and OCB, and between perceived HRM practices and organizational trust. Specifically, the stronger the sense of organizational justice, the greater the effect of perceived HRM practices on OCB and organizational trust. Thus:

H3a. Organizational justice moderates the relationship between perceived HRM practices and OCB, so that when organizational justice is high, this relationship is stronger.

H3b. Organizational justice moderates the relationship between perceived HRM practices and organizational trust, so that when organizational justice is high, this relationship is stronger.

As outlined above, and in line with social exchange theory, we expected that perceived HRM practices help build the trust that employees have in their organizations, which in turn encourages employees to engage in OCB. Additionally, since organizational justice impacts the attribution given to HRM practices, we anticipate that the indirect effect of perceived HRM practices on OCB—mediated by organizational trust— will be strengthened when employees perceive a high level of organizational justice.

Following the same line of reasoning and given the sequential mediations proposed in Edgar and Geare’s (2014) and Purcell and Hutchinson’s (2007) models, we anticipate that organizational justice moderates the indirect effect of perceived HRM practices on OCB through the sequential mediation of organizational trust and job satisfaction. Thus:

H4a. Organizational justice moderates the indirect effect of perceived HRM practices on OCB through organizational trust, so that, when organizational justice is high, the indirect effect is stronger.

H4b. Organizational justice moderates the indirect effect of perceived HRM practices on OCB through the sequential mediation of organizational trust and job satisfaction, so that, when organizational justice is high, the indirect effect is stronger.

Figure 1 illustrates the hypothesized research model.

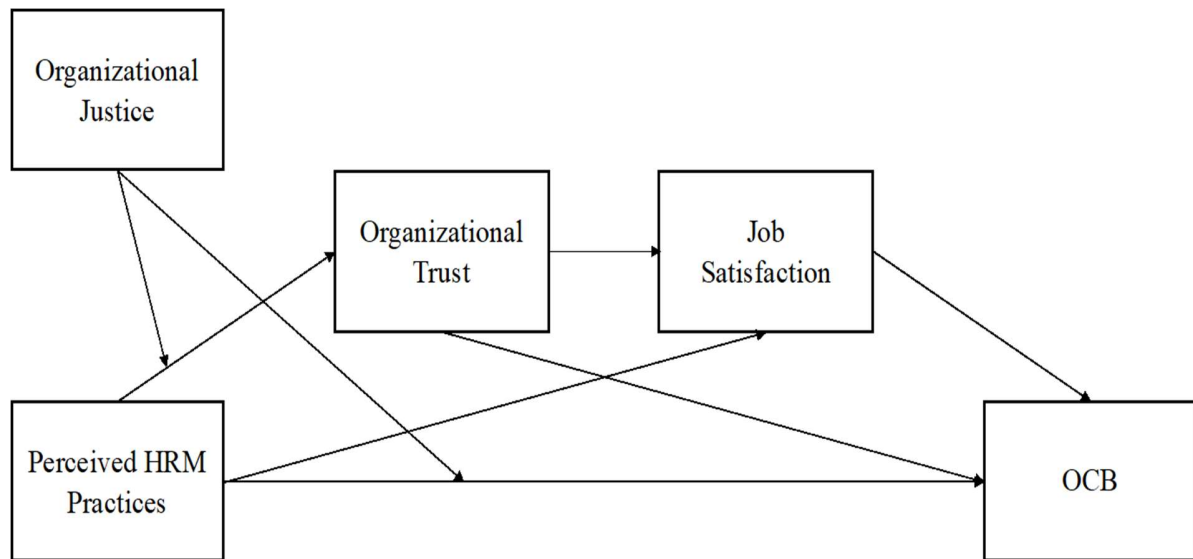


Figure 1. Research model

Methods

Sample

Our final sample consisted of 276 employees from various healthcare centers across Chile. The average age of participants was 40 years, with women representing 64.6% of the sample. On average, they had spent 3.3 years in their current positions (with a standard deviation of 2 years), and 56.2% had six or more years of work experience. Regarding education, 6.8% held a high school diploma, 12.1% had basic professional technical education, 26% had a higher technical degree, 33.6% held a bachelor's degree, 7.7% had a master's degree, and 13.6% had basic or other forms of education.

Procedure

For logistical reasons and due to our accessibility to the target population, we used a convenience sample to survey healthcare center employees. Our research complied with the scientific and ethics committee protocols established by the Metropolitan Region of Chile's Health Service. We gave

surveys simultaneously to all the participants during working hours, being freed for this from their usual functions. The questionnaire's introductory letter was designed to ensure participants' informed consent, and the self-administered questionnaire was collected by research assistants to guarantee confidentiality.

The organization selected for this research was the municipal healthcare service which manages eight different types of primary healthcare centers (family care, rehabilitation, mental healthcare, and dental), with a total workforce of 632 employees. We chose to carry out the survey over four months during the fall in Chile (August – October 2018) to omit other periods with the highest rate of employee sick leave or increased workloads.

Measures

We asked employees to rate their level of agreement with each statement, using a 7-point Likert scale (1=strongly disagree to 7=strongly agree).

To measure *employee perceptions of HRM practices*, we used 9 items of the Den Hartog *et al.*'s (2013) scale which was adapted from Bamberger and Meshoulam (2000). Originally this scale has three dimensions: people flow (training, development, and promotion); evaluation and reward (including performance management); and employment relationship (teamwork, autonomy, and job design). Sample items include: "In this center I am provided with regular training (for different purposes)" and "My work and tasks offer me opportunities to learn new things." Cronbach's alpha for this scale was $\alpha = 0.877$.

We assessed *organizational justice* using two dimensions: distributive and procedural justice. We used Niehoff and Moorman's (1993) scale in which distributive justice has 3 items that assess the fairness of different job outcomes, while procedural justice has 4 items designed to examine formal procedures. Example items included: "My work schedule is fair" and "I consider

my workload fair.” Global Cronbach's alpha for organizational justice was $\alpha = 0.885$ (for distributive justice subscale, $\alpha = 0.810$; for procedural justice subscale, $\alpha = 0.869$).

We assessed **organizational trust** using 6 items of the Cook and Wall's (1980) trust scale. This tool measures two different organizational trust dimensions: the degree of belief in the trustworthy intentions of others and the degree to which people have confidence in others' capability, producing attributions of ability and reliability. Example statements were: “I trust that my boss will take care of my interests” and “Better bosses are needed if we want this healthcare center to improve.” Cronbach's alpha for this scale was $\alpha = 0.857$.

To measure how **employees perceived job satisfaction**, we used three of the five items in Hackman and Oldham's (1975) scale. These items were: “Overall, I am very satisfied with my job at this center,” “In general, I am satisfied with the type of work I do in this healthcare center,” and “I think about quitting this job frequently.” Cronbach's alpha for this scale was $\alpha = 0.718$.

We assessed **OCB** with Kehoe and Wright's (2013) 6-item scale, which is based on Podsakoff *et al.*'s framework (2000). Sample items were: “I provide constructive suggestions on how I can improve the effectiveness of my department or unit” and “I express my opinions openly about problems that may have serious consequences, even when others disagree.” Cronbach's alpha for this scale was $\alpha = 0.837$.

Controls considered in this study are age, gender, educational level, seniority in the healthcare industry, and the healthcare center. Age was treated as a continuous variable, while Gender was coded as 1 for male and 2 for female. Seniority (Experience) was categorized as follows: 1 for less than 3 years, 2 for 3.1 to 6 years, 3 for 6.1 to 9 years, 4 for 9.1 to 12 years, 5 for 12.1 to 15 years, and 6 for more than 15 years. Education level was coded as: 1 for primary education, 2 for secondary/high school, 3 for professional/vocational technician, 4 for advanced technician, 5 for Bachelor's degree, and 6 for Master's degree.

Statistical analysis strategy

We conducted analyses to check the psychometric properties of the scales used (i.e., the internal reliability and consistency of the scales), as well as a series of *CFAs* with *R* (2023). We then used the *PROCESS* macro tool (v.4) (Hayes, 2022), which is an ordinary least squares (*OLS*) logistic regression path analysis modelling strategy. This macro allows us to estimate the conditional indirect effect in moderated mediation models, as well as apply bootstrapping estimation techniques.

An exploratory factor analysis (EFA) was carried out first, to test the structural validity of the scales used in this study. The EFA confirmed the one-dimensionality of the HRM practices, organizational trust, job satisfaction and OCB scales. For the organizational justice scale, EFA initially identified two distinct factors: distributive justice and procedural justice. However, the variance explained by a single factor was sufficient to justify treating organizational justice as one-dimensional, as indicated by an eigenvalue of 54.2% (Hair et al., 2006). Due to low factor loadings, three items from the organizational justice scale, one item from the HRM practices scale and one item from the organizational trust scale were excluded from further analysis.

The final loadings for all retained items following the EFA are presented in Table 1.

Common method variance (CMV)

Due to self-reported measures and a single informant, we controlled for potential common method variance. We used Harman's single-factor test (Podsakoff *et al.*, 2003) to identify any possible effects. The test showed that a single factor accounted for 38.4% of the covariance, revealing that *CMV* is unlikely to have influenced the data. Moreover, if there is common method variance, a single-factor confirmatory factor analysis (CFA) model will provide better-fit indices, accounting for most of the covariance among all the studied variables.

The hypothesized moderated-mediation model includes perceived HRM practices, organizational justice, as well as organizational trust, job satisfaction, and OCB. For the HRM practices measure, we correlated the residuals of items 5 and 6, and items 8 and 9, because the modification indexes were very high. Since items 5 and 6 refer to autonomy, with one referring to operational autonomy and the other to decisional autonomy, this correlation is theoretically justifiable. The same is true for items 8 and 8 which refer to evaluation processes. We did the same for the justice measure, with two items related to distributive justice. CFA results show that the five-factor model yielded a good fit for the data [$\chi^2(421) = 860.91$, $p < .000$, $\chi^2/df = 2.04$, $CFI = 0.91$, $RMSEA = 0.06$, $TLI = 0.90$, $SRMR = 0.06$], while a single-factor model did not [$\chi^2(431) = 1438.16$, $p < .000$, $\chi^2/d = 3.34$, $CFI = 0.79$, $RMSEA = 0.09$, $TLI = 0.77$, $SRMR = 0.08$]. These results corroborate the presence of five distinct constructs and indicate that our data was not affected by common method bias.

Furthermore, the composite reliability (CR) scores were higher than 0.70 (0.76 – 0.88) for all study variables (Hair *et al.*, 2006). Likewise, there is moderate support for convergent validity with all the average variance extracted (AVE), given that the five variables are higher than 0.45 (0.45 to 0.55) (Henseler *et al.*, 2009). Although the AVE for some constructs falls below the commonly accepted threshold of 0.5, all composite reliability (CR) values exceed the recommended threshold of 0.7, suggesting that the model remains reliable (Bagoozi and Yi, 1988; Fornell and Larcker, 1981; Ping, 2004). Table 1 depicts the factor loadings for each variable, as well as the average variance extracted, the composite reliability and the Cronbach α .

-----Insert Table-1 about here-----

Results

Table 2 details the descriptive statistics, including means, standard deviations, and two-tailed correlations. Results show a significant and positive correlation between all study variables. Among control variables and study variables, only job satisfaction correlates with age ($r = 0.169$, $p < .01$) and experience ($r = 0.147$, $p < .05$).

-----Insert Table-2 about here-----

Hypotheses 1a, 1b, and 1c anticipate that perceived HRM practices are positively related to OCB (H1a), organizational trust (H1b), and job satisfaction (H1c). As shown in Table 3, employees' perception of organizational HRM practices is significantly associated with the model outcomes, specifically, with OCB (where $\beta = 0.396$, $p < .001$), organizational trust (where $\beta = 0.390$, $p < .001$), and job satisfaction (where $\beta = 0.325$, $p < .001$). The 95% of bias-corrected bootstrap confidence interval for these direct effects based on 50,000 bootstrap samples was above zero (0.23 to 0.56) for OCB, trust (0.26 to 0.52), and satisfaction (0.18 to 0.47), indicating significant and positive effects of HRM practices on all three outcomes. These results thus corroborate hypotheses 1a, 1b, and 1c.

-----Insert Table-3 about here-----

Hypotheses 2a and 2b postulate that organizational trust and job satisfaction mediate the relationship between perceived HRM practices and OCB. Hypothesis 2a refers to the mediation of organizational trust. As shown in Table 4, the mediating effect of organizational trust between HRM and OCB is not significant, given that, for any condition value, the bootstrap confidence interval includes zero. Therefore, hypothesis 2a is not supported. Hypothesis 2b refers to the mediation of job satisfaction. The mediating effect is positive and significant, since the 95% bootstrap confidence interval does not include zero (Effect: 0.054 [.005, .109]). This corroborates hypothesis 2b.

Finally, hypothesis 2c refers to the sequential mediation of organizational trust and job satisfaction between perceived HRM practices and OCB. The sequential mediating effect is positive and significant, since, for any moderating condition value, the 95% bootstrap confidence interval does not include zero (-1SD: 0.019 [.002, .050]; mean: 0.023, [.002, .057]; +1SD: 0.026 [.002, 0.065]). Thus, hypothesis 2c is supported.

-----Insert Table-4 about here -----

Hypotheses 3a and 3b anticipate the moderating effect of perceived organizational justice. Specifically, H3a explores the extent to which the relationship between perceived HRM practices and OCB depends on organizational justice, while H3b states the relationship between perceived HRM practices and organizational trust also depends on organizational justice.

As detailed in Table 3, the interaction term between perceived HRM practices and organizational justice does not significantly affect organizational trust ($\beta = 0.047$, $p > .05$, 95%, bootstrap *CI* [-.001, .100]), not supporting hypothesis 3a. Even if, as shown in Figure 2, when organizational justice is high, the effect of perceived HRM practices on organizational trust is stronger, this effect is not statistically significant.

However, the moderating effect of organizational justice on the relationship between perceived HRM practices and OCB is significant ($\beta = 0.103$, $p < .01$, 95% bootstrap *CI* [.039, .172]), supporting hypothesis 3b (see Table 3). Figure 2 shows that, when organizational justice is high, the effect of perceived HRM practices on OCB is stronger.

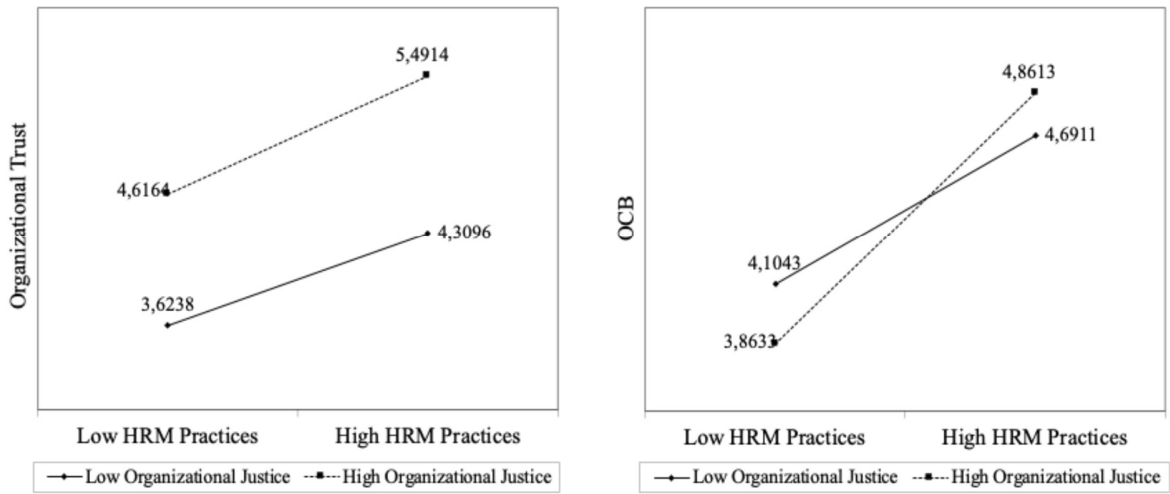


Figure 2. Moderation effects of organizational justice between HRM practices and organizational trust and between HRM practices and OCB

Hypotheses 4a and 4b predict the moderated-mediation model, where organizational justice moderates the indirect effect of perceived HRM practices on OCB through trust and job satisfaction, so that, when organizational justice is high, this indirect effect is stronger. Hypothesis 4a refers to the conditional effect of organizational justice on the indirect relationship between HRM practices on OCB through organizational trust. Our results, however, do not support this hypothesis, given that the confidence interval of the index of moderated mediation of this indirect effect contains zero ($Index = -0.003 [-0.013, .005]$). This means that we cannot infer any conclusion about this specific moderating role of organizational justice (see Table 4). Therefore, hypothesis 4a is not supported.

However, the results of the conditional model of the sequential indirect effect (through organizational trust and job satisfaction) (hypothesis 4b) provide significant positive support, given that the confidence interval for the moderated mediation index of this indirect effect does

not contain zero ($Index = 0.003 [0.000, .008]$). We can thus infer that this effect depends on organizational justice, and, as such, hypothesis 4b is supported (see Table 4).

Figure 3 graphically illustrates the functions that link organizational justice to each of the specific indirect effects (Hayes, 2022). The vertical axis represents the estimated difference in OCB by the indirect effect of perceived HRM practices. A positive value means that perceived HRM practices increase OCB, while a negative value means that perceived HRM practices reduce OCB. The slopes of the lines represent how much the indirect effect of HRM practices on OCB varies with changes in organizational justice. We can see that the indirect effect of perceived HRM practices on OCB is not always positive. As discussed above, the effect is negative through organizational trust (the line is below zero); however, the effect is positive through the serial mediation of trust and job satisfaction (the line is above zero). Also, worth noting is that the moderating effect of organizational justice facilitates HRM practices' indirect effect on OCB through the sequential mediation of organizational trust and satisfaction, causing it to increase.

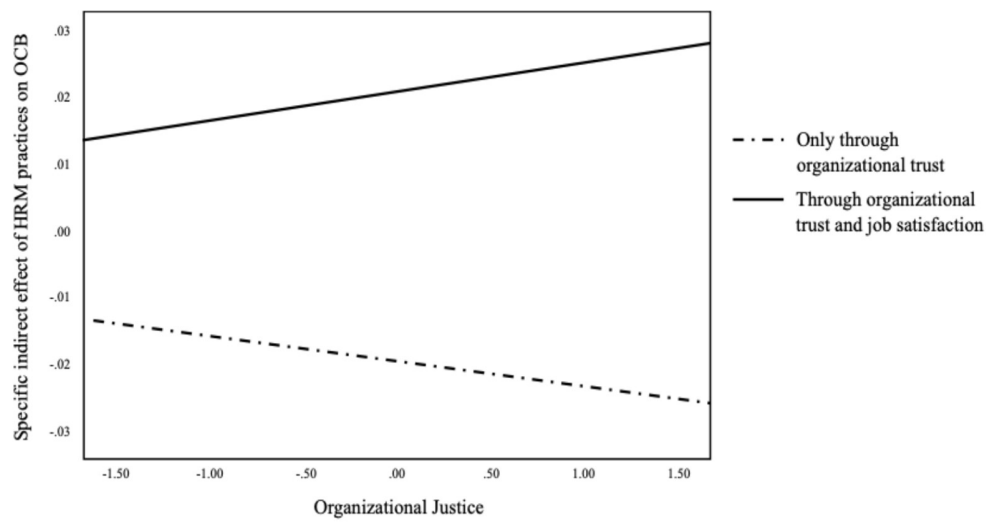


Figure 3. Visual representation of the moderating effects of organizational justice on the indirect relationship between HRM practices and OCB through organizational trust and job satisfaction.

Overall, our findings provide evidence of organizational trust's and job satisfaction's mediating role in the relationship between HRM organizational practices and employees' OCB. Moreover, organizational justice plays a conditional role in these indirect effects, enhancing the impact of perceived HRM practices on OCB.

Discussion and conclusion

Theoretical implications

Despite the extensive literature on the effect of perceived HRM practices on employee behavior and performance, there have been numerous calls for further research the nuances of these relationships. One of these calls is for gaining better insights on the mediating role of well-being variables, such as job satisfaction, between perceived HRM practices and individual behaviors, like OCB (Peccei and Van De Voorde, 2019). Additionally, scholars have suggested examining specific work contexts, such as police forces and social services, to deepen our understanding (Ogbonnaya and Valizade, 2018). Our study answers these calls investigating the mechanisms through which perceived HRM practices promote OCB, mediated by two attitudinal variables—organizational trust and job satisfaction—and moderated by employees' perceptions of organizational justice within the context of healthcare centers in Chile.

We found evidence that perceived HRM practices are directly and indirectly related to OCB through the mediating roles of organizational trust and job satisfaction, with organizational justice positively moderating these relationships. This aligns with previous studies showing that well-perceived HRM practices encourage employees to adopt favorable attitudes and behavior (Alfes *et al.*, 2012; Theriou and Chatzoglou, 2014). When organizations implement a broad range of HRM practices, positively perceived by employees, they generate effects that lead employees

to adopt behaviors like OCB, going beyond formal expectations to benefit the organization (Edgar and Geare, 2014).

The sequential relationship—linking perceived HRM practices, organizational trust, job satisfaction, and OCB—refines Edgar and Geare’s (2014) framework by emphasizing how various attitudes shape the impact of perceived HRM practices. While much of the literature focus on the direct influence of perceived HRM practices on job satisfaction (e.g., Allen *et al.*, 2003; Kloutsiniotis and Mihail, 2017), our study uncovers organizational trust as a key explanatory mechanism. When employees perceive HRM practices as reflecting organizational care for their well-being (Gould-Williams, 2003), trust in the organization grows, which subsequently enhances job satisfaction.

Other researchers have also observed the trust-satisfaction relationship in different organizational contexts. Perry and Mankin (2007), for example, found that high levels of organizational trust among firefighters increased job satisfaction. They attributed this to firefighters’ strong identification with their organization. A similar dynamic can be inferred in our study of healthcare workers, where trust in the organization is also high. Given the social nature of healthcare, employees may similarly blur the lines between their work and their organization.

Regarding the moderating role of organizational justice, our study reveals an underexplored role of this variable. Traditionally, HRM literature has treated perceptions of organizational justice as a mediating mechanism between HRM practices and individual outcomes (Chang, 2005; Heffernan and Dundon, 2016). This approach assumes that perceived HRM practices are the main factor in generating a sense of organizational justice. Indeed, studies have shown that factors such as performance appraisals ratings (in the case of distributive justice) and management processes like promotions or compensation (in the case of procedural justice) are key influences on perceptions of organizational justice (Greenberg, 1986; Korsgaard and Roberson,

1995). However, our findings suggest that organizational justice is shaped by more than just HRM practices. Other factors, such as opportunities for participation in decision-making, also contribute to perceptions of justice (Bies and Shapiro, 1988). Results show that when employees perceive a strong organizational justice, the positive impact of perceived HRM practices on OCB increases. Practically, this means that leaders must go beyond HRM to foster a broader sense of fairness to maximize the impact of these practices.

Contrary to our expectations, we did not find significant indirect effects of perceived HRM practices on OCB through organizational trust, nor a significant moderating effect of organizational justice. This may be due to the absence of individual affective responses, which better explain reciprocity in social exchange theory (Wright and Nishii, 2007). In other words, while employees may have a sense of trust in their organizations, this trust alone may not lead to reciprocal behaviors, such as OCB, unless it triggers affective responses, like job satisfaction. Without such affective responses, employees may not feel compelled to reciprocate by engaging in behaviors that are beneficial for the organizations. When trust leads to these affective responses, employees are more likely to engage in OCB, giving back to their organization.

Practical implications

The proposed model offers actionable insights to help organizations and managers enhance OCB through effective HRM practices. We recommend focusing in four key lines of action: promoting organizational trust through transparent communication, increasing levels of satisfaction with recognition and development opportunities, fostering perceptions of organizational justice, and encouraging inclusive decision-making.

Promote organizational trust through transparent communication. Trust is fundamental for organizations that aim to sustain productive working relationships and encourage positive

behaviors like OCB (Mayer et al., 1995). To build and maintain high levels of trust, organizations should emphasize transparent communication and consistent feedback mechanisms (Dirks and Ferrin, 2002). For instance, establishing clear, open communication channels—such as regular feedback sessions and maintaining accessible leadership—demonstrates an organization's commitment to valuing employee voices, thus building trust (Whitener et al., 1998). Such practices reinforce a climate of fairness and openness, positively impacting trust levels (Rousseau et al., 1998). Transparent communication encourages employees to engage in behaviors beyond their formal duties. Additionally, managers should tailor their feedback to individual needs—recognizing achievements regularly and granting autonomy in task execution further builds trust and job satisfaction, which in turn supports OCB (Erdogan et al., 2004).

Increase job satisfaction through recognition and development opportunities. Job satisfaction fulfils psychological needs by fostering a positive emotional state that promotes pro-social behavior (Organ and Ryan, 1995; Podsakoff et al., 2000). Satisfied employees are more inclined to exhibit OCB. Implementing structured recognition programs that acknowledge achievements, both publicly and individually, is one effective way to enhance job satisfaction (Danish and Uss, 2010). Acknowledging employees who regularly exhibit citizenship behaviors can reinforce such behaviors across the organization. Non-monetary rewards, such as public recognition, personal thank-you notes, and development opportunities, communicate that employees' extra efforts are valued and appreciated, fostering a culture of OCB. Furthermore, providing continuous learning and career development opportunities, such as training programs or job rotation, enhances employees' sense of progress within the organization (Hackman and Oldham, 1975). When employees feel valued and supported by the organization, they are more likely to engage in OCB (Gould-Williams, 2003), though consistent and inclusive efforts are required.

Establish and maintain perceptions of organizational justice. Organizational justice, particularly distributive and procedural justice, significantly enhances the effectiveness of HRM practices in promoting OCB. HRM policies perceived as fair—such as those related to decision-making and reward allocation—are more likely to elicit positive behaviors (Colquitt et al., 2001). Managers should ensure HRM practices are fair, consistent, and transparent throughout all levels of the organization. Regular, objective performance appraisals reduce perceptions of favoritism and reinforce procedural justice. Similarly, in order to reinforce distributive justice, it is essential that compensation and rewards are equitable for similar roles (Folger and Konovsky, 1989). Managers can use regular surveys, feedback sessions, and interviews to evaluate and adjust practices based on employees' views on fairness, satisfaction, and trust, allowing them to fine-tune HRM practices to sustain OCB.

Promote inclusive decision-making and worker participation. Employee involvement in decision-making process strengthens their sense of belonging and motivates them to go beyond basic responsibilities (Bies and Shapiro, 1988). Managers can encourage decision-making participation by creating cross-functional groups that allow employees contribute and share ideas. Autonomy encourages employees to provide more input into changes that have the potential to affect their jobs and this reinforces their commitment and discretionary behaviors (Bies and Shapiro, 1988). An organizational culture that values inclusion, appreciation, and autonomy, lays the ground for increased levels of OCB.

By embedding these practices into HRM systems, managers not only enhance OCB but also nurture a work environment characterized by trust, satisfaction, and fairness. This alignment fosters a supportive culture where employees are motivated to go above and beyond, directly contributing to organizational resilience and success.

Study limitations and future directions

The instrument we used to measure perceived HRM practices is essentially descriptive, focusing on how employees perceive the HRM practices available in their work environment (Van Beurden *et al.*, 2022). In this way, we avoid a greater affective load induced by the measurement instrument, thus reducing the potential for bias in employee attitudes and behaviors (Beijer *et al.*, 2021). However, our study has several limitations.

We used cross-sectional research design, which may pose some problems related to common method variance and present limitations in establishing causal relationships. Although we found that, statistically, the presence of common method variance was not enough to bias our results and that we theoretically justified the antecedents-outcomes of the proposed relationship, caution is still advised when interpreting these results. Future research would benefit from avoiding these measurement constraints by using longitudinal designs to better infer causality, or by using experimental designs to enhance the rigor and robustness of the findings.

Another limitation is the specific context of our study, which focus on healthcare centers. While such a focused study offers a detailed examination of a particular sector, it may limit the generalizability of our findings to other industries. Future research should explore different contexts, especially where the relationship between employees and the organization is less intertwined than in healthcare. For instance, studies in industries like firefighting, where the trust-satisfaction relationship is similarly strong, could offer valuable comparative insights.

Moreover, although this study offers valuable insights into healthcare centers in Chile, the country's distinct socio-economic and cultural context may affect the findings and limit their applicability to other countries. Therefore, future research should explore a variety of national settings to gain a deeper understanding of how the work-organization relationship might differ across countries.

Conclusion

Our study shows how employee perceptions of HRM practices influences the occurrence of OCB, both directly and through a sequential process involving increased organizational trust and job satisfaction. We also found that when employees perceived a strong sense of organizational justice, the positive effects of perceived HRM practices are amplified, further encouraging OCB. These findings highlight actionable pathways for improving employee well-being in organizations and show how effective HRM practices can translate into individual employee behaviors that add value to their organizations.

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Table 1. Factor loadings, Average variance extracted and Composite reliability

Constructs	Items	FL	AVE	CR	Cronbach α
Perceived HRM Practices	HRM1	0.517	0.445	0.876	0.877
	HRM2	0.801			
	HRM3	0.783			
	HRM4	0.673			
	HRM5	0.616			
	HRM6	0.580			
	HRM7	0.678			
	HRM8	0.719			
	HRM9	0.581			
Organizational Trust	OT1	0.731	0.552	0.877	0.857
	OT2	0.813			
	OT3	0.756			
	OT4	0.822			
	OT5	0.819			
	OT6	0.545			
Job Satisfaction	JS1	0.791	0.510	0.755	0.718
	JS2	0.744			
	JS3	0.593			
Organizational Justice	OJ1	0.609	0.498	0.872	0.869
	OJ2	0.756			
	OJ3	0.732			
	OJ4	0.531			
	OJ5	0.758			
	OJ6	0.827			
	OJ7	0.679			
OCB - Organizational Citizenship Behaviors	OCB1	0.714	0.475	0.844	0.837
	OCB2	0.679			
	OCB3	0.657			
	OCB4	0.734			
	OCB5	0.644			
	OCB6	0.701			

Notes. *FL*= Factor Loadings; *AVE* = Average Variance Extracted; *CR* = Composite Reliability; OJ = Organizational Justice; HRM = Perceived Human Resource Management Practices; OT = Organizational Trust; JS = Job Satisfaction; OCB = Organizational Citizenship Behaviors.

Table 2. Descriptive statistics and correlations among research variables

	Mean	SD	1	2	3	4	5	6	7	8	9
1 Gender	1.65	0.48	---								
2 Age	39.9	11.77	.070	---							
3 Experience	3.29	1.92	.164**	.627***	---						
4 Health center	5.29	1.94	.021	.162**	.187**	--					
5 Education	4.61	1.41	-.191**	-.238***	-.101 [†]	.028	--				
6 HRM	5.12	1.19	.042	.002	.019	.104	.023	(.877)			
7 Justice	4.66	1.27	.055	.069	.007	.094	-.067	.776***	(.869)		
8 Organiz. trust	4.87	1.30	.045	.046	-.023	.049	.004	.739***	.778***	(.857)	
9 Satisfaction	5.64	1.24	.022	.169**	.147*	.035	-.081	.576***	.565***	.593***	(.718)
10 OCB	5.56	1.05	.051	.051	.038	.041	.008	.428***	.340***	.332***	.375*** (.837)

Notes. N=276; Significant at *** $p < .001$; ** $p < .01$; * $p < .05$; [†] $p < .1$ (Two tailed). Cronbach's alpha of scales is shown in the diagonal. **Controls:** *Gender:* 1= male, 2= female; *Experience:* 1= -3 years, 2= between 3.1 to 6 years, 3= between 6.1 to 9 years, 4= between 9.1 to 12 years, 5= between 12.1 to 15 years, 6= +15 years; *Education:* 1= primary education, 2= secondary/high school, 3= professional technician (vocational), 4= advanced technician (Associate's), 5= Bachelor's degree, 6= Master's degree.

Table 3. Unstandardized coefficients for the conditional process model

	Organizational Trust (<i>MI</i>)			Satisfaction (<i>M2</i>)		OCB - Organizational Citizenship Behavior (<i>Y</i>)	
	<i>Coeff. (SE)</i>	<i>95% CI</i>		<i>Coeff. (SE)</i>	<i>95% CI</i>	<i>Coeff. (SE)</i>	<i>95% CI</i>
HRM practices (<i>X</i>)	0.390*** (.06)	[0.26 to 0.52]		0.325***(.07)	[0.18 to 0.47]	0.396*** (.08)	[0.23 to 0.56]
Organizational trust (<i>MI</i>)	-	-		0.351***(.07)	[0.22 to 0.48]	-0.052ns. (.08)	[-0.21 to 0.10]
Employee satisfaction (<i>M2</i>)	-	-	-	-		0.165** (.06)	[0.05 to 0.28]
Organizational justice (<i>W</i>)	0.544***(.06)	[0.43 to 0.66]	-	-		-0.018ns (.08)	[-0.18 to 0.15]
<i>X * W</i>	0.047ns. (.03)	[-0.00 to 0.10]	-	-		0.103** (.03)	[0.04 to 0.17]
Constant	4.51***(.33)	[3.86 to 5.17]	3.97***(.51)	[2.97 to 4.98]	4.38***(.59)	[3.2 to 5.54]	
	$R^2 = 0.671$		$R^2 = 0.428$		$R^2 = 0.237$		
	$F(8,000) = 68.14, p < .000$		$F(7,000) = 28.72, p < .000$		$F(10,000) = 8.254, p < .000$		

Notes. N= 276; Significant at * $p < .05$, ** $p < .01$, *** $p < .001$. Coeff. = Unstandardized path coefficients; (SE) = Standard error; BootSE = Boot standard error; BootLLCI = Boot lower bounds; BootULCI = Boot upper bounds. CI = Confidence interval. CI's not containing zero are interpreted as significant. *X* = Antecedent variable; *M* = Mediators; *Y* = Dependent; *W* = Moderator. Results are based on 50,000 *bootstrap* samples. *Process* model n. 86.

Table 4. Conditional and unconditional indirect effects of HRM practices on OCB; Model coefficients

Index of Moderated Mediation					
Indirect effects path:	Moderator	Index	BootSE	BootLLCI	BootULCI
HRM - Trust - OCB	Justice	-0.003	0.005	-0.013	0.005
HRM - Trust - Satisfaction - OCB	Justice	0.003	0.002	0.000	0.008
Conditional Indirect Effects of HRM Practices on OCB					
	Condition	Effect	BootSE	BootLLCI	BootULCI
HRM - Trust - OCB	Justice (– 1SD)	-0.017	0.028	-0.077	0.038
	Justice (Mean)	-0.020	0.033	-0.089	0.044
	Justice (+ 1SD)	-0.023	0.038	-0.102	0.050
HRM - Satisfaction - OCB	-	0.054	0.027	0.005	0.109
HRM - Trust - Satisfaction - OCB	Justice (– 1SD)	0.019	0.012	0.002	0.050
	Justice (Mean)	0.023	0.014	0.002	0.057
	Justice (+ 1SD)	0.026	0.016	0.002	0.065

Notes. N = 276; Effect = Unstandardized path coefficients; *BootSE* = *Boot standard error*; *BootLLCI* = Boot lower bounds; *BootULCI* = Boot upper bounds. *CI* = Confidence interval. CIs not containing zero are interpreted as significant. Results are based on 50,000 bootstrap samples. *Process* model n. 86.