

THE IMPACT OF IDENTITY SALIENCE ON
ORGANIZATIONAL CITIZENSHIP BEHAVIORS

A THESIS SUBMITTED TO
THE GRADUATE SCHOOL OF SOCIAL SCIENCES
OF
MIDDLE EAST TECHNICAL UNIVERSITY

BY

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IN PARTIAL FULFILLMENT OF THE REQUIREMENTS
FOR
THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION

JANUARY 2007

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ABSTRACT

THE IMPACT OF IDENTITY SALIENCE ON ORGANIZATIONAL CITIZENSHIP BEHAVIORS

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Master of Business Administration

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January 2007, 166 pages

Organizational citizenship behaviors are extra-role behaviors that are costless to the organizations; however they play important roles in filling the gaps that are not prescribed in job descriptions or contracts of the employees. Organizational citizenship behaviors are important for lubricated functioning of the organizations.

Although there are quite a number of studies on organizational citizenship behaviors, previous research has not considered identity salience among their antecedents. The main purpose of this study was to investigate the relationship between identity salience and organizational citizenship behaviors. The second purpose of this study was to investigate the moderating effect of occupational commitment on the relationship between identity salience and organizational citizenship behaviors.

A survey was conducted at the project groups of seven companies and 13 non-profit organizations, each of which has multinational work-force. The number of the participants was 242. After the outlier analyses, 204 cases were left for further study. Regression analyses were performed on the data to test the relations of the variables.

In line with the expectations, saliences of gender, national, and occupation identities negatively predicted several dimensions of organizational citizenship behaviors. Contrary to the expectations, occupational commitment did not moderate the relation between identity salience and organizational citizenship behaviors.

Keywords: Identity Saliency, Organizational Citizenship Behaviors, Occupational Commitment

ÖZ

KİMLİK BELİRGİNLİĞİNİN ÖRGÜTSEL VATANDAŞLIK DAVRANIŞLARI ÜZERİNE ETKİSİ

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Tez Yöneticisi: Dr. F. Pınar Acar

Ocak 2007, 166 sayfa

Örgütsel vatandaşlık davranışları, örgütlere bir maliyet oluşturmayan, görev dışı davranışlardır; fakat çalışanların iş tanımlarında veya iş akitlerinde belirtilmemiş olan boşlukların doldurulmasında önemli rol oynarlar. Örgütsel vatandaşlık davranışları, örgütlerin pürüzsüzce çalışmalarını sağlamaları açısından önemlidirler.

Örgütsel vatandaşlık davranışları üzerine çok sayıda çalışma olmasına rağmen, önceki araştırmalarda, kimlik belirginliği örgütsel vatandaşlık davranışlarının bir önceli olarak tanımlanmamıştır. Bu çalışmanın ana amacı, kimlik belirginliği ile örgütsel vatandaşlık davranışları arasındaki ilişkiyi araştırmaktır. Bu çalışmanın ikinci amacı ise meslekî bağlılığın, kimlik belirginliği ile örgütsel vatandaşlık davranışları arasındaki ilişkiye olan değiştirici etkisini ölçmektir.

Her biri çok uluslu iş gücüne sahip olan yedi şirket ve kâr amacı gütmeyen 13 kurumun proje gruplarında bir anket çalışması yapıldı. Anket çalışmasına 242 kişi katıldı. Aykırı değer analizi sonrasında çalışmanın devamı için 204 anket cevabı kaldı. Değişkenler arasındaki ilişkileri tahlil etmek amacıyla regresyon analizi yapıldı.

Beklendiđi üzere, cinsiyet, millî ve meslekî kimlik belirginlikleri örgütsel vatandaşlık davranışlarının bazı boyutlarını olumsuz yönde etkiledi. Beklenenin aksine, meslekî bağlılık, kimlik belirginliđi ile örgütsel vatandaşlık davranışları arasındaki ilişkiyi deđiştirmedi.

Anahtar Kelimeler: Kimlik Belirginliđi, Örgütsel Vatandaşlık Davranışları, Meslekî Bağlılık

ACKNOWLEDGEMENTS

The author wishes to express his deepest gratitude to his supervisor Dr. F. Pınar Acar, who gave her valuable support, encouragement, guidance, and insights throughout the preparation of this thesis.

The author would also like to thank Assoc. Prof. Dr. H. Canan Sümer and Assoc. Prof. Dr. Semra Aşçıgil for their suggestions and comments.

The author is grateful to all his friends, who helped him conduct his questionnaire at their work places. The author is also grateful to his colleague, Defne Şahin, who backed him up during his absent hours.

The author would like to give his heartfelt thanks to his beloved family for their invaluable support and encouragement and extra thanks to his wife, Ebru for her patience.

TABLE OF CONTENTS

PLAGIARISM	iii
ABSTRACT	iv
ÖZ	vi
ACKNOWLEDGEMENTS	viii
TABLE OF CONTENTS	ix
LIST OF TABLES	xii
LIST OF FIGURES	xv
CHAPTER	
I INTRODUCTION.....	1
1.1 ORGANIZATION OF THIS THESIS	8
II BACKGROUND AND CONCEPTUAL FOUNDATION	10
2.1 ORGANIZATIONAL CITIZENSHIP BEHAVIORS	10
2.1.1 Dimensions of Organizational Citizenship Behaviors.....	12
2.1.2 Antecedents of Organizational Citizenship Behaviors	18
2.1.2.1 Individual (Employee) Characteristics	18
2.1.2.2 Task Characteristics	21
2.1.2.3 Organizational Characteristics.....	22
2.1.2.4 Leadership Behaviors	22
2.2 SOCIAL IDENTITY AND SELF-CATEGORIZATION	
THEORIES.....	24
2.3 DEMOGRAPHY	27
2.4 IDENTITY SALIENCE.....	31
2.5 OCCUPATIONAL COMMITMENT.....	36
III THEORETICAL MODEL	42
3.1 RELATIONSHIP BETWEEN IDENTITY SALIENCE AND OCB	
.....	42

3.2 MODERATING EFFECT OF OCCUPATIONAL COMMITMENT.....	44
IV RESEARCH METHODOLOGY	48
4.1 PILOT STUDY.....	48
4.2 MAIN STUDY.....	49
4.3 MEASURES	52
4.3.1 Organizational Citizenship Behaviors	52
4.3.2 Identity Salience.....	54
4.3.3 Occupational Commitment.....	55
4.3.4 Demographic Variables	56
4.4 PROCEDURE.....	57
4.5 RESEARCH DESIGN AND ANALYSES	58
V RESULTS	59
5.1 DATA SCREENING AND OUTLIER ANALYSIS	59
5.2 RELIABILITIES OF THE SCALES.....	61
5.3 DESCRIPTIVE STATISTICS.....	61
5.4 SAMPLE DEMOGRAPHICS.....	65
5.5 DETERMINATION OF CONTROL VARIABLES.....	66
5.6 HYPOTHESES TESTING	67
5.7 SUMMARY OF HYPOTHESES TESTING	99
VI DISCUSSION AND CONCLUSION	102
6.1 DISCUSSION.....	102
6.2 LIMITATIONS.....	107
6.3 IMPLICATIONS FOR MANAGEMENT.....	109
6.4 IMPLICATIONS FOR FUTURE STUDY.....	110
REFERENCES	112
APPENDICES	124
A. QUESTIONNAIRE IN ENGLISH	124
B. QUESTIONNAIRE IN TURKISH	135
C. QUESTIONNAIRE IN RUSSIAN	146
D. INTERVIEW QUESTIONS	159
E. OCB SCALE	160

F. IDENTITY SALIENCE SCALE.....	162
G. OCCUPATIONAL COMMITMENT SCALE.....	163
H. DESCRIPTIVE STATISTICS CONCERNING THE VARIABLES OF INTEREST.....	165
I. DEMOGRAPHIC CHARACTERISTICS OF PARTICIPANTS.....	166

LIST OF TABLES

TABLES

Table 1.	Cronbach Alpha for the Scales.....	61
Table 2.	Descriptive Statistics and Intercorrelation Matrix.....	63
Table 3.	Standardized Regression Coefficients of the Control Variables Predicting the Dependent Variables.....	66
Table 4.	Predicting Altruism from Gender Identity Salience: Summary of the Regression Analysis.....	67
Table 5.	Predicting Courtesy from Gender Identity Salience: Summary of the Regression Analysis.....	68
Table 6.	Predicting Conscientiousness from Gender Identity Salience: Summary of the Regression Analysis.....	68
Table 7.	Predicting Sportsmanship from Gender Identity Salience: Summary of the Regression Analysis.....	68
Table 8.	Predicting Civic-Virtue from Gender Identity Salience: Summary of the Regression Analysis.....	68
Table 9.	Predicting OCB from Gender Identity Salience: Summary of the Regression Analysis.....	69
Table 10.	Predicting Altruism from National Identity Salience: Summary of the Regression Analysis.....	70
Table 11.	Predicting Courtesy from National Identity Salience: Summary of the Regression Analysis.....	70
Table 12.	Predicting Conscientiousness from National Identity Salience: Summary of the Regression Analysis.....	70
Table 13.	Predicting Sportsmanship from National Identity Salience: Summary of the Regression Analysis.....	71
Table 14.	Predicting Civic-Virtue from National Identity Salience: Summary of the Regression Analysis.....	71
Table 15.	Predicting OCB from National Identity Salience: Summary of the Regression Analysis.....	71
Table 16.	Predicting Altruism from Occupation Identity Salience: Summary of the Regression Analysis.....	72
Table 17.	Predicting Courtesy from Occupation Identity Salience: Summary of the Regression Analysis.....	73

Table 18.	Predicting Conscientiousness from Occupation Identity Salienc	73
Table 19.	Predicting Sportsmanship from Occupation Identity Salienc	73
Table 20.	Predicting Civic-Virtue from Occupation Identity Salienc	73
Table 21.	Predicting OCB from Occupation Identity Salienc: Summary of the	74
Table 22.	Predicting Civic-Virtue from Gender Identity Salienc Including the	76
Table 23.	Predicting Sportsmanship from Gender Identity Salienc Including	77
Table 24.	Predicting Sportsmanship from National Identity Salienc Including the	79
Table 25.	Predicting Sportsmanship from Occupation Identity Salienc	81
Table 26.	Predicting OCB from Gender Identity Salienc Including the	82
Table 27.	Predicting OCB from National Identity Salienc Including the	82
Table 28.	Predicting Civic-Virtue from Gender Identity Salienc Including the	84
Table 29.	Predicting Sportsmanship from Gender Identity Salienc Including	85
Table 30.	Predicting Sportsmanship from National Identity Salienc Including the	86
Table 31.	Predicting Sportsmanship from Occupation Identity Salienc	87
Table 32.	Predicting OCB from Gender Identity Salienc Including the	87

Table 33.	Predicting OCB from National Identity Saliency Including the Moderating Effect of Normative Occupational Commitment: Summary of the Regression Analysis.....	88
Table 34.	Predicting Civic-Virtue from Gender Identity Saliency Including the Moderating Effect of Continuance Occupational Commitment: Summary of the Regression Analysis.....	89
Table 35.	Predicting Sportsmanship from Gender Identity Saliency Including the Moderating Effect of Continuance Occupational Commitment: Summary of the Regression Analysis.....	90
Table 36.	Predicting Sportsmanship from National Identity Saliency Including the Moderating Effect of Continuance Occupational Commitment: Summary of the Regression Analysis.....	91
Table 37.	Predicting Sportsmanship from Occupation Identity Saliency Including the Moderating Effect of Continuance Occupational Commitment: Summary of the Regression Analysis.....	92
Table 38.	Predicting OCB from Gender Identity Saliency Including the Moderating Effect of Continuance Occupational Commitment: Summary of the Regression Analysis.....	92
Table 39.	Predicting OCB from National Identity Saliency Including the Moderating Effect of Continuance Occupational Commitment: Summary of the Regression Analysis.....	93
Table 40.	Predicting Civic-Virtue from Gender Identity Saliency Including the Moderating Effect of Aggregate Occupational Commitment: Summary of the Regression Analysis.....	94
Table 41.	Predicting Sportsmanship from Gender Identity Saliency Including the Moderating Effect of Aggregate Occupational Commitment: Summary of the Regression Analysis.....	95
Table 42.	Predicting Sportsmanship from National Identity Saliency Including the Moderating Effect of Aggregate Occupational Commitment: Summary of the Regression Analysis.....	96
Table 43.	Predicting Sportsmanship from Occupation Identity Saliency Including the Moderating Effect of Aggregate Occupational Commitment: Summary of the Regression Analysis.....	97
Table 44.	Predicting OCB from Gender Identity Saliency Including the Moderating Effect of Aggregate Occupational Commitment: Summary of the Regression Analysis.....	97
Table 45.	Predicting OCB from National Identity Saliency Including the Moderating Effect of Aggregate Occupational Commitment: Summary of the Regression Analysis.....	98
Table 46.	Overview of Hypothesis Testing.....	101

LIST OF FIGURES

Figure 1: Effects of Identity Salience on Organizational Citizenship Behaviors Moderated by Occupational Commitment.....	46
Figure 2: AOC interaction Plot of SPO on GIDS.....	78
Figure 3: AOC interaction Plot of SPO on NIDS.....	80

CHAPTER I

INTRODUCTION

As the world slowly, but at an increasing pace, turns to a global village, people having different nationalities, different habits, different characteristics and different cultures get in contact with each other. This has been true for multiethnic countries and those countries which accept immigration like the US, the UK, and France, for a long time. With the establishment of European Union, with increasing global trade, internationalization of industries and demand for foreign labor force, together with the developments in transportation and communication, more people with different demographic backgrounds are working together in organizations. Especially, after the introduction of the Internet into work life, telecommuting and freelance working increased. This opened a way for employment beyond borders. For example, a Turkish citizen who resides in Canada works for a US company, which operates in California. In addition, the trend toward using teams to coordinate and manage work in organizations is increasing the amount of time that employees spend with people outside their particular functional or product groups, thereby bringing them into contact with people who may have very different training, skills, functional background, and even values. As a result of these two trends, processes that occur in diverse work groups and organizations received increasing attention from social scientists.

Organizational science literature mainly classifies diversity into two major groups: diversity on observable or readily detectable attributes such as race (or ethnic background), age, or gender, and diversity with respect to less visible or underlying attributes such as education, technical abilities, functional background, tenure in the organization, socioeconomic background, personality characteristics, or values (Tsui et al., 1992). Each type of diversity has various effects on organizational outcomes. Miliken & Martins (1996) summarize the outcomes of diversity in four groups: affective outcomes like satisfaction, commitment, identification with the group, role ambiguity, role conflict, work-related friction, group social integration, perceived

discrimination, and supervisor's affect for subordinate; cognitive outcomes like innovation, range of perspectives, and number and quality of ideas; symbolic outcomes like behavior of lower level employees; and communication-related outcomes like communication with group members, and external communication.

On the one hand, some research suggests that more diverse groups have the potential to consider a greater range of perspectives and to generate more high-quality solutions than less diverse groups, on the other hand the greater the amount of diversity in a group or an organizational subunit, the less integrated the group is likely to be and the higher the level of dissatisfaction and turnover (Miliken & Martins, 1996). Miliken and Martins (1996) also state that diversity in observable attributes, like gender, has consistently been found to have negative effects on affective outcomes, like identification with the group and satisfaction.

Several studies have shown that diversity induces conflict in work groups. For example, Jehn, Northcraft & Neale (1999) found that informational diversity, social category diversity, and value diversity increased conflict in work groups. In her study of diversity and conflict, Pelled (1996) classified diversity variables according to their levels of visibility and job-relatedness. She found that as the visibility of demographic diversity variables (gender, age, nationality) increased, affective conflict within the group increased and as the job-relatedness of demographic diversity variables (occupational background) increased, substantive conflict within the group increased.

Apart from the effects of diversity on conflict, Jehn, Chadwick & Thatcher (1997) found that relationship and task conflict decreased group member satisfaction. Building on Organ & Ryan (1995), that job satisfaction has been found to be positively related to organizational citizenship behaviors (OCBs) that are explained more in detail further in this thesis, conflict and thus diversity, at least when identities are salient, have negative affects on OCBs. It is expected that when people who are diverse in visible or less-visible attributes gather together in work setting,

there will be disliking, conflict, and non-integrity, which will negatively affect OCBs.

Whereas diversity literature considers a wide range of diversities with wide range of organizational outcomes, it neglects the salience of identities. Diversity alone does not activate demographic identities in certain contexts (Randel, 1999). Randel also argues that when identities are relied upon to explain research findings, whether one identity is salient over another needs to be considered. It is commonly assumed, based on empirical evidence, that identities differentially affect attitudes and behavior (Hogg & Turner, 1987; Santee & Jackson, 1979). Identities are depended upon because it is assumed that they specify what might be expected in terms of behavioral patterns or task-related knowledge that tend to vary as a function of identity groupings. This assumption is implicit in demography and diversity literatures but whether a particular identity is salient or psychologically activated such that it in fact influences outcomes at a given moment has not been considered (Randel, 1999). Randel suggests that one would expect that how salient an identity is would explain group process and behavior more accurately than the mere presence of an identity within a project group. That's why identity salience must be incorporated into models of diversity.

Although there is theoretical justification for identity salience that it is important in predicting specific outcomes, there is less empirical research that assesses precisely what results from salient identities (Randel, 1999). One of the outcomes of salient identities could be organizational citizenship behaviors (OCBs). Though not investigated in depth, effects of demographic dissimilarity on OCBs have been studied (Chattopadhyay, 1999). On the other hand, OCB literature includes neither identity nor identity salience among its antecedents. This thesis focuses on the salience of identities, and their effects on organizational citizenship behaviors in order to fill an important gap in the literature.

In order to cope with the rapid changes, more and more is expected from employees, that is, employees are expected to go beyond their job descriptions and perform

duties which are not written in their contracts. Cooperation and innovation beyond normal job descriptions are important needs for organizations since it is impossible from the point of view of organizations to predict all of the behaviors they will need from their employees while adapting to changes in the environment that surround them (Organ, Podsakoff & Mackenzie, 2006). Kanter (1989, p. 91), state that as a result, organizations look for problem-solvers and initiative-takers that will go the “unexpected extra mile” and cope with uncertainties. Such kind of organizational behaviors are named as organization citizenship behaviors.

OCB represents individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and in the aggregate promotes the efficient and effective functioning of the system (Organ, 1988). The practical importance of OCBs is that they improve organizational efficiency and effectiveness by contributing to resource transformations, innovativeness and adaptability (Organ, 1988). Examples to OCBs, which are highly desired by organizations (Organ, 1988), are voluntarily helping co-workers, supervisors, assisting newcomers to the organization, not abusing the rights of co-workers, not taking extra breaks, attending elective company meetings, and enduring minor impositions that occur when working with others, that help in coping with various organizational uncertainties (Kidwell, Mossholder & Bennet, 1997).

OCBs may contribute to organizational success by enhancing coworker and managerial productivity; freeing up resources so they can be used for more productive purposes; reducing the need to devote scarce resources to purely maintenance functions; helping to coordinate activities both within and across work groups; strengthening the organization’s ability to attract and retain the best employees; increasing the stability of organization’s performance; and enabling the organization to adapt more effectively to environmental changes (Podsakoff, MacKenzie, Paine & Bachrach, 2000).

Many scholars examined the antecedents of OCBs and have mainly focused on four major categories of antecedents: individual or employee characteristics (Bateman &

Organ, 1983; Organ, 1988; Smith et al., 1983; Alotaibi, 2001; Organ, 1994; Parnell & Crandall, 2003), task characteristics (Podsakoff & MacKenzie, 1995; Podsakoff et al., 1996b; Podsakoff, MacKenzie & Bommer, 1996a; Podsakoff, Niehoff, MacKenzie & Williams, 1993), organizational characteristics (Kidwell, Mossholder & Bennett, 1997; Lambert, 2000; Podsakoff & MacKenzie, 1995; Podsakoff et al., 1996b; Podsakoff, MacKenzie & Bommer, 1996a; Podsakoff, Niehoff, MacKenzie & Williams, 1993), and leadership behaviors (Podsakoff et al., 1996b; Podsakoff et al., 1990; Kent & Chelladurai, 2001; MacKenzie, Podsakoff & Rich, 2001). None of the above mentioned major categories include identity salience, which could be a possible antecedent of OCBs. According to Social Identity Theory (SIT), people tend to classify themselves and others into various social categories, such as organizational membership, religious affiliation, gender, and age cohort (Tajfel & Turner, 1986). According to SIT, the self concept is comprised of a personal identity encompassing idiosyncratic characteristics (e.g., bodily attributes, abilities, psychological traits, interests) and a social identity encompassing salient group classifications (Ashforth & Mael, 1989). Ashforth and Mael also argue that SIT literature suggests three general consequences of relevance to organizations, one of which is that social identification affects the outcomes associated with altruism, loyalty to the group and its activities. All these three, that is, altruism, loyalty to the group, and its activities are among the OCB type behaviors that are explained more in detail in the second chapter.

This thesis investigates the effects of identity salience of gender, nationality and occupation on organizational citizenship behaviors. These identities were chosen because they include both readily detectable (e.g., gender and nationality) and underlying (e.g., occupation) aspects of self-definition (Jackson, May & Whitney, 1993). Gender is described among the primary aspects of diversity and occupational identity provides a window into how individuals define themselves in relation to their work, which is described by Randel (1999) as being the single most important source of identity for individuals living in modern industrial societies. On the other hand, nationality is found to be among the identities that may affect the cognitive outcomes (e.g., number of alternatives considered, quality of ideas, and degree of

cooperation in complex tasks) in groups (Cox et al., 1991; McLeod & Lobel, 1992; Watson et al., 1993), especially important with increased globalization.

A number of factors may affect a cause and effect relationship. Possible relationship between identity salience and OCBs may be dependent on other factors, too. While investigating the effects of identity salience on organizational citizenship behaviors, this thesis also focuses on occupational commitment as a moderator of the effects of identity salience on OCBs. Organizational commitment is considered among the antecedents of organizational citizenship behaviors (Organ & Ryan, 1995; Mowday, Porter & Steers, 1982; Schappe, 1988). However, occupational commitment is overlooked and was not studied. On the other hand, research has proven that occupational and organizational commitments were related (Lee, Carswell & Allen, 2000; Wallace, 1993). Also, Wallace (1993) argues that, in some cases, a person may be committed to his/her occupation more than to his/her organization. Hence, ignoring occupational commitment could be a weakness of this research.

Chattopadhyay (1999) studied the effects of demographic dissimilarity in gender, race and age on the OCB dimension of *altruism*, which he considers as aimed at peers. He did not find a significant relation between gender and *altruism* but he found a uniform influence of race and age dissimilarities on *altruism*. On the other hand, in another study Podsakoff et al. (2000) found no relationship between demographic variables (e.g., organizational tenure and employee gender) and OCBs. These findings are the first steps in linking demographic dissimilarity to OCBs. This area still needs a lot of research to make generalizations. Previous studies on the effect of demographic dissimilarity neglected the salience of identities. In both Podsakoff's et al. (2000) and Chattopadhyay's (1999) studies, the effect of gender diversity was not significant. However, in Chattopadhyay's (1999) study, there was a significant relation between race and age diversities and *altruism* dimension of OCB. This may be due to the fact that gender diversity was not, in general, salient in the studied groups. In Chattopadhyay's (1999) study, although, the results showed no significant relation between gender and *altruism*, gender dissimilarity between focal employees and their work group peers was found to negatively influence *altruism* for

men in women-dominated groups, but not for women in men-dominated groups. Categorizing along a given dimension creates in-groups and out-groups of different statuses, and those conferred a high status may be more invested in such categorization than those conferred a lower status (Tajfel & Turner, 1986). Thus men, who typically have higher status than women (Konrad & Gutek, 1987), may be more inclined to categorize on the basis of gender, and they may thus be more negatively affected by gender dissimilarity. Furthermore, the effect of gender dissimilarity should be most severe for men working in women dominated groups, as this group composition violates their expectations of being in the majority and heightens the salience of gender as a categorization dimension. In contrast, since women are used to working in men-dominated groups, gender may not be as salient a categorization dimension for them. Working in men-dominated groups would not accentuate the negative influence of gender dissimilarity for women (Chattopadhyay, 1999).

Chattopadhyay (1999) is a pioneer in linking dissimilarity to OCBs. Identities and dissimilarities in work-related environments have not been named among the antecedents of OCBs. Identity salience has not been named so, either because empirical research that examines outcomes of identity salience is less well established (Randel, 2002).

Organizational commitment, which is defined by O'Reilly and Chatman (1986) as the psychological attachment felt by the person for the organization in which it will reflect the degree to which individual internalizes or adopts characteristics or perspectives of the organization, is regarded as one of the individual characteristic category antecedents of organizational citizenship behaviors (Mowday, Steers & Porter, 1979; Schappe, 1988; Organ and Ryan, 1995). Though there are critics about organizational commitment as an antecedent of OCBs (Organ, 1990), it is generally accepted among the antecedents of OCBs (Organ & Ryan, 1995; Mowday, Porter & Steers, 1982; Schappe, 1988). However, occupational commitment was not paid attention to and studied as an antecedent of OCBs or considered as having at least having some kind of relation to them. Schappe (1988), states that when employees

identify with an organization and internalize its values, they should be more likely to perform behaviors, such as OCB, that do not depend on reinforcements or punishments. Organizational citizenship behaviors reflect sacrifices that are made for the sake of organization, and therefore are assumed to be performed by employees who are psychologically attached to an organization (Schappe, 1988). Mir, Mir & Mosca (2002) argue that empirical studies suggest that the bond between employees and their organization is strengthened by a number of factors including occupational commitment. This is in line with the suggestion that there is a direct or indirect relationship between occupational commitment and OCBs.

This thesis focuses on, the neglected, identity salience as a predictor of organizational citizenship behaviors. It is hypothesized that salient identities will have a negative impact on OCBs. In this study, also, the often underestimated occupational commitment will be studied as a moderator variable. The hypothesis is that negative influence of salient identities on OCBs will be weakened by high occupational commitment.

Within the scope of this thesis, the effects of the salience of *gender*, *national* and *occupation* identity on the *altruism*, *courtesy*, *sportsmanship*, *conscientiousness*, and *civic-virtue* dimensions of organizational citizenship behaviors and aggregate OCB were studied as well as the moderating effects of *affective*, *continuance*, and *normative* occupational commitments and aggregate occupational commitment.

1.1 ORGANIZATION OF THIS THESIS

In Chapter II, theoretical background of this thesis was presented as a literature review. Chapter II begins with the description of organizational citizenship behaviors and continues with discussions on dimensions, antecedents, and the results of OCBs.

In the second part of Chapter II, demography and diversity were presented as a prelude to social identity and self categorization theories, which were discussed to

provide the theoretical basis for identity salience, which was proposed in this study, as a predictor of organizational citizenship behaviors.

In the third part of Chapter II, commitment was discussed starting with a general description of organizational commitment and going further with a more detailed discussion on occupational commitment, which was proposed as a moderator variable that weakens the negative effect of identity salience on organizational citizenship behaviors.

In Chapter III, the proposed model for this thesis was discussed and hypotheses were presented. The third chapter explains what was analyzed in the following chapters.

Chapter IV describes the methods and procedures that were used to investigate the relationship between identity salience and organizational citizenship behaviors, and the moderating effects of occupational commitment on that relationship. Chapter IV also includes discussions of samples, measures, data collection procedures, and research design.

Chapter V presents the results of the study. First the reliabilities of the scales were presented. Then a discussion of the descriptive statistics was given for the main study and the sample characteristics were analyzed. Then the determination of control variables and the results of regression analyses were presented, together with the assessment of the hypotheses.

Chapter VI presents the discussion of the findings, as well as managerial implications, limitations and suggestions for further study.

CHAPTER II

BACKGROUND AND CONCEPTUAL FOUNDATION

This chapter contains the main concepts of this thesis. It begins with presentation of the conceptual foundation of organization citizenship behaviors. Dimensions and antecedents of organizational citizenship behaviors were also presented here. After that social identity and self categorization theories were mentioned. Then, demography section was presented with an emphasis on identity salience and relational demography. Then identity salience was presented and at the end of the chapter, the concept of occupational commitment was presented.

2.1 ORGANIZATIONAL CITIZENSHIP BEHAVIORS

The term Organizational Citizenship Behaviors (OCBs) was first conceptualized by Bateman & Organ (1983) and Smith, Organ & Near (1983), based on Barnard's concept (Barnard, 1968) of the "willingness to cooperate", and Katz's (1964), and Katz & Kahn's (1966; 1978) "distinction between dependable role performance and innovative and spontaneous behaviors".

Barnard, (1968), criticized the "Classical Management Theory" which states that job incumbents could not cooperate and stated that cooperation was the first important requirement of organization that must supplement the formal structure for an effective work environment.

Katz (1964, p. 132) noticed that organizations needed cooperation to perform efficiently and effectively and stated that "an organization which depends solely upon its blueprints for prescribed behavior is a fragile social system that would break down." Katz & Kahn (1966) identified three areas of behavior with which organizations were concerned. First, organizations must attract and maintain employees in the system. Second, organizations must ensure that employees perform

duties meeting or exceeding certain minimal requirements. And third, they must exhibit innovative and spontaneous behavior performance beyond role requirements for accomplishments of organizational functions.

Katz & Kahn's (1966) third area of behavior is not a written task, nor specified in contracts, nor any official expectation from an employee.

Bateman & Organ (1983) defined OCBs to refer to behaviors that are beneficial to the organization but that are neither prescribed nor enforced by the organization. Because these behaviors are not enforced, they are by definition optional and employees may withhold them without concern for possible sanctions by the organization (Kwantes, 2003). In addition, OCBs are engaged in without any formal incentive being provided by the organization (Schnake, 1991). OCB, thus, subsumes such organizationally beneficial actions as aid to a coworker, attendance and punctuality beyond the acceptable norms, voluntary assumption of ad-hoc tasks, and active (as opposed to grudging) cooperation in the implementation of administrative decisions (Farh, Podsakoff & Organ, 1990).

Later, Organ (1988, p. 4) defined organizational citizenship behavior as:

“Individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system and that in the aggregate promotes the effective functioning of the organization. By discretionary, we mean that the behavior is not an enforceable requirement of the role or the job description, that is, the clearly specifiable terms of the person's employment contract with the organization; the behavior is rather a matter of personal choice, such that its omission is not generally understood as punishable.”

Organizational citizenship behavior is a group of organizationally beneficial behaviors and gestures that can be neither enforced on the basis of formal role obligations nor elicited by contractual guarantee of recompense (Organ, 1990). There are three critical components of this definition. First, the employee's job requirements do not comprise citizenship behavior. Second, there are no formally guaranteed rewards for citizenship behavior. Third, citizenship behavior is contributing to organizational effectiveness when cumulated across people and time.

OCB is an extra-role behavior based on helping colleagues or showing conscientiousness for the organization (Finkelstein & Penner, 2004). Employers or managers cannot enforce OCB and cannot promise specific or immediate incentives to employees for performing OCBs (Organ et al., 2006).

Podsakoff et al. (2000) outlined several reasons why OCB might influence organizational effectiveness. First, OCB may enhance coworker productivity. Second, OCB may also improve managerial effectiveness because high levels of OCB make it easier for managers to spend their time productively rather than dealing with crisis-management. In addition, OCB may allow the organization more time for productive purposes because less time will be needed for some tasks such as training new employees. Employees performing courtesy dimension of OCB also help the organization to be more productive because courtesy amongst coworkers can help avoid conflict. OCB may also make an organization more attractive to potential employees if incumbents speak highly of the organization to outsiders.

In the next section, seven mostly mentioned models of dimensions of organizational citizenship behaviors are presented. Among others, the five-dimension model of Organ (1988), which has the widest empirical support, was emphasized.

2.1.1 Dimensions of Organizational Citizenship Behaviors

Since the birth of the term Organizational Citizenship Behavior, several types of citizenship behavior has been suggested (Becker & Vance, 1993). Podsakoff et al. (2000) state that their examination of literature indicated that almost 30 potentially different forms of citizenship behavior have been identified. However, a great deal of conceptual overlap has also been found among these. Initially, Smith, Organ & Near (1983) discussed two kinds of citizenship behavior, altruism and generalized compliance (later renamed conscientiousness by Organ, 1988). According to the authors, altruism refers to behavior that is directly and intentionally aimed at helping a specific person in face-to-face situations (e.g., assisting someone with a heavy workload). Generalized compliance refers to a more impersonal type of

conscientiousness that does not provide immediate aid to a particular individual, but it is indirectly helpful to other people in the organization (e.g., being punctual to meetings).

In their study, Williams & Anderson (1991) state that empirical and conceptual work in this area suggests, again, two broad categories: One of them is OCBO (OCB - organizational)-behaviors that benefit the organization in general (e.g., giving advance notice when unable to go to work, adheres to informal rules devised to maintain order). The other one is OCBI (OCB-individual)-behaviors that immediately benefit specific individuals and indirectly through this means contribute to the organization (e.g., helping others who have been absent, takes a personal interest in other employees). Williams & Anderson also state that prior research has labeled the OCBI dimension as altruism and the OCBO dimension as generalized compliance. However, they also add that altruism and compliance terms imply restrictive assumptions about external rewards that are inconsistent with the conceptualizations of the OCBs. Lepine, Erez & Johnson (2002) argued that sportsmanship and civic virtue might also be considered as citizenship behavior-organizational, and courtesy might be evaluated as citizenship behavior-individual.

Organ (1988) identified a multiple dimensions of OCB building upon Smith, Organ & Near's (1983) identification. According to Organ, there are five dimensions of OCB that are altruism, courtesy, sportsmanship, conscientiousness, and civic virtue.

Altruism refers to behaviors which have the effect of helping a specific other person with an organizationally relevant task or problem. For example, showing a new employee how to use a machine.

Courtesy identifies proactive gestures that are sensitive to the point of views of other job incumbents before acting, giving advance notice, and passing along information. Some examples of courtesy are referring to people who will be possibly influenced by one's acts, being sensitive to the claims of others on commonly used organizational resources, and using advance notice proactively.

Sportsmanship refers to behaviors which entail avoiding excessive complaining railing against mostly imagined slights. For example, forbearance of filling petty grievance against the organization.

Conscientiousness refers to behaviors which allow one to carry out their specific role requirement to levels well beyond those normally expected. It indicates surpassing the minimum levels of compliance in areas such as care for organizational resources, use of company time, attendance, cleanliness, and punctuality.

Civic virtue refers to responsible participation in the political life of the organization. For example, participating organizational meetings, following organizational developments, and offering opinions to the organization appropriately.

Morrison (1994) also suggested a multidimensional construct of OCBs. His five dimensions are altruism, conscientiousness, sportsmanship, keeping up with changes and involvement. The altruism, conscientiousness and sportsmanship dimensions are similar to Organ's definition of the same dimensions, whereas *keeping up with changes* and *involvement* together coincide with Organ's civic virtue dimension.

Building on earlier work, Moorman & Blakely (1995) suggested it would be useful to look at several dimensions of organizational citizenship behaviors rather than combining different types of behaviors into one construct. They developed a scale that measured four dimensions of OCBs-loyal boosterism, interpersonal helping, individual initiative, and personal industry. *Loyal boosterism* refers to behaviors that promote the company to others outside the organization; *interpersonal helping* reflects behaviors geared toward helping coworkers when they need it; *individual initiative* is based on behaviors that are designed to improve either individual or group performance in the organization; while *personal industry* comprises behaviors that go beyond expectations of an employee.

In their literature review, Podsakoff et al. (2000), suggest a seven dimension model of OCB. These are: (1) Helping Behavior, (2) Sportsmanship, (3) Organizational Loyalty, (4) Organizational Compliance, (5) Individual Initiative, (6) Civic Virtue, and (7) Self Development.

Helping Behavior has two parts. The first part is helping others with work-related problems. This definition is in line with Organ's (1988) definition of altruism. The second part of the definition is in line with Organ's (1988) definition of courtesy, which involves helping others by taking steps to prevent the creation of problems for coworkers. The first part of the definition, that is the helping behaviors can be directed to anyone involved with the organization; customers, clients or coworkers (Namm, 2003), whereas the second one is directed towards coworkers.

Sportsmanship was, earlier, defined by Organ (1990) as a willingness to tolerate the inevitable inconveniences as impositions of work without complaining. Podsakoff et al. (2000) expand this definition stating that employees who display sportsmanship behavior not only do not complain when they are inconvenienced by others, but also maintain a positive attitude even when things do not go their way, are not offended when others do not follow their suggestions, are willing to sacrifice their personal interests for the good of the work group, and do not take the rejection of their ideas personally.

Organizational loyalty is defined as identification and allegiance to an organization and its leaders. It consists of loyal boosterism and organizational loyalty (Graham, 1991), spreading goodwill and protecting the organization (George & Brief, 1992; George and Jones, 1997), and endorsing, supporting, and defending organizational objectives construct (Borman & Motowidlo, 1997). Essentially, organizational loyalty entails promoting the organization to outsiders, protecting and defending it against external threats, and remaining committed to it even under adverse conditions.

Organizational compliance dimension of Podsakoff et al. (2000) has been called generalized compliance by Smith et al. (1983), organizational obedience by Graham (1991), OCB-O by Williams & Anderson (1991), and following organizational rules and procedures by Borman & Motowidlo (1993); and contains some aspects of Van Scotter & Motowidlo's (1996) job dedication construct. This dimension appears to capture a person's internalization and acceptance of the organization's rules, regulations and procedures, which result in a scrupulous adherence to them, even when no one observes or monitors compliance. The reason why Podsakoff and colleagues regarded this behavior as a form of citizenship behavior is that even though everyone is expected to obey company regulations and procedures at all times, many employees simply do not.

Individual initiative is defined, by Podsakoff et al. (2000), as a form of OCB which is extra-role only in the sense that it involves engaging in task-related behaviors at a level that is far beyond minimally required or generally expected levels that it takes on a voluntary flavor. For example, voluntary acts of creativity and innovation designed to improve one's task or the organization's performance, persisting with extra enthusiasm and effort to accomplish one's job, volunteering to take on extra responsibilities, and encouraging others in the organization to do the same. This dimension is similar to Organ's (1988) conscientiousness construct, Grahams's (1991) and Moorman & Blakely's (1995) personal industry and individual initiative constructs, George & Brief's (1992) and George & Jones's (1997) making constructive suggestions construct, Borman and Motowidlo's (1993; 1997) persisting with enthusiasm and volunteering to carry out task activities constructs, Morrison & Phelps's (1999) taking charge at work construct, and some aspects of Van Scotter & Motowidlo's (1996) job dedication construct. Organ (1988) indicated that this form of behavior is among the most difficult to distinguish from in-role behavior and probably that's why many researchers have not included this dimension in their studies of organizational citizenship behaviors.

Civic virtue represents a macro level interest in or commitment to the organization as a whole Podsakoff et al. (2000). This is shown by a willingness to participate

actively in its governance (e.g., attend meetings, engage in policy debates, express one's opinion about what strategy the organization ought to follow, etc.); to monitor its environment for threats and opportunities (e.g., keep up with changes in the industry that might affect the organization); and to look out for its best interest (e.g., reporting fire hazards or suspicious activities, locking doors, etc.), even at great personal cost. This dimension has been referred to as civic virtue by Organ (1988, 1990), organizational participation by Graham (1989), and protecting the organization by George & Brief (1992).

Self development includes voluntary behaviors employees engage in to improve their knowledge, skills and abilities (Podsakoff et al., 2000). According to George & Brief (1992) this might include seeking out and taking advantage of advanced training courses, keeping abreast of the latest developments in one's field and area, or even learning a new set of skills so as to expand the range of one's contributions to an organization. According to Podsakoff et al. (2000) self-development has not received any empirical confirmation in the citizenship behavior literature. However, it appears to be a discretionary form of employee behavior that is conceptually distinct from the other citizenship behavior dimensions, and might be expected to improve organizational effectiveness through somewhat different mechanisms than the other forms of citizenship behavior.

Coleman & Borman (2000) also identified three dimensions of organizational citizenship behaviors. The *interpersonal citizenship performance* dimension reflects behavior that benefits other organizational members and comprises Organ's (1988) altruism and courtesy dimensions. The *organizational citizenship performance* dimension specifies behavior that benefits the organization and overlaps with the conscientiousness, sportsmanship and civic virtue dimensions. The *job-task citizenship performance* dimension identifies extra effort and persistence on the job, dedication to the job, and the desire to maximize one's own job performance.

Among the different OCB dimensions proposed and studied, the mostly adhered to, mostly mentioned one is Organ's (1988) five-dimension model (Podsakoff et al.,

1990; MacKenzie, Podsakoff and Fetter, 1991; Moorman, 1991; Moorman, Niehoff and Organ, 1993; Niehof and Moorman, 1993; Podsakoff and MacKenzie, 1994; Podsakoff, Mackenzie and Bommer, 1996a; Podsakoff, MacKenzie and Bommer, 1996b; Tansky, 1993). This five-dimension model provides a scientific way of categorizing various citizenship behaviors since other proposed OCB constructs do not seem to have enough empirical support in the literature (Organ et al., 2006; Schnake & Dumler, 2003).

The next section presents the literature review about the antecedents of organizational citizenship behaviors. Some critics thereto and also deficiencies thereof are mentioned.

2.1.2 Antecedents of Organizational Citizenship Behaviors

With the assumption that OCB enhances organizational effectiveness; researchers focused on the causes of citizenship behaviors. Empirical research has focused on four major categories of antecedents: individual or employee characteristics (Alotaibi, 2001; Bateman & Organ, 1983; Organ, 1988; Organ, 1994; Parnell & Crandall, 2003; Smith et al., 1983), task characteristics (Podsakoff & MacKenzie, 1995; Podsakoff et al., 1996b; Podsakoff, MacKenzie & Bommer, 1996a; Podsakoff, Niehoff, MacKenzie and Williams, 1993), organizational characteristics (Kidwell, Mossholder and Bennett, 1997; Lambert, 2000; Podsakoff & MacKenzie, 1995; Podsakoff et al, 1996b; Podsakoff, MacKenzie & Bommer, 1996a; Podsakoff, Niehoff, MacKenzie & Williams, 1993), and leadership behaviors (Kent & Chelladurai, 2001; MacKenzie, Podsakoff & Rich, 2001; Podsakoff et al., 1996b; Podsakoff et al., 1990).

2.1.2.1 *Individual (Employee) Characteristics*

Research on employee characteristics (Bateman & Organ, 1983; O'Reilly and Chatman, 1986; Smith et al., 1983) focused on two main causes of OCBs: Employee Attitudes and Role Perceptions.

Employee attitude is a general affective morale factor, which Organ & Ryan (1995) view as underlying employee satisfaction, organizational commitment, perceptions of fairness, and perceptions of leader supportiveness.

Fairness perceptions stem from an employee's belief that procedures are in place that encourage fair work decisions and the degree to which supervisors act fairly when procedures are enacted (Moorman, Niehoff & Organ, 1993). When employees trust that the company will treat them fairly, they should be more likely to perform unrewarded citizenship behaviors (Organ & Konovsky, 1989). Employees who perceive that their supervisors interpret and implement organizational procedures in a fair manner and thus maintain interactional justice are likely to engage in OCB (Bies, Martin & Brockner, 1993). Moorman et al. (1993) suggests that fairness perception is related to OCB because an employee's perception of fairness represents a view that the organization values the employee. As a result, the employee will try to reciprocate the good treatment by performing actions that will benefit the organization.

Leader supportiveness and fairness perceptions are related concepts because leader behaviors represent one aspect of fairness perceptions (Namm, 2003). Smith, Organ & Near (1983) proposed two explanations for the relationship between leader supportiveness and OCB. First, leader supportiveness may cause a pattern of exchange in which norms of reciprocity make performance of OCB more likely as employees try to reciprocate their supervisors' OCB. Organ (1988) suggested that when supervisors treat employees fairly, organizational citizenship behavior is one likely avenue for employee reciprocation. Second, supportive supervisor behaviors often involve performance of an OCB aimed at helping an employee. The supervisor, by acting as a role model, may influence subordinates to perform this kind of helping behavior.

Organizational commitment, which is defined by Reichers (1985) as the relative strength of an individual's identification with and involvement in a particular

organization, has shown relationship to OCBs in several studies (Organ & Ryan, 1995). Mowday, Porter & Steers (1982) argue that behaviors above and beyond those required of one's job description are considered a manifestation of organizational commitment and, thus, should be closely related to the OCB construct. When employees identify with an organization and internalize its values, they should be more likely to perform behaviors, such as OCB, that do not depend on reinforcements or punishments. Organizational citizenship behaviors reflect sacrifices that are made for the sake of organization, and therefore are assumed to be performed by employees who are psychologically attached to an organization (Schappe, 1988).

On the other hand, Organ (1990) draws attention to the point that organizational commitment and OCBs are conceptually different. Organizational commitment is primarily a psychological attachment to the organization, whereas OCBs describe actions in the behavioral realm. Although this conceptualization places organizational commitment temporally prior to organizational citizenship behaviors, Organ warns that organizational commitment may contribute to OCBs, but other variables may also be predictive of them.

The OCB construct was originally developed to measure job behavior that was separate from in role behavior and affected by employee job satisfaction (Organ, 1994). Satisfaction is an important construct for OCB (Williams & Anderson, 1991). Employees who are satisfied with their jobs will be more likely to perform more discretionary behaviors that benefit the organization than those who are not. While job satisfaction is considered as an important predictor of OCB, it also influences employee absenteeism, turnover, organizational sabotage, stress, and health (Parnell & Crandall, 2003; Spector, 1997). The perception of an employee about the factors of a work context such as job, pay, promotion, managers, and coworkers determines the employee's satisfaction level in the organization (Spector, 1997).

Employee role perceptions and dispositions have also been linked to OCB, with at least some of their dimensions (Podsakoff et al., 2000). Both role ambiguity and role

conflict are significantly negatively related to altruism, courtesy and sportsmanship but not to conscientiousness and civic virtue. However, since both role ambiguity and role conflict are known to be related to employee satisfaction, and satisfaction is related to organizational citizenship behaviors, it is likely that at least a portion of the relationship between ambiguity and conflict and OCBs is mediated by satisfaction.

Organ & Ryan (1995) argue that various dispositional factors, such as agreeableness, conscientiousness, positive affectivity, and negative affectivity, “predispose people to certain orientations vis-à-vis coworkers and managers. And those orientations might well increase the likelihood of receiving treatment that they would recognize as satisfying, supportive, fair, and worthy of commitment.” Thus, these dispositional variables could be seen as direct contributors of OCBs, rather than direct causes (Podsakoff et al., 2000).

On the other hand, Penner, Midili & Kegelmeyer (1997) studied people’s predisposition to feel concern about the welfare of others and found strong significant correlations with the altruism dimension of OCB. Dispositional variables such as prosocial personality orientation and individual motives were shown to be related to OCB. Borman, Penner, Allen & Motowidlo (2001) suggested that conscientiousness was correlated with citizenship performance higher than with task performance. In another study, Rioux & Penner (2001) found that engagement in OCB was related to people’s certain motives, such as prosocial values and organizational concern, concluding that individual motives might drive OCB.

2.1.2.2 *Task Characteristics*

Studies of Podsakoff & MacKenzie (1995), Podsakoff et al. (1996b), Podsakoff, MacKenzie & Bommer (1996a) and Podsakoff, Niehoff, MacKenzie & Williams (1993) reveal that task characteristics have consistent relationships with citizenship behaviors. Indeed, all three forms of task characteristics included in the substitutes literature (task feedback, task routinization, and intrinsically satisfying tasks) were significantly related to altruism, courtesy, conscientiousness, sportsmanship, and

civic virtue (Podsakoff et al., 2000). Task feedback and intrinsically satisfying tasks were positively related to citizenship behavior, while task routinization was negatively related to OCBs. Task feedback refers to employee knowledge of how well they are performing their jobs (Podsakoff et al., 1993), whereas task routinization is the employee's perceptions of the repetitive nature of the job.

2.1.2.3 *Organizational Characteristics*

Organizational characteristics are organizational formalization, organizational inflexibility, group cohesiveness, and perceived organizational support (Organ et al., 2006). Among them, group cohesiveness was found to be significantly and positively related to altruism, courtesy, conscientiousness, sportsmanship and civic virtue; and perceived organizational support was found to be significantly related to employee altruism (Podsakoff et al, 2000). On the other hand organizational formalization and organizational inflexibility were not found to be consistently related to citizenship behaviors.

2.1.2.4 *Leadership Behaviors*

The last category of the antecedents of the organizational citizenship behaviors is leadership behaviors. Podsakoff et al. (2000) divides the theories of leadership behaviors into three: transformational leadership behavior, transactional leadership behaviors and Leader-Member Exchange (LMX) theory of leadership. These three categories of leadership are related to OCBs, such that the leaders of the first category inspire subordinates to perform beyond the minimum levels required by the organization (Podsakoff, MacKenzie, Moorman & Fetter, 1990), while second category leaders exhibit fairness/unfairness of reward (MacKenzie et al., 2001), and the final category leaders manage in favor of their in-groups, who are expected to reciprocate showing citizenship behaviors (Settoon, Bennett & Liden, 1996).

In a research on the possible antecedents of OCBs, Podsakoff et al. (2000) suggest that demographic variables (e.g., organizational tenure and employee gender) have

not been found to be related to OCBs. But this unrelatedness may be due to the lack of identity salience of tenure and gender in their settings of study. Podsakoff and colleagues' case is similar to Randel's (2002), at which she found the relationship between group gender composition and work group conflict such that group gender composition predicted conflict only when gender was salient. Moreover, Chattopadhyay (1999) studied the effects of demographic dissimilarity in gender, race and age on the OCB dimension of *altruism*, and although he did not find a significant relation between gender and *altruism*, he found a uniform influence of race and age dissimilarities on *altruism*. This may be explained by the fact that gender identity was not salient in Chattopadhyay's settings. Although, he found a uniform influence of race and age dissimilarities on *altruism*, this may still be due to the fact that they were salient identities at the settings of his study. Gender dissimilarity between focal employees and their work group peers was found to negatively influence *altruism* for men in women-dominated groups, but not for women in men-dominated groups. Thus, it may be referred that for men, gender was salient in the women-dominated groups but for women, gender was not salient in the men-dominated groups.

Kanter (1977) contends that individuals who belong to a demographic category that comprises 15 per cent of a work group are associated with visibility and performance pressures, an exaggeration of differences between the subgroups, and the application of stereotypes. This suggests that gender will be salient when there are few women compared to men in a work group, which is contradictory to Chattopadhyay's findings. However, this is probably because women are used to working in men-dominated groups, and hence gender was not salient for them. These all are evidences that identity salience is an important concern which deserves research as a predictor of OCBs, rather than identity alone.

The next section presents social identity and self-categorization theories, with an emphasis on salience of identities.

2.2 SOCIAL IDENTITY AND SELF-CATEGORIZATION THEORIES

Social identity theory emerged as a result of the work of Tajfel (1972) & Turner (1975; 1978) under the name “minimal group paradigm”. Minimal group paradigm depicted that the mere social categorization of people into distinct groups could produce intergroup behavior in which subjects favored the in-group (including the self and others who hold a demographic category in common) members over the out-group (those who differ from the in-group on the demographic category) members (Tajfel, Flament, Billig & Bundy, 1971). “Social identity theory” was proposed by Turner and Brown (1978) to capture the ideas that Tajfel employed. Social identity theory focuses on the meaning of self and indicates the importance of understanding of social identity processes for collective behavior (Turner, 1999).

Tajfel (1972) first defined social identity as the individual’s knowledge that he belongs to certain social groups together with some emotional and value significance attached to this group membership. Later, Turner (1999) conceptualized social identity as that aspect of a person’s self-concept based on their group memberships; it was a person’s definition of self in terms of some social group memberships with the associated value connotations and emotional significance. Groups, as collections of people sharing the same social identity, compete with one another for evaluatively positive distinctiveness. The nature of the competition, the strategies used depends on people’s beliefs about the nature of intergroup relations (Hogg, Abrams, Otten & Hinkle, 2004).

Self-categorization theory was developed by Turner (1978, 1982), to emphasize the difference between social identity (self-definition in terms of social category memberships) and personal identity (self-definitions in terms of personal or idiosyncratic attributes). According to self-categorization theory, people stereotype themselves and others in terms of salient social categorizations, leading to an enhanced perceptual identity between self and in-group members and an enhanced perceptual contrast between in-group and out-group members.

In some instances, social identity can take on more importance, that is, it can become more salient, than one's personal identity (Tajfel & Turner, 1986; Turner, 1987). Where social identity becomes relatively more salient than personal identity, people see themselves less as differing individual persons and more as the similar, prototypical representatives of their in-group category. For example, being a soccer team fanatic brings together many people having many different personalities, different education levels, different social statuses, different occupations, and different demographic attributes. At a soccer match, among the audience, none of the mentioned personal identities become salient. What could otherwise be salient is left in the shade by the salience of being a certain soccer team's fanatic. This salience is so prominent that sometimes soccer fanatics of different teams engage in street fights and leave their lives at stake. Another, less striking example, which is encountered in organizational settings, is the gender identity salience of men in a women dominated organization or racial identity salience of white men in a black men dominated organization. Men, as they are the majority in organizational settings, may feel uncomfortable when they are outnumbered by women, who they perceive as organizational minority. Same is true for white men, as they are majority in, for example, the US society, may feel uncomfortable when they are outnumbered by black men in any societal setting.

The above examples are explained by social identity and self categorization theories that identification with a group is the result of the efforts to define oneself positively. Individuals are able to derive a complimentary self-image by favoring one's own group in comparisons with the other groups (Hogg & Abrams, 1990). Terry (2003) calls this the motivation to achieve and maintain a positive sense of self, or self-esteem.

Self-esteem or self-enhancement is also emphasized by the *accessibility* and *fit* of a category as determinants of its salience Oakes (1987). The self-categorization theory analysis of salience focuses on the *accessibility* and *fit* of the groups or social categories implicated to explain when a certain social identity will be salient (Oakes (1987). An *accessible* identity is one that is readily invoked as a function of past

experience (e.g., through recency or primacy effects), personal goals, and the current environment (Randel, 1999). Past experience and personal goals are subjective influences and the current environment is perceived through a lens that is subject to self-enhancement biases. The accessibility of a category is also a function of easily observable characteristics, such as gender and race (Tsui, Egan & O'Reilly, 1992). Fit is defined by Oakes (1987) as the category that correlates most highly with similarities and differences regarding attitudes, behavior, or other characteristics. According to this argument, a salient identity is the identity that allows one to feel similar to others with that identity while at the same time one feels sufficiently different from those outside of the identity group. Turner (1999) argues that to the extent that category membership allows people to maintain high self-esteem, they will seek to maximize group difference, either through positive evaluation of others in the group or through less positive evaluation of individuals in other groups. The in-group bias argument of social identity theory applies to the idea of fit in the sense that the maximization of differences between and similarities within categories is what also occurs as a result of in-group bias, and in-group bias occurs because of the desire for positive self-definition (Randel, 1999).

Social identity and self-categorization theories give insights about when and under what conditions a social identity becomes salient within work groups. As mentioned earlier, Ashforth & Mael (1989), propose that identification with an organization or a group affects the outcomes associated with group formation, including altruism, being loyal to the group and its activities. *Altruism* and being loyal to an organization's activities (*civic-virtue*) are among the OCB dimensions proposed by Organ (1988). Also, although, it is not in the focus of this thesis, being loyal to the group lies in the *organizational loyalty* dimension of Podsakoff's et al. (2000), aforementioned, seven-dimension model. And thus, it can be argued that social identification may be an antecedent of OCBs.

Bergami & Bagozzi (1999) have shown that team identification is positively related to OCBs. And it is less likely to attain team identification when one or more of the identities are salient. Building upon their work, Van Der Vegt, Van De Vliert &

Oosterhof (2003) studied 20 multidisciplinary project teams and examined the relationship between informational dissimilarity and both team identification and OCBs. Informational dissimilarity is the difference between a focal employee and his or her fellow team members in education and functional specialization because these variables index diversity of information and perspective (Williams & O'Reilly, 1998: 99). Van Der Vegt, Van De Vliert & Oosterhof (2003) found that educational level dissimilarity was negatively related to loyal behavior for individuals working under incongruent combinations of task and goal interdependence. They also found that team identification mediated the interactive effects of a team member's educational background dissimilarity and intrateam interdependence on OCB.

Ashforth & Mael (1989) argue that given the number of groups to which an identity might belong, his or her social identity is likely to consist of an amalgam of identities, identities that could impose inconsistent demands upon that person. Further, these demands may also conflict with those of the individual's personal identity. Ashforth & Mael state that it is not the identities per se that conflict, but the values, beliefs, norms, and demands inherent in the identities. They conclude that, given the argument that individuals often have multiple and conflicting identities within the organization, research should focus on salient subgroups.

The next section presents a review of the demography literature, with an emphasis on the relational demography approach, which could best explain the salience of identities.

2.3 DEMOGRAPHY

Longman Dictionary of Contemporary English defines "demography" as the study of information in figures (statistics) about the population of an area or country and how these figures vary with time. Wikipedia, the free Internet Encyclopedia defines "demography" as the scientific study of human population dynamics. It encompasses the study of the size, structure and distribution of populations, and how populations change over time due to births, deaths, migration and ageing. Demographic analysis

can relate to whole societies or to groups defined by criteria such as education, nationality, religion and ethnicity. Formal demography limits its object of study to the measurement of populations' processes, while the broader field of population studies also analyze the relationships between economic, social, cultural and biological processes influencing the population.

Pfeffer (1983) defines organizational demography as referring to the composition of an organization, in terms of basic attributes such as age, gender, educational level, tenure or race. Organizations can be diverse in multiple ways in terms of their gender composition, their racial composition, their age or length of service distributions, the educational levels of their work forces, the socioeconomic levels of their members, etc. Hence, demography of any social entity is the composition of the characteristics of the individual members of that entity. For example, the age composition of a specific organization is the result of the specific ages of its individual members.

Jackson, May & Whitney (1993) distinguished between readily detectable attributes, such as race, gender and age and underlying attributes such as abilities or values. They further organized the readily detectable attributes into task-related (e.g., occupation or tenure) and relation-oriented (e.g., gender or race) categories. While such distinctions are a useful first step toward providing some clarity on the meaning of demography, categorizing an attribute as either task-related or relation-oriented may restrict rather than expand our understanding of the issue (Tsui & Gutek, 1999). It is possible that most attributes may have both task and relationship implications. In part, this may be the reason why demography researchers often use the same set of variables such as age, gender, race or education to predict both relation-oriented (e.g., turnover and cohesion) and task-related (e.g., performance, innovation) outcomes.

Demographic variables may differ in terms of their relationship to various outcome variables, depending on the underlying meaning or subjective interpretation by team members (Tsui & Gutek, 1999). For example, demographic variables that convey attitudes and values but not ability and skills (e.g., religion) may be more strongly

associated with conflict and cohesion than with performance in a group. On the other hand, demographic variables that convey abilities and skills but not attitudes or values (e.g., education) may be more strongly associated with performance than with cohesion and conflict.

Demography research uses variables that are broadly descriptive of the composition of social aggregates, for instance age (Wagner, Pfeffer & O'Reilly, 1984; O'Reilly, Caldwell & Barnett, 1989), tenure (Wagner et al., 1984), race and gender (Tsui, O'Reilly & Egan, 1992), and depends on these variables to predict outcomes such as turnover and psychological attachment. The contribution of different demographic variables to the outcome in question, for instance disentangling the effects of tenure from gender, can be determined by statistically separating the effects of multiple demographic variables from each other (Pfeffer, 1983). Thus, the salience of one social identity over another is important to demography insofar as it predicts an outcome (Randel, 1999).

While early work on demography assumed that constructs intervening between compositional predictors and outcomes were implicit in the more objectively measured demographic variables being utilized, more recently scholars have questioned the group processes underlying demography and have found empirical support for the explanatory power of group process variables beyond the effects of demography (Lawrence, 1997). Thus, it becomes essential to specify which social identity is activated in a given situation. Evidence for this is provided by Xin (1995) who found that country of birth and age were salient demographic variables that initially affected the quality of supervisor-subordinate relationships while other demographic variables, such as gender, race, educational background, were not. Furthermore, whether or not an identity is salient in a particular setting may help to explain inconsistent findings found within the demography literature (Randel, 1999).

Although context considerations are ignored in much of the demography literature, relational demography (Tsui & Gutek, 1999) is an exception. When people use demography to describe an individual's relationship to others, they are approaching

demography from a relational perspective. Tsui & Gutek (1999) define relational demography as social relationships between an individual and the group. For example, “I like being the only man in this group. It makes me feel special.”, or “As the newcomer to the group, I am ignored.”, or “Being old in this company is a curse. It is synonymous with incompetence.”

Tsui & O’Reilly (1989) introduced the term relational demography to refer to the difference between the individual’s demographic attributes and those of the other members in the group. This approach combines the emphases of non-relational or simple demography approaches (Tsui & Gutek, 1999), in which characteristics involved in where and how individuals interact in an organization, such as how they are socialized, evaluated, and organized structurally in an organization, are not construed to be necessary to an understanding of the effects of demographic variables. As with social-identity/self-categorization literature, how the organizational context in which individuals are embedded affects salience is underdeveloped in the non-relational approach to demography. Although the relational approach to demography considers context, it lacks a theoretical basis in explaining why context is important (Randel, 1999, Tsui & Gutek, 1999).

Shortly, demography is not only the simple attributes of individuals, but it also has a group level effect depending on the nature of the collective demographic profile of the group. Further, it has a relational effect in that a particular attribute takes on a different meaning and significance for a specific individual depending on how similar or different that individual is on that attribute to the rest of the group. The composition of a group is an indicator of an identity, and which identity is salient in a given situation may be a determinant of social behavior.

In the next section, literature review on identity salience was presented.

2.4 IDENTITY SALIENCE

Longman Dictionary of Contemporary English defines the term “salience” as standing out, most noticeably, or importantly. Salience, in organizational science, is defined as an individual-level measure of how prominently a demographic category is used to describe one’s work group members (Randel, 2002), e.g., “I think of my work group in terms of women and men” or “in terms of Turks and Americans”. Any one of an individual’s social identities may be salient at any time such as age, nationality, educational background, functional background, age, tenure, and race.

Identity salience is conceptualized as an individual-level construct since individuals process their environment and experiences in ways that reflect individual differences. This definition of salience is based on the assumption that categorizing others on the basis of demographic variables occurs due to our cognitive limitations and desire to make sense of our social environment (Fiske & Neuberg, 1990). When we encounter other people, they are placed cognitively into demographic-based categories on the basis of similarities and differences within and between category boundaries (Brewer, 1988). These categorizations involve classifications into in-group and out-group as described earlier. Through the salience of in-group and out-group categorizations, an individual depersonalizes himself or herself such that being part of the in-group becomes part of the individual’s identity (Turner, 1987). A salient identity is a lens through which individual’s subsequent perception, judgment, and behavior is filtered (Kramer, 1993).

While identity salience has been posited theoretically to affect behavior (Stryker, 1980; Shamir, 1990; Kramer, 1993), demographic diversity alone cannot be regarded as a direct motivating force (Randel, 2002) because diversity of the group may not be salient to the members.

Although, it has been argued that the salience of an individual’s identity is subject to change from moment to moment, the salience of group member’s identities are expected to be relatively stable since stereotypes and impressions of others have been

found to be somewhat resilient over time (Randel, 2002). In the case of self-identity, an individual is thought to adapt his or her behavior to reflect an identity that is favorably evaluated in a particular situation (Alexander & Knight, 1971). By contrast, it is well documented that perceptions of others are based on categorizations, such as gender, that are used as a basis for lasting stereotypes (Randel, 2002). Thus, an individual's initial impressions of how relevant gender is in descriptions of her group members are not always adjusted over time.

Shamir (1990) argues that identity salience serves as a form of self-expression in the sense that people will engage in behaviors linked to identities that reaffirm their self-concept. What aspects of the self-concept are expressed, and how exactly does the self-concept influence behavior? Stryker (1980) argues that identities are socially recognizable categories to which the person attaches himself/herself and with which they define themselves. According to this view, identities are organized in the self-concept according to a hierarchy of salience, and the higher the salience of an identity within the self-concept the greater its motivational significance. More specifically, the higher the identity in the salience hierarchy the greater the probability that a person will perceive a social situation as an opportunity to perform in terms of the identity, and the greater the probability that a person will actively seek out opportunities to perform in terms of that identity.

Shamir (1990) argues that behavior may be better explained and predicted by the person's values and salient identities than by calculative model, which posits that the individual motivation to contribute to collective efforts can be explained by calculative considerations, such that, in order for the people to be motivated to maximize organizational performance, they need to see their individual rewards tied to organizational performance. Shamir (1990) also states that the higher the relevant identity in the self-concept of the person and the more consistent the collective work action with his or her self-concept the more likely is the person to be motivated to that work effort, even in the absence of expected rewards, clear norms, or internal moral guidelines.

Theoretically, salience is defined by authors of different branches of social sciences. Stryker (1968) describes salience as “the probability, for a given person, of a given identity being invoked in a variety of situations or as the differential probability among persons of a given identity being invoked in a given situation”. The probabilities that different identities will be relied upon results in a “hierarchy of salience” in which highly ranked identities are more likely to affect behavior than identities at a lower rank. The hierarchy of salience is relied upon especially when conflict exists among identities. Similar to Stryker’s usage of salience, Ashforth & Mael (1989) argue that one of the ways in which identity conflict is resolved is that “the individual might define himself or herself in terms of his or her most salient social identity – the most subjectively important or valued identity.” Stryker (1980) argues that the salience of an identity is positively related to relationships that result from that identity. Identities become salient as a function of how much those identities are drawn upon in the individual’s experience.

Numerous social anthropologists, as stated in Randel (1999), have addressed the issue of how ethnicity is one of the possible attributes that is relevant and that explains behavioral regularities in a situation. In Okamura’s (1981) literature review, he describes how “situational” ethnicity” is comprised of both structural and cognitive aspects. The structural component is derived from the quality of ethnic group relations at the societal level while the cognitive component is based on a person’s perception of situation and of relevance of ethnicity at the time. This perspective takes the historical context of relationships among ethnicities into account.

On the psychology side, Oakes (1987) defines a salient identity as “one which is functioning psychologically to increase the influence of one’s membership in that group on perception and behavior.” Oakes argues that the salience of social categories is a function of the accessibility of a given category to be activated (largely determined by goals and events in the current environment that increase an individual’s interest in focusing on that social category) and fit, which involves the

selection of a category that maximizes differences between an in-group and out-groups as well as similarities among in-group members.

Interest in salience across these researchers is based on the assumption that, although an individual typically has numerous identities, the identity that has an immediate effect on behavior is the identity that is salient. That the salience of an identity affects behavior is supported by numerous sources, including Shamir's (1990) above mentioned findings. Hogg & Turner (1987) found that, as a result of experimentally inducing the salience of a gender, subjects engaged in increased self-categorization and self-stereotyping behaviors based on their gender category. Santee & Jackson (1979) found that the salience of an identity, manifested by commitment to it, was related to self-reports of activity related to that identity (e.g., participation in athletics). Similarly, Steele & Aronson (1995) show that subjects who were requested to list their race before taking a test, were primed to negative racial stereotypes concerning test performance and their performance suffered significantly in comparison with subjects whose racial identity was not made salient.

A synthesis of all the definitions above suggests that a salient identity is influenced by both contextual and individual characteristics and functions psychologically to affect behavior and cognitive processes. None of these perspectives specifically address how contextual characteristics found in an organization might affect salience. However, investigating this issue is beyond the scope of this thesis.

Identity is based on characteristics that, through observation and inference, provide information about how people may be defined (Miller, 1983). A person can have quite a large number of identities and, across individuals, the quantity of potentially claimed identities is immense (Randel, 1999). The focus of this thesis is on the following three identities: gender, national and occupation. In law, culture and the politics thereof, nationality refers to a relationship between a person and his or her nation, or in legal terms, a country - a place to whom a person has (or is claimed to owe) his or her origin, culture, familiarity, association, affiliation, fidelity, and loyalty (Wikipedia). In this regard, national identity includes both citizenship and

cultural backgrounds. Occupation refers to the focus of professional experience, the principal activity (job or work) that earns money for a person. Gender and national identities are referred to together as demographic identities, while occupation is referred to as occupational identity (Randel, 1999). These identities were chosen because they both include readily detectable (e.g., gender and national) and underlying (e.g., occupation) aspects of self-definition (Jackson, May & Whitney, 1995). Gender is described among the primary aspects of diversity and occupational identity provides a window into how individuals define themselves in relation to their work, which is described as being the single most important source of identity for individuals living in modern industrial societies (Van Maanen, 1977, p. 176). Also, research suggests that observable attributes like nationality may affect cognitive outcomes (number of alternatives considered, quality of ideas, and degree of cooperation in complex tasks) in groups in potentially positive ways (Cox et al., 1991; McLeod & Lobel, 1992; Watson et al., 1993). Therefore, these three identities are seen as worthy of investigating as antecedents of organizational citizenship behaviors.

Whereas Van Maanen (1977) regards occupational identity as the single most important source of identity for individuals living in modern industrial societies, organizational science literature shows that studies on the antecedents of organizational citizenship behaviors mainly focus on organizational commitment and do not take into account occupational commitment. However, there may be cases at which occupational commitment may be an antecedent of OCBs or at least may contribute to them. Empirical studies suggest that the bond between employees and their organization is strengthened by a number of factors including occupational commitment (Mir, Mir & Mosca, 2002). This falls in the definition of Schappe (1988) that OCBs are performed by employees who are psychologically attached to an organization and thus is in line with the assumption that there could be a direct or indirect relationship between occupational commitment and OCBs. Moreover, Wallace (1993), in her meta-analytical study, found that the relation between occupational and organizational commitments was positive and moderately strong.

This finding is another indication that occupational commitment should be studied as a direct or indirect antecedent of OCBs.

The next section presents occupational commitment literature review. However, together with it, organizational commitment, which is found to have ties with occupational commitment (Wallace, 1993; Lee, Carswell & Allen, 2000), was also examined.

2.5 OCCUPATIONAL COMMITMENT

Occupational commitment is commonly defined as a psychological link between a person and his or her occupation that is based on an affective reaction to that occupation (Lee, Carswell & Allen, 2000; Blau, 2003; Cunningham & Sagas, 2004; Cunningham et al., 2005). Another commonly used definition is that occupational commitment is a positive attitude toward one's occupation reflecting a strong sense of identification with and involvement in that occupation (Blau, 1985; Morrow & Wirth 1989; Turner & Chelladurai, 2005). Blau and Lee et al., also note that persons with a strong commitment to their occupation will strongly identify with and experience positive emotions toward that occupation.

Researchers of occupational commitment use the terms occupation, profession and career interchangeably. Meyer, Allen, & Smith (1993) use the term "occupational" rather than "professional" (e.g. Morrow & Wirth, 1989) and "career" (e.g., Blau, 1989). They argue that both professionals and non-professionals can experience commitment to the work they do and hence they would not like to substitute the term "occupational" by "professional". They also argue that there is an ambiguity in the meaning of the word "career." Career can be defined as a planned pattern of work from entry into the work force to retirement or as involvement in a particular job, organization, occupation or profession. It is evident that a person can obtain several occupations throughout his or her career. Otherwise, there would not be such a term called "commitment to the occupation". For the above discussed reasons, the term "occupational" was chosen and used throughout this thesis.

Early research examining commitment to occupations has tended to take a unidimensional perspective (e.g., Aranya & Jacobson, 1975; Aranya et al., 1981; Blau, 1989; Morrow & Wirth, 1989). They conceptualized occupational commitment as an affective attachment to the organization. However, recently, it has become increasingly apparent that commitment is a complex and multifaceted construct (Meyer, Allen & Smith, 1993).

Multifaceted occupational commitment was first defined and tested by Meyer, Allen and Smith (1993). In their study, they tested the generalizability of Meyer & Allen's (1991) three-component model of organizational commitment to the domain of occupational commitment. Meyer & Allen (1991) identified three distinct themes in the definition of organizational commitment: commitment as an affective attachment to the organization, commitment as a perceived cost associated with leaving the organization, and commitment as an obligation to remain in the organization. They referred to these three forms of commitment as affective, continuance, and normative commitment, respectively. They argued that each component develops as the result of different experiences. Employees whose experiences within the organization are consistent with their expectations and satisfy their basic needs tend to develop a stronger affective attachment to the organization than do those whose experiences are less satisfying. Affective organizational commitment is psychological (emotional) attachment to the occupation. Continuance commitment presumably develops as employees recognize that they have accumulated investments or "side bets" (Becker, 1960) that would be lost if they were to leave the organization, or as they recognize that the availability of comparative alternatives is limited. This kind of organizational commitment may be utilized (abused) by private sector employers in order to attach employees to the organization, by delaying their salaries for a short period or a part of their salaries for a longer period. Or, for example, paying the sales bonuses once a year which will probably be lost if the employee leaves the organization earlier than the payment date which could also be delayed for an indefinite period. Meyer & Allen (1991) finally argues that normative commitment develops as the result of socialization experiences that emphasize the appropriateness of remaining loyal to

one's employer (Wiener, 1982) or through the receipt of benefits (e.g., tuition payments or skills training) that create within the employee a sense of obligation to reciprocate (Scholl, 1981).

Similarly, Meyer, Allen & Smith's (1993) tried to apply the findings of the three-component model of organizational behavior on occupational commitment based on the propositions that a person who is affectively committed (i.e., has a strong desire to remain in the occupation) could be more likely than someone who is not so attached to keep up with the developments in the occupation (e.g., by subscribing to trade journals or attending conferences), to join and participate in relevant associations, and so on. Similarly, a person who is normatively committed (i.e., has a sense of obligation to remain in that occupation) could be more likely than someone who is not so attached to keep up with the developments in the occupation. In contrast, individuals who have a strong continuance commitment (i.e., who recognize high costs associated with leaving the occupation) could be less inclined than those who remain for other reasons to involve themselves in occupational activities besides those required to continue membership.

Meyer, Allen & Smith's (1993) study revealed that the underlying constructs of affective, continuance, and normative commitment were generalizable across domains. It showed that the antecedents of the three components of occupational commitment differed. Affective commitment developed when involvement in the occupation proved to be a satisfying experience. For example, when a person is provided the opportunity to do satisfying work or he or she is afforded the opportunity to develop valued skills. Continuance commitment developed as the individual made investments (side bets) that would be lost or reduced in value if he or she were to change occupations. Examples of such investments are the status associated with membership in an occupation and the time and effort put into acquiring occupation specific skills. Finally, normative commitment developed as the result of the internalization of normative pressures to pursue a course of action, and the receipt of benefits that created a sense of obligation to reciprocate. For example,

being a member of a family with a history of involvement in a particular occupation or receiving financial support to pursue a career.

Meyer, Allen & Smith's (1993) study found support from other scholars who tested their three-component model (e.g., Irving, Coleman & Cooper, 1997; Snape & Redman, 2003) and also evidences were found that the consequences of the affective, normative and continuance components differed (Snape & Redman, 2003).

Irving, Coleman & Cooper (1997) tested Meyer, Allen & Smith's (1993) three-component measure of occupational commitment based on a variety of occupations. They found that the three components of occupational commitment (affective, continuance, and normative commitment) were distinguishable across occupations. They also examined correlates of the three-component model as well as differences in occupational commitment levels across occupations and found that the three components of occupational commitment related differentially to a variety of variables, providing further evidence for the construct validity of Meyer et al.'s model.

Snape & Redman (2003) evaluated Meyer, Allen & Smith's (1993) three-component measure of occupational commitment on British human resources specialists. Their findings were supportive of the three-component model. Affective, normative, and continuance commitment to the occupation differed somewhat in their consequences on occupational withdrawal cognitions and intention to participate in professional activities. Affective commitment was positively associated with the intention to participate in professional activities and was negatively associated with occupational withdrawal cognitions. Normative commitment was also positively associated with the intention to participate in professional activities, however, was negatively associated with occupational withdrawal cognitions only when continuance commitment was at low levels. Continuance commitment was negatively associated with occupational withdrawal cognitions; however, it was not associated with the intention to participate in professional activities.

Snape & Redman (2003) tested Meyer, Allen & Smith's (1993) three-component measure of occupational commitment for two-way and three-way interaction. Neither the affective-normative, the affective-continuance, nor the three-way interactions were significant for occupational withdrawal cognitions. There was a significant interaction only for normative-continuance in the case of occupational withdrawal cognitions. There were no significant interaction effects for intention to participate in professional activities. Since, there were no significant interaction effects and the consequences of the affective, normative and continuance occupational commitment components differed for extra-role behaviors, it can be expected the same for the case of, the focus of this thesis, organizational citizenship behaviors, which are defined as extra-role behaviors (Finkelstein & Penner, 2004).

Blau (2003) expanded the study of Meyer, Allen & Smith (1993) and proposed and tested a four-component model of occupational commitment consisting of affective, normative, accumulated costs and limited alternatives dimensions. Continuance occupational commitment was conceptualized as two separate dimensions, accumulated costs and limited alternatives occupational commitment. He argued that Meyer, Allen & Smith's (1993) continuance occupational commitment scale measured general "perceived cost" of leaving one's occupation, without distinguishing between limited alternatives and specific costs, such as time or training.

Blau's (2003) four-component model has not received much support from other scholars. Meyer, Allen & Smith's (1993) three-component model to identify and test occupational commitment has found general support among scholars and their scale was used in these studies. All the studies revealed significant results (e.g., Irving, Coleman & Cooper, 1997; Snape & Redman, 2003; Cunningham & Sagas, 2004; Turner & Chelladurai, 2005; Cunningham et al., 2005; Cetin, 2006), and provided evidence for the verification of their findings. However, most of this research examined the members of only one occupation, except that of Irving, Coleman & Cooper's (1997). Snape & Redman (2003) state that occupations are diverse in terms of modes of entry, training, socialization, work context, and career paths, so it is

important to test the generalizability of the model across a range of different occupations. Another shortcoming of occupational commitment theory is that compared to organizational commitment, the research remains limited.

As it has received a wider support, and their scale was adequately tested, Meyer, Allen & Smith's (1993) three-component conceptualization was adapted in this study.

CHAPTER III

THEORETICAL MODEL

3.1 RELATIONSHIP BETWEEN IDENTITY SALIENCE AND OCB

OCB refers to discretionary behavior that is not part of an employee's job description and thus not enforceable by supervisors (Organ, 1988). Although a single occurrence of OCB is not of much significance, in the aggregate such behaviors may influence an organization's effectiveness (Organ, 1988). Such behavior has become critical in today's corporate world, where organizations increasingly must be affective to survive. The importance and antecedents of OCBs were mentioned in detail in the previous chapters.

Organizational science literature does not identify identities, demographic dissimilarities and identity salience among the antecedents of organizational citizenship behaviors. Chattopadhyay's (1999) study which focuses on the effects of demographic dissimilarity on organizational citizenship behaviors is an exception. Chattopadhyay, starting from the point of self-categorization theory which suggests that individuals seek to maintain a positive social identity through self-categorization (Tajfel & Turner, 1986), which he considers as outlining a uniform impact of demographic dissimilarity on all employees, argued that demographic dissimilarities would have an asymmetrical influence on OCB. Chattopadhyay (1999) investigated the relationship between gender, race and age dissimilarities and the OCB dimension of altruism. Although he found a significant relationship between age and race dissimilarities and OCB dimension of altruism, he found no significant relationship between gender dissimilarity and altruism. He also realized that gender dissimilarity between focal employees and their work group peers was found to negatively influence altruism for men in women-dominated groups, but not for women in men-dominated groups. Blalock (1967) and Blau (1977) suggest that when social minorities (e.g., women) are represented in large numbers, they pose a competitive

threat to social majority members (e.g., men). Men as social majority members fear that the probability that they will be able to attain their goals or acquire the resources they desire decreases when women outnumber them. As a result, this perspective suggests that gender will be salient to men as a result of competitive threat when they are represented in small rather than large numbers (Randel, 2002). Thus, Chattopadhyay's (1999) finding that, although, the results showed no significant relation between gender and altruism, gender dissimilarity between focal employees and their work group peers was found to negatively influence altruism for men in women-dominated groups, but not for women in men-dominated groups, may be explained by the existence of the salience of gender identity for men in women-dominated groups, rather than dissimilarities alone.

Chattopadhyay (1999) empirically examined only one dimension of the OCBs – altruism – toward peers. It is not known whether his findings are generalizable to other dimensions of OCBs. Further research is required to investigate this.

While identity salience has been posited theoretically to affect behavior (e.g., Kramer, 1993; Stryker, 1980; Shamir, 1990), empirical research that examines outcomes of identity salience is less well established (Randel, 2002). This thesis tries to explain the organizational citizenship behaviors using the salience of identities, instead of the rare previous research that directly linked demographic dissimilarities to OCBs.

Thus, for the identity saliences of gender, nationality and occupation the following hypotheses are proposed:

Hypothesis 1: There will be a negative direct relationship between *gender* identity salience and OCB, such that when *gender* identity is salient, members of a group will be less likely to engage in OCB.

Hypothesis 2: There will be a negative direct relationship between *national* identity salience and *OCB*, such that when *national* identity is salient, members of a group will be less likely to engage in *OCB*.

Hypothesis 3: There will be a negative direct relationship between *occupation* identity salience and *OCB*, such that when *occupation* identity is salient, members of a group will be less likely to engage in *OCB*.

3.2 MODERATING EFFECT OF OCCUPATIONAL COMMITMENT

Scholl (1981) and Wiener (1982) proposed models of commitment supporting relationship with organizational citizenship behaviors. Commitment is described by Sholl (1981) as a stabilizing force that acts to maintain behavioral direction when expectancy/equity conditions are not met and do not function. Mathieu & Zajac (1990) argue that committed employees are more likely to exhibit citizenship behaviors.

Organizational commitment was presented as an antecedent of *OCBs* (Organ & Ryan, 1995), in the previous chapter. Moreover, occupational commitment was found to be related with organizational commitment (Lee, Carswell & Allen, 2000; Wallace, 1993). In their meta-analysis, Lee, Carswell & Allen (2000), examined relations between occupational commitment and several person- and work-related variables. One of their major findings was that occupational commitment and organizational commitment were positively related. This relation was found to be moderated by the compatibility of the profession and the employing organization.

Wallace (1993) performed a study to empirically assess the nature of the relation between occupational and organizational commitment. The results indicated a moderately strong, positive association between occupational and organizational commitment. She also found that the higher the professionalization of the occupation, the higher the association between occupational and organizational commitment. The degree of professionalization turned out to be a moderator of the

degree of association between occupational and organizational commitment. Also, position in the organizational hierarchy moderated the relation between occupational and organizational commitment. Professionals in managerial and supervisory positions displayed a higher association between occupational and organizational commitment than did professional staff members.

Also, in the previous chapter, evidence was presented about the direct or indirect link between occupational commitment and OCBs (Mir, Mir & Mosca, 2002; Schappe, 1988; Wallace, 1993). Organizational citizenship behaviors reflect sacrifices that are made for the sake of organization, and therefore are assumed to be performed by employees who are psychologically attached to an organization (Schappe, 1988). And, Mir, Mir & Mosca (2002) argue that empirical studies suggest that the bond between employees and their organization is strengthened by a number of factors including occupational commitment. This is in line with the proposition that there is a positive relationship between occupational commitment and OCBs.

Apart from theoretical and empirical findings in the literature, survey of this thesis was carried out in project groups rather than organizational departmental groups. In such temporary groups, it is expected that occupational commitment will be more salient than organizational commitment. Within a project group one or more of the identities may be salient and is/are expected to negatively affect OCBs. However, in such a project group, a professional may be committed to his or her occupation and this may moderate and thus weaken the negative effect of salient identities on OCBs.

Thus the overall proposed model is as follows:

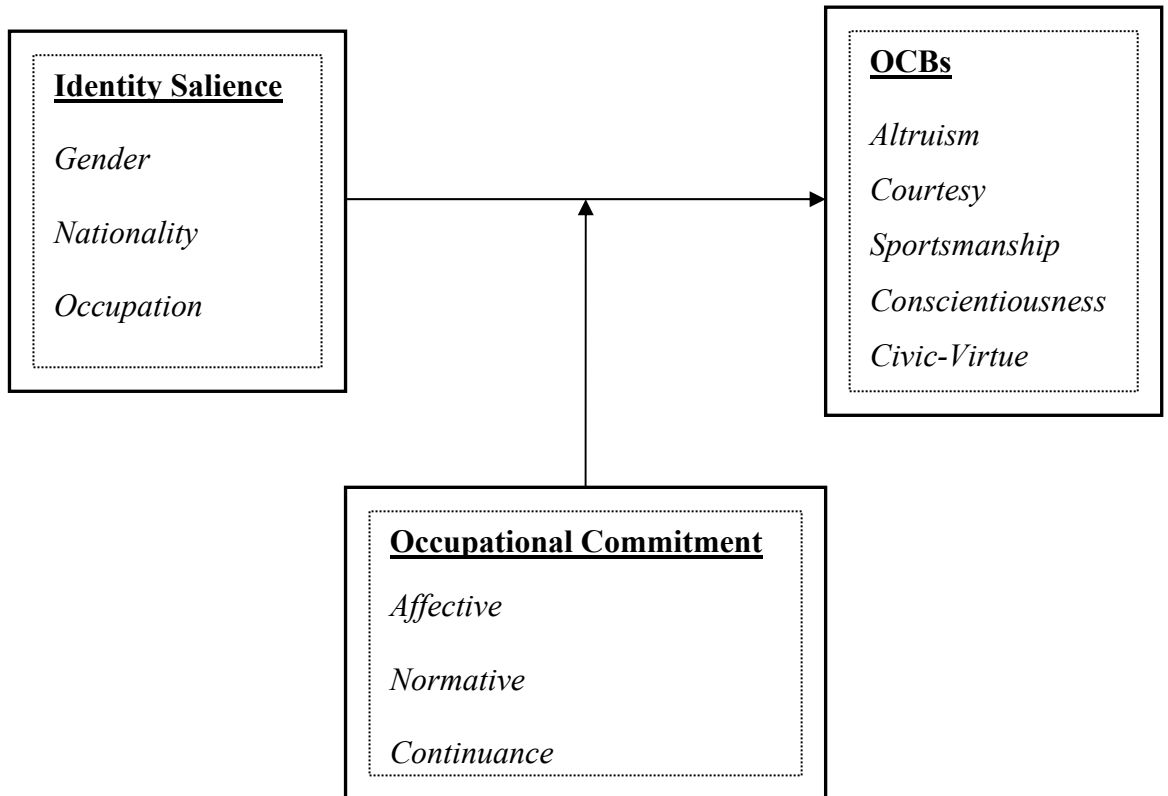


Figure 1: Effects of Identity Salience on Organizational Citizenship Behaviors Moderated by Occupational Commitment

The following hypotheses are proposed in regard to this:

Hypothesis 4: *Affective* occupational commitment will moderate the relationship between identity salience and OCBs.

Hypothesis 5: *Normative* occupational commitment will moderate the relationship between identity salience and OCBs.

Meyer, Allen & Smith's (1993) argued that there may be a negative relationship between continuance commitment to the organization and extra-role behaviors. Snape & Redman (2003) tested the effect of continuance commitment to the occupation on extra-role behaviors. They found that continuance commitment was

not associated with extra-role behaviors; that is, continuance commitment was neither negatively nor positively associated with extra-role behaviors. Contrary to the expectation that those who are committed to their occupation because of the costs of leaving would develop negative attitudes towards their occupation, results revealed no relations, at all. Thus, the following hypothesis is proposed as:

Hypothesis 6: *Continuance* occupational commitment will not moderate the relation between identity salience and OCBs.

Overall, the following final hypothesis is proposed:

Hypothesis 7: Occupational commitment will moderate the relationship between identity salience and OCBs.

CHAPTER IV

RESEARCH METHODOLOGY

This chapter describes the methods and procedures that are used to investigate the relationship between identity salience and organizational citizenship behaviors, and the moderating effects of occupational commitment on that relationship. This chapter also includes discussions of samples, measures, data collection procedures, and research design.

The questionnaire that is used for this study includes several scales: demography, task and relationship conflict, identity salience, organizational citizenship behaviors, organizational commitment, occupational commitment, perceived diversity, performance, and satisfaction. Nevertheless, the focus of this thesis is on three subjects: identity salience, organizational citizenship behaviors, and occupational commitment. Identity salience was measured using three items: gender, nationality, and occupation. The limiting item in these three is nationality. That's why the study was aimed at the organizations/companies with multinational work force.

4.1 PILOT STUDY

A pilot study was conducted at an organization with multinational work force of 15 employees. As it is difficult to find organizations or companies with multinational work force, the pilot study could not include a larger population of employees. The purpose of the pilot study was to assess respondent feedback and take precautions if necessary.

A special effort was exerted for the confidentiality of the pilot survey responses since any doubt of the employees on this matter could seriously distort the accuracy of the results. The participants were assured of confidentiality through personal contacts

explaining the pilot study research methodology, a cover letter to the questionnaire, and informal meetings with the staff.

4.2 MAIN STUDY

Both the pilot study and the main study were conducted on multinational project teams. Most social identity researchers believe that a dyad is not a group. Hogg, Abrams, Otten & Hinkle (2004) argue that many group processes cannot occur in a dyad – for example, coalition formation, majority social pressure, and deviance processes. That's why, within the context of this thesis, dyads were excluded and were not taken into account.

As nationality is the limiting demographic variable of the study, the population is defined as the members of project teams or work groups of the organizations or companies with multinational work force. As defined by Chattopadhyay (1999), in this thesis, project teams are defined as intact, bounded social systems, with interdependent members and differentiated member roles that pursue shared, measurable goals. They consist of all employees who report to the same supervisor or project manager and who are engaged in task requiring some degree of coordination.

Because the population size was unknown, the organizations that participated in the main study were selected using the judgment sampling technique (Churchill, 1991). Only the organizations or companies in which a contact person could be found were contacted. During the main study, the number of companies or organizations that were contacted was 40. Twenty of them – seven companies and 13 non-profit organizations with multinational work force - responded positively and participated in the study. This corresponds to a 50% return rate among the organizations and companies contacted. Three of the participating companies operate in the IT-telecommunications sector; two of them operate in energy sector, one in construction sector and one in finance sector. The three companies that operate in the energy and finance sectors are big and well-known international companies. The company that

operates in construction sector has multi-million dollar contracts with a number of local governments of the Russian Federation. Two of the participating organizations are international organizations that have local offices in Turkey. One of them is a non-profit orchestra of a university in Ankara; two of them are non-profit research institutions in the US and Canada, and the rest are government organizations of the Republic of Turkey who conduct multinational projects funded by the World Bank or the EU.

Among the responding seven companies and 13 organizations, one of them had two and one of them had five project groups. Others had one project or work group. So the total number of the project groups or work groups studied was 25.

Questionnaires were mainly distributed as booklets having a cover page and an introductory page, clearly designating the purpose of the study. Questionnaires were sent to three companies and two organizations via e-mail. It was emphasized, in the questionnaires, that the study was for scientific purposes and participants' identities would be strictly held confidential. Respondents were blind to the hypotheses of the study.

Three different language versions of the questionnaire were used – Turkish, English and Russian. The three versions of the questionnaire were presented in Appendices A, B, and C. The original scales are in English. Sources of the scales will be mentioned in the following sections of this chapter.

The Turkish version of the questionnaire was developed through back translation. Two research assistants from the Department of Psychology at METU, who were blind to the hypotheses of this study, translated the English version of the questionnaire into Turkish. Then, another graduate student translated the Turkish version back to English. Later, back translated versions of the scales were compared to the original scales. Some minor corrections were made on the Turkish versions.

The original questionnaire was translated into Russian by a professional translator, who was totally blind to the hypotheses of this study. Again back translation technique was used to ensure that the Russian version of the questionnaire did not differ from the original English version. A translator who is bilingual in Russian and Turkish translated it from Russian to Turkish. Later, the Turkish translation was compared with the previously translated Turkish (from English) version of the questionnaire and minor corrections were made on the Russian version.

Not counting the questionnaires that were sent via e-mail, individual return ratio was 49%. All questionnaires were distributed by contact persons and as it is not known how many persons were contacted via e-mail, e-mail questionnaires were not included in the return rate calculations. Babbie (1998) contends that a return rate of 50% is adequate for analysis and reporting and hence 49% seems to be in the adequate range. A total of 242 questionnaires were returned. One hundred and twenty four men and 114 women responded; four persons did not specify gender. (Three of those, who did not specify gender, also did not specify nationality. None of the four specified occupation.) Among the returned questionnaires, male return ratio was 52%, whereas female return ratio was 48%, displaying an almost equal representation.

Thirty different nationalities were represented in the study. These are: Turks, Japanese, British, Americans, New Zealanders, Belgians, Germans, Portuguese, Austrians, Chinese, Lithuanians, Slovenians, Polish, Swedish, Norwegians, Greeks, Bulgars, Romanians, Georgians, Azeris, Uzbeks, Ukrainians, Tatars, Russians, French, Danish, Canadians, Dutch, Indians and Taiwanese. The number of responding Turks is 157 and the number of responding aliens is 85. This corresponds to a 65% representation by Turks and 35% representation by foreign nationals.

In addition to survey administration, this study included interviews lasting approximately 10-15 minutes. The interviews were conducted in order to get some background information about the kind of work each group did, to clarify any issues regarding group composition, to determine group size, etc. Only the contact persons

from the organizations or project groups that accepted to participate in the study were interviewed. Interview questions were presented in Appendix D. A total of 20 interviews were conducted, 17 of which were face-to-face and three of which were telephone interviews.

4.3 MEASURES

4.3.1 Organizational Citizenship Behaviors

In this study, OCBs were measured as latent variables consisting of five dimensions operationalized using the 24-item instrument developed by Podsakoff, MacKenzie, Moorman & Fetter (1990). This instrument is based on the model described by Organ (1988) and measures the behaviors of a discretionary nature that are not part of employees' formal (role) requirements, but nevertheless promote the effective functioning of the organization. The five dimensions that make up OCBs are altruism (ALT), conscientiousness (CON), courtesy (COU), sportsmanship (SPO) and civic-virtue (CIV). The OCB items were given to a group of ten academicians in order to conduct a Q-Sort (Podsakoff et al., 1990). They were given definitions for the five dimensions and were asked to place each item in the most appropriate citizenship behavior category, or a sixth "other" category for any item which, in their judgment, did not fit any of the conceptual definitions. The final scale consisted of only those items on which at least 80% of the judges agreed on the item's coding. The scale used for measuring organizational citizenship behaviors is presented in Appendix E.

A five-point Likert scale ranging from (1) "Strongly Disagree" to (5) "Strongly Agree" was utilized to assess the OCB construct. Reverse coded items were present in the "sportsmanship" subscale (e.g., In this project group I am the classic "squeaky wheel" that always needs greasing.) and they were adjusted after the data entry. The total score measured OCB and higher scores reflected higher OCB. Mean scores were calculated for the five dimensions of altruism, courtesy, conscientiousness, sportsmanship, civic-virtue, and for the aggregate OCB through averaging item scores.

The five-dimension organizational citizenship behaviors scale shown in Appendix E (Corresponds to part-3, items through 11-34 in the questionnaire – Appendices A, B, C) are as follows:

- *Altruism* was measured by 5 items: #1, #10, #13, #15, and #23. A sample item for altruism was: “In this project group, I am always ready to lend a helping hand to those around me.”
- *Courtesy* was measured by 5 items: #5, #8, #14, #17, and #20. A sample item for courtesy was: “I consider the impact of my actions on co-workers, in this project group.”
- *Conscientiousness* was measured by 5 items: #3, #18, #21, #22, and #24. A sample item for conscientiousness was: “In this project group, I believe in giving an honest day’s work for an honest day’s pay.”
- *Sportsmanship* was measured by 5 items: #2, #4, #7, #16, and #19. A sample item for sportsmanship was: “In this project group, I always focus on what’s wrong, rather than the positive side.”
- *Civic-virtue* was measured by 4 items: #6, #9, #11, and #12. A sample item for civic-virtue was: “I attend meetings that are not mandatory, but are considered important for this project.”

OCBs were obtained from self-reports by project- or work-group members. A problem with the use of self-reports is self-serving bias on the part of respondents who wish to appear to be good citizens (Organ, 1988); a ceiling effect, whereby OCB scores are clustered at the positive end of the scale, results. Such bias does not seem to be a problem here because the mean and standard deviation values for OCB (reported in Table 2) are consistent with supervisor-reported scores in Moorman’s (1991) study.

4.3.2 Identity Salience

Identity salience was measured for three dimensions – gender (GIDS), national (NIDS), and occupation (OIDS). Identity salience scales were developed by Randel (1999).

A five-point Likert scale ranging from (1) “Strongly Disagree” to (5) “Strongly Agree” was utilized to assess the identity salience construct on three dimensions of gender, nationality and occupation. The total scores for each factor measured identity salience and higher scores reflected higher salience.

The three-factor identity salience scale shown in Appendix F (Corresponds to part-3, items through 1-10 in the questionnaire – Appendices A, B, C) are as follows:

- *Gender identity salience* was measured by 3 items: #1, #2, and #5. A sample item for gender identity salience was: “It is not intentional, but when I think of my fellow group members, what comes to my mind initially is the names of the women and then the names of the men (or the men’s names and then the women’s names).”
- *National identity salience* was measured by 4 items: #3, #6, #8 and #10. A sample item for national identity salience was: “When people ask me about who is in the group, I initially think of describing group members in terms of national composition (e.g., 2 Turks, 3 Americans, and 2 Portuguese).”
- *Occupation identity salience* was measured by 3 items: #4, #7, and #9. A sample item for occupation identity salience was: “It is not intentional, but when I walk into a room filled with my fellow group members, I immediately notice those in the group with the same occupational background as me.”

The alpha coefficients for the identity salience items in this study were .62, .88, and .68 for gender identity salience, national identity salience, and occupation identity salience, respectively.

4.3.3 Occupational Commitment

Occupational commitment was measured using Meyer, Allen & Smith's (1993) 18-item scale. The three-component occupational commitment (affective (AOC), continuance (COC), and normative (NOC)) included six items for each component.

The scale used for measuring occupational commitment was presented in Appendix G. Cronbach alpha values were .76, .68, .84, and .82 for affective occupational commitment, continuance occupational commitment, and normative occupational commitment and for the aggregate occupational commitment, respectively. Meyer, Allen & Smith (1993) conducted confirmatory factor analyses on the data obtained and found evidence that the three components of occupational commitment were differentially related to variables considered to be antecedents or consequences of commitment.

A five-point Likert scale ranging from (1) "Strongly Disagree" to (5) "Strongly Agree" was utilized to assess the occupational commitment construct. Three reverse coded items were present in the "affective occupational commitment" subscale (e.g., I regret having entered this profession.), two in the "continuance occupational commitment" subscale (e.g., It would not be costly for me to change my profession now.), one in the "normative occupational commitment" subscale (I do not feel any obligation to remain in this profession.) and they were adjusted after the data entry. The total score measured occupational commitment and higher scores reflected higher occupational commitment. Mean scores were calculated for the three components of affective, continuance, normative, and for the aggregate occupational commitment through averaging item scores.

The three-component occupational commitment scale shown in Appendix G (Corresponds to part-4 in the questionnaire – Appendices A, B, C) are as follows:

- *Affective occupational commitment* was measured by 6 items: #1, #2, #3, #4, #5, and #6. A sample item for affective commitment was: “My profession is important to my self-image.”
- *Continuance occupational commitment* was measured by 6 items: #7, #8, #9, #10, #11, and #12. A sample item for continuance commitment was: “Too much of my life would be disrupted if I were to change my profession.”
- *Normative occupational commitment* was measured by 6 items: #13, #14, #15, #16, #17, and #18. A sample item for normative commitment was: “I believe people who have been trained in a profession have a responsibility to stay in that profession for a reasonable period of time.”

4.3.4 Demographic Variables

The research also obtained demographic variables that are presented in Part-1 of the questionnaire (Appendices A, B, C). Specifically the respondents were inquired about their nationality, gender, occupation, organizational title, age and tenure. National (item #1), gender (item #2) and occupation (item #3) data were investigated in order to see the corresponding compositions, as saliences of identities on these three factors were examined. These three items, together with tenure were among the potential control variables. The rest of the items were collected for a study of a wider scope, which is beyond the purpose of this thesis.

Five of the 242 respondents (2%), who are thought to be foreigners, did not provide nationality information; four of the 242 respondents (1.7%) did not provide gender; and 10 of the 242 respondents (4.1%) did not provide occupation. As a result of the interviews, group compositions of gender and nationality were precisely obtained even when project team members did not provide the necessary information on the questionnaire. Unfortunately, occupation compositions were not as precise.

4.4 PROCEDURE

Since the limiting element of this study was the multinationality of the population to be surveyed, many potential companies and government and international organizations were listed. As the first stage of the field work, some of them were firstly contacted by telephone and a responsible person from each one was sought. None of them responded positively. It was realized that a change in the method to conduct the research was required. Then, after the unsuccessful first attempt, the previously listed multinational companies and organizations were short-listed according to the condition that a contact person was found before any inquiry. The contact persons, who were mainly managers or any other influential persons, were informed about the purpose of the study and asked for support during the survey. They were also interviewed in order to obtain background information about the group composition, name and responsibilities of the group, etc. Then, the study was introduced and communicated to the potential population. Support of management to the study was also declared in order to ensure a higher response rate.

Since it was not easy to find multinational project or work groups, as many persons as possible were surveyed. No persons in the work or project groups, except those that were dyads, were excluded. The unit of analysis was the individual. Subjects were asked to fill in the questionnaire (Appendices A, B, and C, in three languages). Information was sought about organizational citizenship behaviors, identity salience and occupational commitment as well as demographics. The contact persons accepted responsibility to collect the filled-in questionnaires.

The questionnaire was in three different languages; Turkish, English, and Russian. The questionnaire contained a cover page, and an introduction page summarizing the aim of the study, its voluntary nature, confidentiality assurances, with an emphasis that it is totally academic, and then continued with instructions on completing the questionnaire. A special effort was exerted for the confidentiality of the survey responses since any doubt of the employees on this matter could have seriously distorted the accuracy of the survey results. Names of the subjects were not asked

and the questionnaires were distributed inside a sealable envelope. Envelopes were then collected by the contact persons and returned to the researchers.

4.5 RESEARCH DESIGN AND ANALYSES

This study was conducted as a survey in the form of paper and pencil questionnaires, except that the questionnaire package was sent to and returned from 12 subjects via e-mail. The subjects were asked to fill out a survey of a variety of items including the main topics of this study, OCBs, identity salience, occupational commitment and demographics.

Prior to the analyses, all variables were examined for accuracy of data entry, missing values, and the fit between their distributions and the assumptions of multivariate analysis. Missing cases were excluded from the data while carrying out analyses using the statistical software's exclusion options.

Hierarchical regression analyses, more specifically moderated regression analyses were used in order to test predictions of the independent variables' effects on the dependent variables. The researcher assigned order of entry of variables into the equation according to the theoretical considerations that were mentioned earlier.

In the next chapter, results of the analyses were presented and hypotheses were evaluated.

CHAPTER V

RESULTS

This chapter presents the results of the study. First data screening and outlier analysis results, then the reliabilities of the scales are presented. Then a discussion of the descriptive statistics is given for the main study and the sample characteristics are analyzed. Then the determination of control variables and the results of regression analyses are presented. Finally, the results of the hypothesis testing are presented and a summary of the results is given.

5.1 DATA SCREENING AND OUTLIER ANALYSIS

All the data was observed and tested to detect the missing items and outlier cases using several statistical methods. Firstly and eye-observation was performed and one of the cases was determined as having too many missing item and was deleted leaving 241 cases for further tests.

In order to detect careless coding and data entry errors, two kinds of variances were calculated. First the variance of respondents' answers for scales that contained negatively phrased items was calculated reversing the codes for negatively phrased items. Next, the variance of answers was calculated without reversing the negatively phrased items. For careless coding or erroneous data entry the variance for reverse coding should be higher than the variance without reverse coding. Hence, this method identified those respondents whose answers were more consistent before reverse coding than after.

“z” test was performed in order to spot the univariate outliers. Standardized z scores of the cases were calculated. Using the statistical software, stem-and-leaf plots and box plots were drawn and extreme values were observed for each item. Extreme cases that fell beyond the 95% safety interval ($p < .05$) were deleted in order to

improve linearity and to reduce extreme skewness and kurtosis. Similar tests were performed again, in order to see if any case that was not extreme before would fall beyond the safety interval after the deletion of some cases. After that extreme cases were deleted once more. This procedure was repeated 5 times. After the fifth deletion of extremes, the procedure was performed once more and no other extremes were detected. After the removal of outliers, total 204 cases were left for further study.

After finishing univariate outlier analysis, multivariate outlier analysis was performed. For this reason Mahalanobis Distance index was used. No multivariate outliers were detected. The study continued with 204 cases. The linearity and normality conditions of the regression analyses were satisfied after the outlier removal.

Descriptive statistics concerning the variables of interest were listed in Appendix H. Thirty two data points were missing in a random pattern from a data set of 3,468 points in the field survey. Tenure was the variable that had the most missing items. Missing items were mainly concentrated in the demographics section. 4 items from nationality, 3 items from gender and 5 items from age were missing. Apart from this 3 items from occupational commitment and 3 from all its components, i.e., affective, continuance and normative occupational commitments, were missing. This corresponds to less than 1% among all the data items. According to Tabachnick & Fidell (1996), almost any procedure for handling missing values yields similar results when missing data points are less than 5%. Therefore, missing cases were excluded from the data while carrying out the analyses.

The decision about how to handle missing data was important. Possible alternatives of handling missing data, like replacing with the item mean and listwise exclusion were evaluated in order to see the changes in the output. It was observed that the change in the method to handle missing data did not cause a significant change. That's why throughout the analyses listwise exclusion method was used.

5.2 RELIABILITIES OF THE SCALES

Using the statistical software, reliabilities of the scales were assessed after the univariate and multivariate outlier analyses. The Cronbach alpha values are listed below in Table 1. The alpha values ranged from .62 to .88, gender identity salience scale being the minimum and national identity salience scale being the maximum.

Table 1. Cronbach Alpha for the Scales

<u>Scale Name</u>	<u>Number of Items</u>	<u>α</u>
Gender Identity Salience	3	.62
National Identity Salience	4	.88
Occupational Identity Salience	3	.68
Altruism	5	.74
Courtesy	5	.69
Conscientiousness	5	.71
Sportsmanship	5	.63
Civic-Virtue	4	.65
Organizational Citizenship Behaviors	24	.87
Affective Commitment	6	.76
Continuance Commitment	6	.68
Normative Commitment	6	.84
Occupational Commitment	18	.82

5.3 DESCRIPTIVE STATISTICS

The descriptive statistics of the data after the outlier removal are shown in Tables 2 and Appendix H. The levels of independent variables, that is, gender identity salience, national identity salience and occupational identity salience were low to moderate according to sample means. Their means scores were all below the mid-point of the 5-point scale. The levels of dependent variables, i.e. OCB and its 5

dimensions, and moderator variables, i.e. occupational commitment and its 3 components, were moderate to high according to sample means. Their means scores were all above the mid-point of the 5-point scale. Standard deviations were distributed between .41 and 1.01; lowest belonging to OCB and highest belonging to national identity salience.

According to the results, the mean age of the participants was 37.47 years with a standard deviation of 10.87 years. Tenure average was 11.77 years with a standard deviation of 10.14 years.

Relatively high bivariate correlations were observed between the dimensions of organizational citizenship behaviors, when compared with other bivariate correlations. Also, it is observed from Table 2 that the moderator variable occupational commitment and its components were all significantly correlated.

Although nationality was coded as ranging between 1 and 30, it, in fact, is a categorical variable rather than numerical. Any possible significant correlation of nationality with other variables would not be meaningful, because increase in the nationality code, does not mean an increase in level; rather it means a change in category, which is neither negative nor positive. That's why nationality was not included in Table 2.

Table 2. Descriptive Statistics and Intercorrelation Matrix

		# of items	Mean	Std. Dev.	GEN	AGE	TEN	GIDS	NIDS	OIDS
1	Gender (GEN)		-	-						
2	Age (AGE)		37.47	10.87	-.27**					
3	Tenure (TEN)		11.77	10.14	-.27**	.78**				
4	Gender Identity Salience (GIDS)	3	1.55	0.61	.13	-.07	-.04	.62		
5	National Identity Salience (NIDS)	4	2.28	1.01	.16*	-.14*	-.03	.42**	.88	
6	Occupational Identity Salience (OIDS)	3	2.43	0.93	.13	-.09	-.00	.27**	.43**	.68
7	Altruism (ALT)	5	4.02	0.55	.06	.02	-.01	-.09	-.05	-.05
8	Courtesy (COU)	5	4.13	0.53	.01	.02	-.06	-.07	-.10	-.067
9	Conscientiousness (CON)	5	4.04	0.58	-.01	.09	.07	-.09	-.10	.03
10	Sportsmanship (SPO)	5	3.99	0.61	-.15*	.14	.08	-.30**	-.22**	-.22**
11	Civic-Virtue (CIV)	4	3.97	0.58	-.01	-.01	.08	-.14*	-.05	-.04
12	Organizational Citizenship Behaviors (OCB)	24	4.03	0.41	-.03	.08	.04	-.20**	-.15*	-.10
13	Affective Commitment (AOC)	6	4.08	0.62	-.06	.09	.08	-.23**	-.21**	.01
14	Continuance Commitment (COC)	6	3.32	0.67	.02	.02	.01	-.05	-.06	.12
15	Normative Commitment (NOC)	6	3.22	0.80	.05	-.04	.06	-.02	.01	.20**
16	Occupational Commitment (OC)	18	3.54	0.51	.01	.02	.06	-.13	-.11	.16*

Note: Cronbach alpha coefficients are at the diagonal in bold; $p < .05$

** Correlation is significant at the .01 level (2-tailed).

* Correlation is significant at the .05 level (2-tailed).

Table 2. Descriptive Statistics and Intercorrelation Matrix (continued)

	# of items	Mean	Std. Dev.	ALT	COU	CON	SPO	CIV	OCB	AOC	COC	NOC	OC
1	Gender (GEN)	-	-										
2	Age (AGE)	37.47	10.87										
3	Tenure (TEN)	11.77	10.14										
4	Gender Identity Salience (GIDS)	3	1.55										
5	National Identity Salience (NIDS)	4	2.28										
6	Occupational Identity Salience (OIDS)	3	2.43										
7	Altruism (ALT)	5	4.02	.74									
8	Courtesy (COU)	5	4.13	.50**	.69								
9	Conscientiousness (CON)	5	4.04	.47**	.47**	.71							
10	Sportsmanship (SPO)	5	3.99	.31**	.37**	.32**	.63						
11	Civic-Virtue (CIV)	4	3.97	.55**	.45**	.48**	.26**	.65					
12	Organizational Citizenship Behaviors (OCB)	24	4.03	.77**	.76**	.75**	.64**	.73**	.87				
13	Affective Commitment (AOC)	6	4.08	.16*	.24**	.23**	.28**	.22**	.31**	.76			
14	Continuance Commitment (COC)	6	3.32	.01	.02	.18*	-.05	.10	.07	.24**	.68		
15	Normative Commitment (NOC)	6	3.22	.19**	.13	.20**	-.09	.16*	.15*	.26**	.38**	.84	
16	Occupational Commitment (OC)	18	3.54	.17*	.18*	.27**	.04	.22**	.24**	.65**	.73**	.79**	.82

Note: Cronbach alpha coefficients are at the diagonal in bold; $p < .05$

** Correlation is significant at the .01 level (2-tailed).

* Correlation is significant at the .05 level (2-tailed).

As expected, the aggregate OCB construct was significantly negatively correlated with gender and national identity salience, as was its dimension sportsmanship. Civic-virtue was significantly negatively correlated with gender identity salience. Contrary to what was expected, OCB was not significantly correlated with occupational identity salience. Among the OCB dimensions, occupational identity salience was only significantly correlated with sportsmanship.

Occupational commitment and its two components, affective and normative commitments seem to be significantly positively correlated with OCB, as expected. Again, in line with expectations, continuance occupational commitment does not seem to be significantly correlated with OCB.

The control variable gender was negatively associated with sportsmanship and positively associated with national identity salience. Age was negatively associated with national identity salience, and positively associated with tenure. Tenure was not significantly associated with any of the variables, except age.

5.4 SAMPLE DEMOGRAPHICS

The subjects of this study were employees of companies and government or international organizations that have multinational work force. A total of 242 employees participated in the study. This corresponds to 49% return rate among the contacted employees, excluding the ones that were contacted via e-mail. Nationality, gender, occupation, organizational title, age and tenure information were sought as demographic variables.

Among the results of the survey, responses to the nationality, age, gender and tenure items were meaningful and satisfactory. However, responses to the occupation and organizational title items were not satisfactory. Since no categorization was made prior to the study, responses were divergent and sometimes nonsense. These two items could not be used in the study.

The demographic characteristics of the sample cases, after the removal of the outliers, are presented in Appendix I. Note that there are missing items among the responses to the demographics section of the questionnaire.

The results indicated that females and males were represented almost equally. 50.70% of the subjects were males and 49.30% were females. 68.50% of the subjects were Turkish citizens. The remaining were from 24 different countries. Mean age was 37.47 years with a standard deviation of 10.87 years.

5.5 DETERMINATION OF CONTROL VARIABLES

In order to determine the variables to be used for controlling purposes in testing the hypotheses, all possible potential control variables were considered as independent variables in the regression equations in order to determine their effects on the dependent variables, i.e. OCB and its five dimensions. The objective of this investigation was to find out variables that had significant relationships with the moderator and dependent variables before going on with hypotheses testing. The potential control variables investigated were gender, age and tenure. The results of the investigation of control variables are presented in Table 4.

Table 3. Standardized Regression Coefficients of the Control Variables Predicting the Dependent Variables

	ALT	COU	CON	SPO	CIV	OCB
Gender	.06	.01	-.01	-.15*	-.01	-.03
Age	.02	.02	.09	.14	-.01	.08
Tenure	-.01	-.06	.07	.08	.08	.04

Note: ALT = “Altruism”, COU = “Courtesy”, CON = “Conscientiousness”, SPO = “Sportsmanship”, CIV = “Civic-Virtue”, OCB = “Organizational Citizenship Behaviors”. * $p < .05$

Gender was the only control variable that had a significant relation with the dependent variables. Gender was significantly negatively associated with sportsmanship dimension of OCB ($\beta = -.15$). Therefore it was used as a control variable in predicting sportsmanship.

5.6 HYPOTHESES TESTING

The purpose of this study is to investigate the relationships between saliences of gender, national and occupation identities and organizational citizenship behaviors, and the moderating effects of occupational commitment on these relationships. In this section, firstly hypotheses about the prediction effects of identity salience on OCBs were tested. Then the hypotheses about the moderating effects of occupational commitment were tested. The data were analyzed using hierarchical regression analysis technique.

Hypothesis 1 proposed that “There will be a negative direct relationship between *gender* identity salience and OCB, such that when *gender* identity is salient, members of a group will be less likely to engage in OCB.”

In order to test the first hypothesis, the dimensions of OCB were first regressed on gender identity salience. When the sportsmanship dimension of OCB was regressed, control variable gender was used and sportsmanship was first regressed on gender and then on gender identity salience. After the five dimensions, aggregate OCB was regressed on gender identity salience. Results are provided in Tables 4 through 9.

Table 4. Predicting Altruism from Gender Identity Salience: Summary of the Regression Analysis

Variable	R^2	R^2 Change	df	F	β
Step 1 GIDS	.01	-	1, 202	1.78	-.09

Note: Five-point Likert scales were used for *identity salience*, and *altruism* items: 1 = “Strongly disagree” and 5 = “Strongly agree” for all the scales. $p > .05$

Table 5. Predicting Courtesy from Gender Identity Salience: Summary of the Regression Analysis

Variable	R^2	R^2 Change	df	F	β
Step 1 GIDS	.00	-	1, 202	.87	-.07

Note: Five-point Likert scales were used for *identity salience*, and *courtesy* items: 1 = “Strongly disagree” and 5 = “Strongly agree” for all the scales. $p > .05$

Table 6. Predicting Conscientiousness from Gender Identity Salience: Summary of the Regression Analysis

Variable	R^2	R^2 Change	df	F	β
Step 1 GIDS	.01	-	1, 202	1.82	-.09

Note: Five-point Likert scales were used for *identity salience*, and *conscientiousness* items: 1 = “Strongly disagree” and 5 = “Strongly agree” for all the scales. $p > .05$

Table 7. Predicting Sportsmanship from Gender Identity Salience: Summary of the Regression Analysis

Variable	R^2	R^2 Change	df	F	β
Step 1 Gender	.02*	-	1, 199	4.65*	-.15*
Step 2 Gender GIDS	.10*	.08	1, 198	10.77*	-.11 -.28*

Note: Five-point Likert scales were used for *identity salience*, and *sportsmanship* items: 1 = “Strongly disagree” and 5 = “Strongly agree” for all the scales. *Gender*: 1 = “Male”, 2 = “Female”. * $p < .001$

Table 8. Predicting Civic-Virtue from Gender Identity Salience: Summary of the Regression Analysis

Variable	R^2	R^2 Change	df	F	β
Step 1 GIDS	.02	-	1, 202	4.26	-.14*

Note: Five-point Likert scales were used for *identity salience*, and *civic-virtue* items: 1 = “Strongly disagree” and 5 = “Strongly agree” for all the scales. * $p < .05$

Table 9. Predicting OCB from Gender Identity Salience: Summary of the Regression Analysis

Variable	R^2	R^2 Change	df	F	β
Step 1 GIDS	.04	-	1, 202	8.15	-.20*

Note: Five-point Likert scales were used for *identity salience*, and *OCB* items: 1 = “Strongly disagree” and 5 = “Strongly agree” for all the scales. * $p < .01$

After the regression analyses, no significant effect of gender identity salience on the OCB dimensions of altruism, courtesy, and conscientiousness was observed ($p > .05$). On the other hand, significant negative effect of gender identity salience was observed on the OCB dimensions of sportsmanship and civic-virtue. After first being regressed on control variable of gender, sportsmanship was significantly predicted by gender identity salience (R^2 change = .10, $F(1, 198) = 10.77$). Gender identity salience also significantly contributed to predicting the OCB dimension of civic-virtue ($R^2 = .02$, $F(1, 202) = 4.26$). These findings are in line with the expectations. Examination of the beta coefficients revealed ($\beta = -.28$) for sportsmanship and ($\beta = -.14$) for civic-virtue. Beta coefficient of the control variable gender for sportsmanship was also significant ($\beta = -.15$). Variations in sportsmanship increased 8% by including gender identity salience in the regression equation at the second step, which shows a significant effect of gender identity salience on sportsmanship.

When the aggregate OCB was regressed on gender identity salience the result was negative, as expected. Gender identity salience significantly negatively contributed to predicting OCB ($R^2 = .04$, $F(1, 202) = 8.15$), with a beta coefficient of $\beta = -.20$. A negative direct relationship between gender identity salience and organizational citizenship behaviors was observed, as the slope of the regression line is negative. That is, when gender identity salience increases, OCB decreases. Thus, Hypothesis 1 was partially supported.

Hypothesis 2 proposed that “There will be a negative direct relationship between *national* identity salience and OCB, such that when *national* identity is salient, members of a group will be less likely to engage in OCB.”

In order to test the second hypothesis, the dimensions of OCB were first regressed on national identity salience. When the sportsmanship dimension of OCB was regressed, control variable gender was used and sportsmanship was first regressed on gender and then on gender identity salience. After the five dimensions, aggregate OCB was regressed on gender identity salience. Results are provided in Tables through 10 and 15.

Table 10. Predicting Altruism from National Identity Salience: Summary of the Regression Analysis

Variable	R^2	R^2 Change	df	F	β
Step 1 NIDS	.00	-	1, 202	.42	-.05

Note: Five-point Likert scales were used for *identity salience*, and *altruism* items: 1 = “Strongly disagree” and 5 = “Strongly agree” for all the scales. $p > .05$

Table 11. Predicting Courtesy from National Identity Salience: Summary of the Regression Analysis

Variable	R^2	R^2 Change	df	F	β
Step 1 NIDS	.01	-	1, 202	1.82	-.10

Note: Five-point Likert scales were used for *identity salience*, and *courtesy* items: 1 = “Strongly disagree” and 5 = “Strongly agree” for all the scales. $p > .05$

Table 12. Predicting Conscientiousness from National Identity Salience: Summary of the Regression Analysis

Variable	R^2	R^2 Change	df	F	β
Step 1 NIDS	.01	-	1, 202	2.18	-.10

Note: Five-point Likert scales were used for *identity salience*, and *conscientiousness* items: 1 = “Strongly disagree” and 5 = “Strongly agree” for all the scales. $p > .05$

Table 13. Predicting Sportsmanship from National Identity Salience: Summary of the Regression Analysis

Variable	R^2	R^2 Change	df	F	β
Step 1	.02*	-	1, 199	4.65*	
Gender					-.15*
Step 2	.06*	.04	1, 198	6.07*	
Gender					-.12
NIDS					-.19**

Note: Five-point Likert scales were used for *identity salience*, and *sportsmanship* items: 1 = “Strongly disagree” and 5 = “Strongly agree” for all the scales. *Gender*: 1 = “Male”, 2 = “Female”. * $p < .05$, ** $p < .01$

Table 14. Predicting Civic-Virtue from National Identity Salience: Summary of the Regression Analysis

Variable	R^2	R^2 Change	df	F	β
Step 1	.00	-	1, 202	.44	-.05
NIDS					

Note: Five-point Likert scales were used for *identity salience*, and *civic-virtue* items: 1 = “Strongly disagree” and 5 = “Strongly agree” for all the scales. $p > .05$

Table 15. Predicting OCB from National Identity Salience: Summary of the Regression Analysis

Variable	R^2	R^2 Change	df	F	β
Step 1	.02*	-	1, 202	4.37	-.16*
NIDS					

Note: Five-point Likert scales were used for *identity salience*, and *OCB* items: 1 = “Strongly disagree” and 5 = “Strongly agree” for all the scales. * $p < .05$

After the regression analyses, no significant effect of national identity salience on the OCB dimensions of altruism, courtesy, conscientiousness, and civic-virtue was observed ($p > .05$). On the other hand, significant negative effect of national identity salience was observed on the OCB dimension of sportsmanship. After first being regressed on control variable of gender, sportsmanship was significantly predicted by national identity salience (R^2 change = .04, $F(1, 198) = 6.07$). This finding is in line with the expectations. Examination of the beta coefficients revealed ($\beta = -.19$) for

sportsmanship. Beta coefficient of the control variable gender for sportsmanship was also significant ($\beta = -.15$). Variations in sportsmanship increased 4% by including national identity salience in the regression equation at the second step, which shows a significant effect of national identity salience on sportsmanship.

When the aggregate OCB was regressed on national identity salience the result was negative, as expected. National identity salience significantly negatively contributed to predicting OCB ($R^2 = .02$, $F(1, 202) = 4.37$), with a beta coefficient of $\beta = -.16$. A negative direct relationship between national identity salience and organizational citizenship behaviors was observed, as the slope of the regression line is negative. That is, when national identity salience increases, then OCB decreases. Thus, Hypothesis 2 was partially supported.

Hypothesis 3 proposed that “There will be a negative direct relationship between *occupation* identity salience and OCB, such that when *occupation* identity is salient, members of a group will be less likely to engage in OCB.”

In order to test the third hypothesis, the dimensions of OCB were first regressed on occupation identity salience. When the sportsmanship dimension of OCB was regressed, control variable gender was used and sportsmanship was first regressed on gender and then on occupation identity salience. After the five dimensions, aggregate OCB was regressed on occupation identity salience. Results are provided in Tables through 16 and 21.

Table 16. Predicting Altruism from Occupation Identity Salience: Summary of the Regression Analysis

Variable	R^2	R^2 Change	df	F	β
Step 1 OIDS	.00	-	1, 202	.56	-.05

Note: Five-point Likert scales were used for *identity salience*, and *altruism* items: 1 = “Strongly disagree” and 5 = “Strongly agree” for all the scales. $p > .05$

Table 17. Predicting Courtesy from Occupation Identity Salience: Summary of the Regression Analysis

Variable	R^2	R^2 Change	df	F	β
Step 1 OIDS	.00	-	1, 202	.85	-.07

Note: Five-point Likert scales were used for *identity salience*, and *courtesy* items: 1 = “Strongly disagree” and 5 = “Strongly agree” for all the scales. $p > .05$

Table 18. Predicting Conscientiousness from Occupation Identity Salience: Summary of the Regression Analysis

Variable	R^2	R^2 Change	df	F	β
Step 1 OIDS	.00	-	1, 202	.19	.03

Note: Five-point Likert scales were used for *identity salience*, and *conscientiousness* items: 1 = “Strongly disagree” and 5 = “Strongly agree” for all the scales. $p > .05$

Table 19. Predicting Sportsmanship from Occupation Identity Salience: Summary of the Regression Analysis

Variable	R^2	R^2 Change	df	F	β
Step 1 Gender	.02*	-	1, 199	4.65*	-.15*
Step 2 Gender OIDS	.06**	.04	1, 198	6.68*	-.13 -.20**

Note: Five-point Likert scales were used for *identity salience*, and *sportsmanship* items: 1 = “Strongly disagree” and 5 = “Strongly agree” for all the scales. *Gender*: 1 = “Male”, 2 = “Female”. * $p < .05$, ** $p < .01$

Table 20. Predicting Civic-Virtue from Occupation Identity Salience: Summary of the Regression Analysis

Variable	R^2	R^2 Change	df	F	β
Step 1 OIDS	.00	-	1, 202	.25	-.04

Note: Five-point Likert scales were used for *identity salience*, and *civic-virtue* items: 1 = “Strongly disagree” and 5 = “Strongly agree” for all the scales. $p > .05$

Table 21. Predicting OCB from Occupation Identity Salience: Summary of the Regression Analysis

Variable	R^2	R^2 Change	df	F	β
Step 1 OIDS	.01	-	1, 202	2.02	-.10

Note: Five-point Likert scales were used for *identity salience*, and *conscientiousness* items: 1 = “Strongly disagree” and 5 = “Strongly agree” for all the scales. $p > .05$

After the regression analyses, no significant effect of occupation identity salience on the OCB dimensions of altruism, courtesy, conscientiousness, and civic-virtue was observed ($p > .05$). On the other hand, significant negative effect of national identity salience was observed on the OCB dimension of sportsmanship. After first being regressed on control variable of gender, sportsmanship was significantly negatively predicted by occupation identity salience (R^2 change = .04, $F(1, 198) = 6.68$). This finding is in line with the expectations. Examination of the beta coefficients revealed ($\beta = -.19$) for sportsmanship. Beta coefficient of the control variable gender for sportsmanship was also significant ($\beta = -.15$). Variations in sportsmanship increased 4% by including occupation identity salience in the regression equation at the second step.

When the aggregate OCB was regressed on national identity salience the result was positive, contrary to what was expected. Occupation identity salience did not significantly contribute to predicting OCB. Beta coefficient was $\beta = -.16$. A negative direct relationship between occupation identity salience and organizational citizenship behaviors was not observed. However, a negative relationship between occupation identity salience and OCB dimension of sportsmanship was observed. That is, when occupation identity salience increases, then sportsmanship decreases. Thus, Hypothesis 3 was supported only for the sportsmanship dimension of OCB.

Thus the analyses of the first three hypotheses revealed results that when gender identity was salient, organizational citizenship behavior and its two components – sportsmanship and civic-virtue – were negatively affected, meaning that when gender

identity salience increased OCB and two of its components decreased and when gender identity salience decreased OCB and two of its components increased. Other components of OCB, that is, altruism, courtesy, and conscientiousness were not affected. When national identity was salient, organizational citizenship behavior and its component sportsmanship were negatively affected, meaning that when national identity salience increased OCB and sportsmanship decreased and when national identity salience decreased OCB and sportsmanship increased. Other components of OCB, that is, altruism, courtesy, conscientiousness, and civic-virtue were not affected. In a similar manner, when occupational identity was salient, OCB component of sportsmanship was negatively affected, meaning that when occupational identity salience increased sportsmanship decreased and when occupational identity salience decreased sportsmanship increased. Neither OCB, nor its components altruism, courtesy, conscientiousness, and civic-virtue were affected by the changes in occupation identity salience.

The results of the test of the first three hypotheses reduced the number of dependent variables to three: OCB, sportsmanship and civic-virtue. OCB was associated with gender identity salience, and national identity salience; sportsmanship was associated with all the three types of identity salience; and civic-virtue was associated with only gender identity salience.

In order to be able to test the effects of the moderator on the relationships between gender, national, and occupation identity saliences on organizational citizenship behaviors, occupational commitment and its 3 components were multiplied by identity saliences. That is, occupational commitment (OC), affective OC (AOC), continuance OC (COC), and normative OC (NOC) were multiplied by gender identity salience (GIDS), national identity salience (NIDS), and occupation identity salience (OIDS), resulting in four moderators for three cases each. The 12 moderator variables, then, are AOCxGIDS, AOCxNIDS, AOCxOIDS, COCxGIDS, COCxNIDS, COCxOIDS, NOCxGIDS, NOCxNIDS, NOCxOIDS, OCxGIDS, OCxNIDS, and OCxOIDS.

Using interaction terms in regression equations may cause high multicollinearity. Multicollinearity is said to be present in a multiple-regression problem when the predictor variables are correlated among themselves (Churchill, 1991). In order to reduce the effect of multicollinearity and improve computational accuracy, centered values of the independent variables were calculated and used in the following analyses (Neter, Kutner, Nachtsheim & Wasserman, 1996).

Hypothesis 4 proposed that “*Affective* occupational commitment will moderate the relationship between identity salience and OCBs.”

To test the fourth hypothesis, OCB, sportsmanship and civic-virtue were used as dependent variables. The first regression model involved predicting civic virtue. Gender identity salience and affective occupational commitment were entered as control variables in the first step of the regression analysis. Then, in the second step interaction term AOCxGIDS was entered into the equation. Results are provided in Table 22.

Table 22. Predicting Civic-Virtue from Gender Identity Salience Including the Moderating Effect of Affective Occupational Commitment: Summary of the Regression Analysis

Variable	R^2	R^2 Change	df	F	β
Step 1	.06	-	2, 198	6.32	
GIDS					-.11
AOC					.20*
Step 2	.06	.00	1, 197	6.32	
GIDS					-.11
AOC					.20*
AOCxGIDS					.00

Note: Five-point Likert scales were used for *identity salience*, *affective occupational commitment*, and *civic virtue* items: 1 = “Strongly disagree” and 5 = “Strongly agree” for all the scales.
 $p > .05$

When civic-virtue was regressed on gender identity salience, with the moderating effect of affective occupational commitment, the result was not positive. Affective occupational commitment did not moderate the relationship between gender identity salience and civic-virtue dimension of OCB.

In order to test the moderation effect of affective occupational commitment, after civic-virtue, sportsmanship was regressed on AOCxGIDS. In this case, the control variable gender was used again and sportsmanship was first regressed on gender, together with other control variables of affective occupational commitment and gender identity salience, in the first step of the regression analysis. Results are provided in Table 23.

Table 23. Predicting Sportsmanship from Gender Identity Salience Including the Moderating Effect of Affective Occupational Commitment: Summary of the Regression Analysis

Variable	R^2	R^2 Change	df	F	β
Step 1	.14*	-	3, 194	10.66*	
Gender					-.11*
GIDS					-.23*
AOC					.21*
Step 2	.16*	.02	1, 193	14.92*	
Gender					-.11
GIDS					-.25**
AOC					.24*
AOCxGIDS					-.14*

Note: Five-point Likert scales were used for *identity salience*, *affective occupational commitment*, and *sportsmanship* items: 1 = “Strongly disagree” and 5 = “Strongly agree” for all the scales. *Gender*: 1 = “Male”, 2 = “Female”. * $p < .05$; ** $p < .001$

When sportsmanship was regressed on gender identity salience, with the moderating effect of affective occupational commitment, the result was positive. Affective occupational commitment moderated the relationship between gender identity salience and sportsmanship dimension of OCB (R^2 Change = .02, F (1, 193) = 14.92), with a beta coefficient of $\beta = -.87$, $p < .05$. When predictor variables are correlated, a regression coefficient does not reflect any inherent effect of the particular predictor variable on the response variable but only a marginal or partial effect, given whatever other correlated predictor variables are included in the model (Neter et al., 1996). That’s why, following the method proposed by Aiken & West (1991), the interaction was plotted (Figure 2) at the mean (of the moderator variable- in this case AOC), at one standard deviation below the mean and at one standard

deviation above the mean. As gender is the control variable of sportsmanship, it enters into the regression equation, too. Gender value can either be “1” or “2”, and it has no effect on the slope of the regression line. It only affects the y-intercept of the line. Hence, the value of gender is taken as “1” for convenience. Unstandard regression coefficients were used when plotting the diagram.

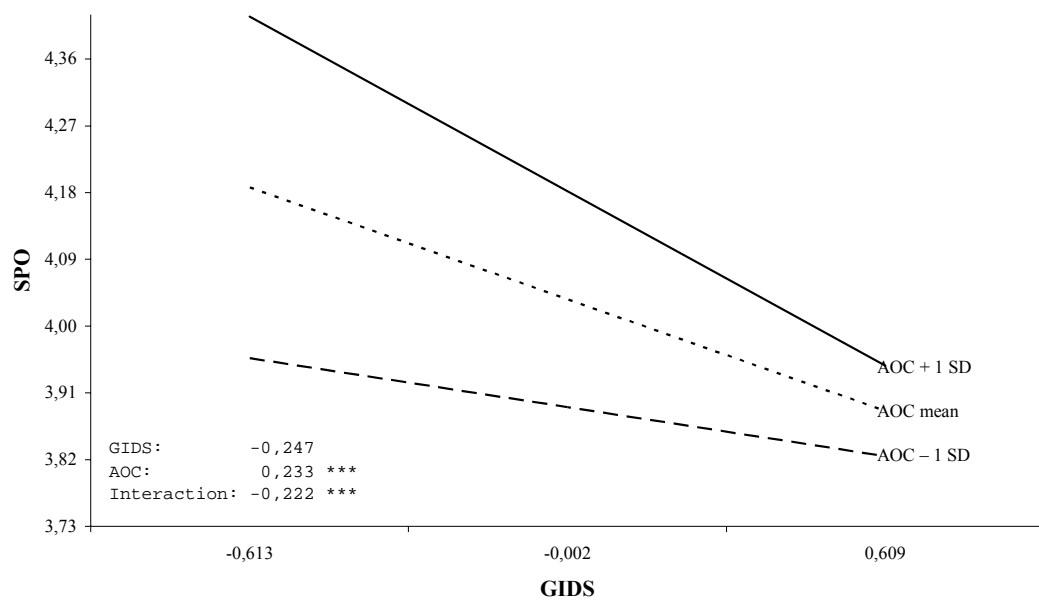


Figure 2: AOC interaction Plot of SPO on GIDS

The slope of the regression equation of SPO on GIDS, without any interaction effect is $-0,28$; with interaction effect and one standard deviation above the mean is $-0,38$; and with interaction effect and one standard deviation below the mean is $-0,11$. A negative slope denotes the negative effect of gender identity salience on sportsmanship; that is as gender identity becomes salient, sportsmanship decreases. Since the slope of the regression line, when affective occupational commitment is high, is negative and greater in magnitude than the slope of the regression line without any interaction effect, we can conclude that affective occupational commitment did not decrease the negative effect of gender identity salience on sportsmanship. This can be observed from Figure 2, too. Hence, the result does not support the hypothesis.

In order to test the moderation effect of affective occupational commitment, sportsmanship, this time, was regressed on AOCxNIDS. In this case, the control variable gender was used again and sportsmanship was first regressed on gender, together with other control variables of affective occupational commitment and national identity salience, in the first step of the regression analysis. Results are provided in Table 24.

Table 24. Predicting Sportsmanship from National Identity Salience Including the Moderating Effect of Affective Occupational Commitment: Summary of the Regression Analysis

Variable	R^2	R^2 Change	df	F	β
Step 1	.11*	-	3, 194	8.08*	
Gender					-.11*
NIDS					-.14
AOC					.24*
Step 2	.14*	.03	1, 193	13.66*	
Gender					-.13
NIDS					-.16*
AOC					.24**
AOCxNIDS					-.16*

Note: Five-point Likert scales were used for *identity salience*, *affective occupational commitment*, and *sportsmanship* items: 1 = “Strongly disagree” and 5 = “Strongly agree” for all the scales. *Gender*: 1 = “Male”, 2 = “Female”. * $p < .05$, ** $p < .01$

When sportsmanship was regressed on national identity salience, with the moderating effect of affective occupational commitment, the result was positive. Affective occupational commitment moderated the relationship between national identity salience and sportsmanship dimension of OCB (R^2 Change = .03, $F(1, 193) = 13.68$), with a beta coefficient of $\beta = -.87$, $p < .05$. Again, following the method proposed by Aiken & West (1991), the interaction was plotted (Figure 3) at the mean (of the moderator variable - AOC), at one standard deviation below the mean and at one standard deviation above the mean. Gender is taken as “1”. Unstandard regression coefficients were used when plotting the diagram.

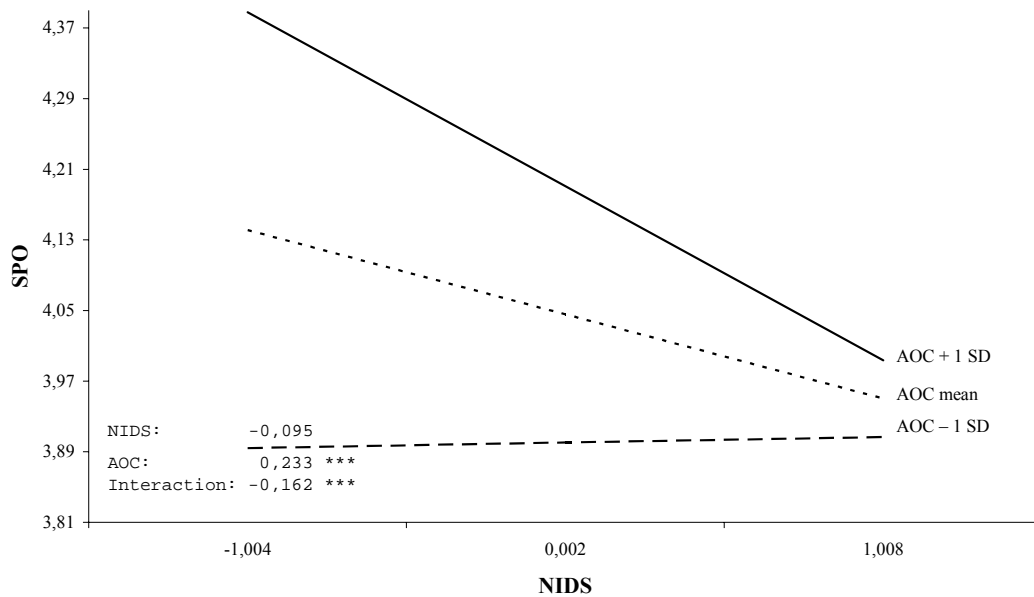


Figure 3: AOC interaction Plot of SPO on NIDS

The slope of the regression equation of SPO on NIDS, without any interaction effect is $-.12$; with interaction effect and one standard deviation above the mean is $-.20$; and with interaction effect and one standard deviation below the mean is $.01$. A negative slope denotes the negative effect of national identity salience on sportsmanship; that is as national identity becomes salient, sportsmanship decreases. Since the slope of the regression line, when affective occupational commitment is high, is negative and greater in magnitude than the slope of the regression line without any interaction effect, we can conclude that affective occupational commitment did not decrease the negative effect of national identity salience on sportsmanship. This can be observed from Figure 3, too. Hence, though the interaction effect is significant, the result does not support the hypothesis.

In order to test the moderation effect of affective occupational commitment, sportsmanship, was regressed on AOCxOIDS. In this case, the control variable gender was used again and sportsmanship was first regressed on gender, together with other control variables of affective occupational commitment and occupation

identity salience, in the first step of the regression analysis. Results are provided in Table 25.

Table 25. Predicting Sportsmanship from Occupation Identity Salience Including the Moderating Effect of Affective Occupational Commitment: Summary of the Regression Analysis

Variable	R^2	R^2 Change	df	F	β
Step 1	.13*	-	3, 194	9.86*	
Gender					-.11
OIDS					-.20*
AOC					.27*
Step 2	.13	.00	1, 193	9.89	
Gender					-.11
OIDS					-.20*
AOC					.27*
AOCxOIDS					-.01

Note: Five-point Likert scales were used for *identity salience*, *affective occupational commitment*, and *sportsmanship* items: 1 = “Strongly disagree” and 5 = “Strongly agree” for all the scales. *Gender*: 1 = “Male”, 2 = “Female”. $p > .05$

When sportsmanship was regressed on occupation identity salience, with the moderating effect of affective occupational commitment, the result was not positive. Affective occupational commitment did not moderate the relationship between occupation identity salience and sportsmanship dimension of OCB.

In order to test the moderation effect of affective occupational commitment, OCB was regressed on AOCxGIDS. In this case, gender identity salience and affective occupational commitment were entered as control variables in the first step of the regression analysis. Results are provided in Table 26.

Table 26. Predicting OCB from Gender Identity Salience Including the Moderating Effect of Affective Occupational Commitment: Summary of the Regression Analysis

Variable	R^2	R^2 Change	df	F	β
Step 1	.12*	-	2, 198	12.92*	
GIDS					-.14*
AOC					.28*
Step 2	.12	.00	1, 197	12.93	
GIDS					-.14*
AOC					.28*
AOCxGIDS					.00

Note: Five-point Likert scales were used for *identity salience*, *affective occupational commitment*, and *OCB* items: 1 = “Strongly disagree” and 5 = “Strongly agree” for all the scales. $p > .05$

When the OCB was regressed on gender identity salience, with the moderating effect of affective occupational commitment, the result was not positive. Affective occupational commitment did not moderate the relationship between gender identity salience and OCB.

In order to test the moderation effect of affective occupational commitment, finally, OCB was regressed on AOCxNIDS. In this case, national identity salience and affective occupational commitment were entered as control variables in the first step of the regression analysis. Results are provided in Table 27.

Table 27. Predicting OCB from National Identity Salience Including the Moderating Effect of Affective Occupational Commitment: Summary of the Regression Analysis

Variable	R^2	R^2 Change	df	F	β
Step 1	.11*	-	2, 198	11.74*	
NIDS					-.10
AOC					.29*
Step 2	.11	.00	1, 197	12.22	
NIDS					-.10
AOC					.29*
AOCxNIDS					-.05

Note: Five-point Likert scales were used for *identity salience*, *affective occupational commitment*, and *OCB* items: 1 = “Strongly disagree” and 5 = “Strongly agree” for all the scales. $p > .05$

When the OCB was regressed on national identity salience, with the moderating effect of affective occupational commitment, the result was not positive. Affective occupational commitment did not moderate the relationship between national identity salience and OCB.

Thus the test of the Hypothesis 4 showed that there is a significant interaction effect of affective occupational commitment on the relationship between gender identity salience and sportsmanship, and on the relationship between national identity salience and sportsmanship. However, this interaction is not in line with Hypothesis 4. Also, no significant moderating effect of affective occupational commitment on the relationships between identity saliences and OCB and its dimension civic-virtue was observed. Thus, Hypothesis 4 was not supported.

Hypothesis 5 proposed that “*Normative* occupational commitment will moderate the relationship between identity salience and OCBs.”

In order to test the fifth hypothesis, OCB, sportsmanship and civic-virtue were regressed. Civic-virtue was first regressed on the moderator variable NOCxGIDS, as it was only associated with gender identity salience. Gender identity salience and normative occupational commitment were entered as control variables in the first step of the regression analysis. Again, centered values of the independent variables were used. Results are provided in Table 28.

Table 28. Predicting Civic-Virtue from Gender Identity Salience Including the Moderating Effect of Normative Occupational Commitment: Summary of the Regression Analysis

Variable	R^2	R^2 Change	df	F	β
Step 1	.05*	-	2, 198	4.85*	
GIDS					-.15*
NOC					.15*
Step 2	.05	.00	1, 197	5.00	
GIDS					-.15*
NOC					.15
NOCxGIDS					-.03

Note: Five-point Likert scales were used for *identity salience*, *normative occupational commitment*, and *civic virtue* items: 1 = “Strongly disagree” and 5 = “Strongly agree” for all the scales.
 $p > .05$

When civic-virtue was regressed on gender identity salience, with the moderating effect of normative occupational commitment, the result was not positive. Normative occupational commitment did not moderate the relationship between gender identity salience and civic-virtue dimension of OCB.

In order to test the moderation effect of normative occupational commitment, sportsmanship, was regressed on NOCxGIDS. In this case, the control variable gender was used again and sportsmanship was first regressed on gender, together with other control variables of normative occupational commitment and gender identity salience, in the first step of the regression analysis. Results are provided in Table 29.

Table 29. Predicting Sportsmanship from Gender Identity Salience Including the Moderating Effect of Normative Occupational Commitment: Summary of the Regression Analysis

Variable	R^2	R^2 Change	df	F	β
Step 1	.11*	-	3, 194	7.56*	
Gender					-.11
GIDS					-.28*
NOC					-.08
Step 2	.11	.00	1, 193	8.10	
Gender					-.11
GIDS					-.28*
NOC					-.09
NOCxGIDS					-.05

Note: Five-point Likert scales were used for *identity salience*, *normative occupational commitment*, and *sportsmanship* items: 1 = “Strongly disagree” and 5 = “Strongly agree” for all the scales. *Gender*: 1 = “Male”, 2 = “Female”. $p > .05$

When sportsmanship was regressed on gender identity salience, with the moderating effect of normative occupational commitment, the result was not positive. Normative occupational commitment did not moderate the relationship between gender identity salience and sportsmanship dimension of OCB.

In order to test the moderation effect of normative occupational commitment, sportsmanship was regressed on NOCxNIDS. In this case, the control variable gender was used again and sportsmanship was first regressed on gender, together with other control variables of normative occupational commitment and national identity salience, in the first step of the regression analysis. Results are provided in Table 30.

Table 30. Predicting Sportsmanship from National Identity Salience Including the Moderating Effect of Normative Occupational Commitment: Summary of the Regression Analysis

Variable	R^2	R^2 Change	df	F	β
Step 1	.06*	-	3, 194	4.33*	
Gender					-.12
NIDS					-.19*
NOC					-.07
Step 2	.06	.00	1, 193	4.33	
Gender					-.12
NIDS					-.19*
NOC					-.07*
NOCxNIDS					-.00

Note: Five-point Likert scales were used for *identity salience*, *normative occupational commitment*, and *sportsmanship* items: 1 = “Strongly disagree” and 5 = “Strongly agree” for all the scales. *Gender*: 1 = “Male”, 2 = “Female”. $p > .05$

When sportsmanship was regressed on national identity salience, with the moderating effect of normative occupational commitment, the result was not positive. Normative occupational commitment did not moderate the relationship between national identity salience and sportsmanship dimension of OCB.

In order to test the moderation effect of normative occupational commitment, sportsmanship was regressed on NOCxOIDS. In this case, the control variable gender was used again and sportsmanship was first regressed on gender, together with other control variables of normative occupational commitment and occupation identity salience, in the first step of the regression analysis. Results are provided in Table 31.

Table 31. Predicting Sportsmanship from Occupation Identity Salience Including the Moderating Effect of Normative Occupational Commitment: Summary of the Regression Analysis

Variable	R^2	R^2 Change	df	F	β
Step 1	.06*	-	3, 194	4.26*	
Gender					-.13
OIDS					-.19*
NOC					-.04
Step 2	.07	.01	1, 193	5.50	
Gender					-.13
OIDS					-.18*
NOC					-.04
NOCxOIDS					-.08

Note: Five-point Likert scales were used for *identity salience*, *normative occupational commitment*, and *sportsmanship* items: 1 = “Strongly disagree” and 5 = “Strongly agree” for all the scales. *Gender*: 1 = “Male”, 2 = “Female”. $p > .05$

When sportsmanship was regressed on occupation identity salience, with the moderating effect of normative occupational commitment, the result was not positive. Normative occupational commitment did not moderate the relationship between occupation identity salience and sportsmanship dimension of OCB.

In order to test the moderation effect of normative occupational commitment, OCB was regressed on NOCxGIDS. In this case, gender identity salience and normative occupational commitment were entered as control variables in the first step of the regression analysis. Results are provided in Table 32.

Table 32. Predicting OCB from Gender Identity Salience Including the Moderating Effect of Normative Occupational Commitment: Summary of the Regression Analysis

Variable	R^2	R^2 Change	df	F	β
Step 1	.06*	-	2, 198	6.72*	
GIDS					-.20*
NOC					.15*
Step 2	.06	.00	1, 197	6.73	
GIDS					-.20*
NOC					.15*
NOCxGIDS					-.00

Note: Five-point Likert scales were used for *identity salience*, *normative occupational commitment*, and *OCB* items: 1 = “Strongly disagree” and 5 = “Strongly agree” for all the scales. $p > .05$

When OCB was regressed on gender identity salience, with the moderating effect of normative occupational commitment, the result was not positive. Normative occupational commitment did not moderate the relationship between gender identity salience and OCB.

In order to test the moderation effect of normative occupational commitment, finally, OCB was regressed on NOCxNIDS. In this case, national identity salience and normative occupational commitment were entered as control variables in the first step of the regression analysis. Results are provided in Table 33.

Table 33. Predicting OCB from National Identity Salience Including the Moderating Effect of Normative Occupational Commitment: Summary of the Regression Analysis

Variable	R^2	R^2 Change	df	F	β
Step 1	.05*	-	2, 198	4.99*	
NIDS					-.16*
NOC					.15*
Step 2	.05	.00	1, 197	5.13	
NIDS					-.16*
NOC					.15*
NOCxNIDS					-.03

Note: Five-point Likert scales were used for *identity salience*, *normative occupational commitment*, and *OCB* items: 1 = “Strongly disagree” and 5 = “Strongly agree” for all the scales. $p > .05$

When OCB was regressed on national identity salience, with the moderating effect of normative occupational commitment, the result was not positive. Normative occupational commitment did not moderate the relationship between national identity salience and OCB.

Thus the test of the Hypothesis 5 showed that, contrary to what was expected, no significant moderating effect of normative occupational commitment on the relationships between identity saliences and OCB and its dimensions sportsmanship and civic-virtue, existed. Thus, Hypothesis 5 was not supported.

Hypothesis 6 proposed that “*Continuance* occupational commitment will not moderate the relation between identity salience and OCBs.”

In order to test the sixth hypothesis, OCB, sportsmanship and civic-virtue were regressed. Civic-virtue was first regressed on the moderator variable COCxGIDS, as it was only associated with gender identity salience. Gender identity salience and continuance occupational commitment were entered as control variables in the first step of the regression analysis. Centered values of the independent variables were used when testing this hypothesis, too. Results are provided in Table 34.

Table 34. Predicting Civic-Virtue from Gender Identity Salience Including the Moderating Effect of Continuance Occupational Commitment: Summary of the Regression Analysis

Variable	R^2	R^2 Change	df	F	β
Step 1	.03*	-	2, 198	3.15*	
GIDS					-.15*
COC					.09
Step 2	.04	.01	1, 197	4.88	
GIDS					-.13
COC					-.10
COCxGIDS					.09

Note: Five-point Likert scales were used for *identity salience*, *continuance occupational commitment*, and *civic virtue* items: 1 = “Strongly disagree” and 5 = “Strongly agree” for all the scales.
 $p > .05$

When civic-virtue was regressed on gender identity salience, with the moderating effect of continuance occupational commitment, the result was not positive. Continuance occupational commitment did not moderate the relationship between gender identity salience and civic-virtue dimension of OCB.

In order to test the moderation effect of continuance occupational commitment, sportsmanship was regressed on COCxGIDS. In this case, the control variable gender was used again and sportsmanship was first regressed on gender, together with other control variables of continuance occupational commitment and gender identity salience, in the first step of the regression analysis. Results are provided in Table 35.

Table 35. Predicting Sportsmanship from Gender Identity Salience Including the Moderating Effect of Continuance Occupational Commitment: Summary of the Regression Analysis

Variable	R^2	R^2 Change	df	F	β
Step 1	.11*	-	3, 194	7.60*	
Gender					-.11
GIDS					-.28*
COC					-.08
Step 2	.11	.00	1, 193	8.16	
Gender					-.11
GIDS					-.27
COC					-.08
COCxGIDS					.05

Note: Five-point Likert scales were used for *identity salience*, *continuance occupational commitment*, and *sportsmanship* items: 1 = “Strongly disagree” and 5 = “Strongly agree” for all the scales. *Gender*: 1 = “Male”, 2 = “Female”. $p > .05$

When sportsmanship was regressed on gender identity salience, with the moderating effect of continuance occupational commitment, the result was not positive. Continuance occupational commitment did not moderate the relationship between gender identity salience and sportsmanship dimension of OCB.

In order to test the moderation effect of continuance occupational commitment, sportsmanship was regressed on COCxNIDS. In this case, the control variable gender was used again and sportsmanship was first regressed on gender, together with other control variables of continuance occupational commitment and national identity salience, in the first step of the regression analysis. Results are provided in Table 36.

Table 36. Predicting Sportsmanship from National Identity Salience Including the Moderating Effect of Continuance Occupational Commitment: Summary of the Regression Analysis

Variable	R^2	R^2 Change	df	F	β
Step 1	.06*	-	3, 194	4.45*	
Gender					-.12
NIDS					-.19*
COC					-.08
Step 2	.07	.01	1, 193	4.53	
Gender					-.11
NIDS					-.19*
COC					-.08
COCxNIDS					.02

Note: Five-point Likert scales were used for *identity salience*, *continuance occupational commitment*, and *sportsmanship* items: 1 = “Strongly disagree” and 5 = “Strongly agree” for all the scales. *Gender*: 1 = “Male”, 2 = “Female”. $p > .05$

When sportsmanship was regressed on national identity salience, with the moderating effect of continuance occupational commitment, the result was not positive. Continuance occupational commitment did not moderate the relationship between national identity salience and sportsmanship dimension of OCB.

In order to test the moderation effect of continuance occupational commitment, sportsmanship was regressed on COCxOIDS. In this case, the control variable gender was used again and sportsmanship was first regressed on gender, together with other control variables of continuance occupational commitment and occupation identity salience, in the first step of the regression analysis. Results are provided in Table 37.

Table 37. Predicting Sportsmanship from Occupation Identity Salience Including the Moderating Effect of Continuance Occupational Commitment: Summary of the Regression Analysis

Variable	R^2	R^2 Change	df	F	β
Step 1	.06*	-	3, 194	4.37*	
Gender					-.13
OIDS					-.19*
COC					-.05
Step 2	.07	.01	1, 193	5.13	
Gender					-.12
OIDS					-.19*
COC					-.05
COCxOIDS					.06

Note: Five-point Likert scales were used for *identity salience*, *normative occupational commitment*, and *sportsmanship* items: 1 = “Strongly disagree” and 5 = “Strongly agree” for all the scales. *Gender*: 1 = “Male”, 2 = “Female”. $p > .05$

When sportsmanship was regressed on occupation identity salience, with the moderating effect of continuance occupational commitment, the result was not positive. Normative occupational commitment did not moderate the relationship between occupation identity salience and sportsmanship dimension of OCB.

In order to test the moderation effect of normative occupational commitment, OCB was regressed on COCxGIDS. In this case, gender identity salience and continuance occupational commitment were entered as control variables in the first step of the regression analysis. Results are provided in Table 40.

Table 38. Predicting OCB from Gender Identity Salience Including the Moderating Effect of Continuance Occupational Commitment: Summary of the Regression Analysis

Variable	R^2	R^2 Change	df	F	β
Step 1	.05*	-	2, 198	4.61*	
GIDS					-.20*
COC					.06
Step 2	.05	.00	1, 197	4.82	
GIDS					-.20*
COC					.06
COCxGIDS					.03

Note: Five-point Likert scales were used for *identity salience*, *continuance occupational commitment*, and *OCB* items: 1 = “Strongly disagree” and 5 = “Strongly agree” for all the scales. $p > .05$

When OCB was regressed on gender identity salience, with the moderating effect of continuance occupational commitment, the result was not positive. Continuance occupational commitment did not moderate the relationship between gender identity salience and OCB.

In order to test the moderation effect of continuance occupational commitment, finally, OCB was regressed on COCxNIDS. In this case, national identity salience and continuance occupational commitment were entered as control variables in the first step of the regression analysis. Results are provided in Table 39.

Table 39. Predicting OCB from National Identity Salience Including the Moderating Effect of Continuance Occupational Commitment: Summary of the Regression Analysis

Variable	R^2	R^2 Change	df	F	β
Step 1	.03	-	2, 198	2.83	
NIDS					-.15*
COC					.06
Step 2	.03	.00	1, 197	2.89	
NIDS					-.15
COC					.06
COCxNIDS					.02

Note: Five-point Likert scales were used for *identity salience*, *continuance occupational commitment*, and *OCB* items: 1 = “Strongly disagree” and 5 = “Strongly agree” for all the scales. $p > .05$

When OCB was regressed on national identity salience, with the moderating effect of continuance occupational commitment, the result was not positive. Continuance occupational commitment did not moderate the relationship between national identity salience and OCB.

Thus the test of the Hypothesis 6 showed that, in line with what was expected, no significant moderating effect of continuance occupational commitment on the relationships between identity saliences and OCB and its dimensions sportsmanship and civic-virtue, existed. Thus, Hypothesis 6 was supported.

Hypothesis 7 proposed that “Occupational commitment will moderate the relationship between identity salience and OCBs.”

In order to test the seventh hypothesis, OCB, sportsmanship and civic-virtue were regressed. Civic-virtue was first regressed on the moderator variable OCxGIDS, as it was only associated with gender identity salience. Gender identity salience and aggregate occupational commitment were entered as control variables in the first step of the regression analysis. Centered values of the independent variables were used when testing this hypothesis, too. Results are provided in Table 40.

Table 40. Predicting Civic-Virtue from Gender Identity Salience Including the Moderating Effect of Aggregate Occupational Commitment: Summary of the Regression Analysis

Variable	R^2	R^2 Change	df	F	β
Step 1	.06*	-	2, 198	6.60*	
GIDS					-.13
OC					.20
Step 2	.06	.00	1, 197	6.79	
GIDS					-.12
OC					.20*
OCxGIDS					.03

Note: Five-point Likert scales were used for *identity salience*, *occupational commitment*, and *civic-virtue* items: 1 = “Strongly disagree” and 5 = “Strongly agree” for all the scales. $p > .05$

When civic-virtue was regressed on gender identity salience, with the moderating effect of aggregate occupational commitment, the result was not positive. Aggregate occupational commitment did not moderate the relationship between gender identity salience and civic-virtue dimension of OCB.

In order to test the moderation effect of aggregate occupational commitment, sportsmanship, was regressed on OCxGIDS. In this case, the control variable gender was used again and sportsmanship was first regressed on gender, together with other control variables of aggregate occupational commitment and gender identity salience, in the first step of the regression analysis. Results are provided in Table 41.

Table 41. Predicting Sportsmanship from Gender Identity Salience Including the Moderating Effect of Aggregate Occupational Commitment: Summary of the Regression Analysis

Variable	R^2	R^2 Change	df	F	β
Step 1	.10*	-	3, 194	7.05*	
Gender					-.11
GIDS					-.28*
OC					.01
Step 2	.10	.00	1, 193	7.32	
Gender					-.12
GIDS					-.28*
OC					.01
OCxGIDS					-.04

Note: Five-point Likert scales were used for *identity salience*, *occupational commitment*, and *sportsmanship* items: 1 = “Strongly disagree” and 5 = “Strongly agree” for all the scales. *Gender*: 1 = “Male”, 2 = “Female”. $p > .05$

When sportsmanship was regressed on gender identity salience, with the moderating effect of aggregate occupational commitment, the result was not positive. Aggregate occupational commitment did not moderate the relationship between gender identity salience and sportsmanship dimension of OCB.

In order to test the moderation effect of aggregate occupational commitment, sportsmanship was regressed on OCxNIDS. In this case, the control variable gender was used again and sportsmanship was first regressed on gender, together with other control variables of aggregate occupational commitment and national identity salience, in the first step of the regression analysis. Results are provided in Table 42.

Table 42. Predicting Sportsmanship from National Identity Salience Including the Moderating Effect of Aggregate Occupational Commitment: Summary of the Regression Analysis

Variable	R^2	R^2 Change	df	F	β
Step 1	.06*	-	3, 194	3.97*	
Gender					-.12
NIDS					-.19*
OC					-.02
Step 2	.06	.00	1, 193	4.48	
Gender					-.13
NIDS					-.19*
OC					.02
OCxNIDS					-.05

Note: Five-point Likert scales were used for *identity salience*, *occupational commitment*, and *sportsmanship* items: 1 = “Strongly disagree” and 5 = “Strongly agree” for all the scales. *Gender*: 1 = “Male”, 2 = “Female”. $p > .05$

When sportsmanship was regressed on national identity salience, with the moderating effect of aggregate occupational commitment, the result was not positive. Aggregate occupational commitment did not moderate the relationship between national identity salience and sportsmanship dimension of OCB.

In order to test the moderation effect of aggregate occupational commitment, sportsmanship was regressed on OCxOIDS. In this case, the control variable gender was used again and sportsmanship was first regressed on gender, together with other control variables of aggregate occupational commitment and occupation identity salience, in the first step of the regression analysis. Results are provided in Table 43.

Table 43. Predicting Sportsmanship from Occupation Identity Salience Including the Moderating Effect of Aggregate Occupational Commitment: Summary of the Regression Analysis

Variable	R^2	R^2 Change	df	F	β
Step 1	.07*	-	3, 194	4.57*	
Gender					-.13
OIDS					-.21*
OC					-.07
Step 2	.07	.00	1, 193	4.56	
Gender					-.13
OIDS					-.21*
OC					.07
OCxOIDS					-.02

Note: Five-point Likert scales were used for *identity salience*, *occupational commitment*, and *sportsmanship* items: 1 = “Strongly disagree” and 5 = “Strongly agree” for all the scales. *Gender*: 1 = “Male”, 2 = “Female”. $p > .05$

When sportsmanship was regressed on occupation identity salience, with the moderating effect of aggregate occupational commitment, the result was not positive. Aggregate occupational commitment did not moderate the relationship between occupation identity salience and sportsmanship dimension of OCB.

In order to test the moderation effect of aggregate occupational commitment, OCB was regressed on OCxGIDS. In this case, gender identity salience and aggregate occupational commitment were entered as control variables in the first step of the regression analysis. Results are provided in Table 44.

Table 44. Predicting OCB from Gender Identity Salience Including the Moderating Effect of Aggregate Occupational Commitment: Summary of the Regression Analysis

Variable	R^2	R^2 Change	df	F	β
Step 1	.09*	-	2, 198	9.46*	
GIDS					-.18*
OC					.22*
Step 2	.09	.00	1, 197	9.59	
GIDS					-.17*
OC					.22*
OCxGIDS					.03

Note: Five-point Likert scales were used for *identity salience*, *occupational commitment*, and *OCB* items: 1 = “Strongly disagree” and 5 = “Strongly agree” for all the scales. $p > .05$

When OCB was regressed on gender identity salience, with the moderating effect of aggregate occupational commitment, the result was not positive. Aggregate occupational commitment did not moderate the relationship between gender identity salience and OCB.

In order to test the moderation effect of aggregate occupational commitment, finally, OCB was regressed on OCxNIDS. In this case, national identity salience and aggregate occupational commitment were entered as control variables in the first step of the regression analysis. Results are provided in Table 45.

Table 45. Predicting OCB from National Identity Salience Including the Moderating Effect of Aggregate Occupational Commitment: Summary of the Regression Analysis

Variable	R^2	R^2 Change	df	F	β
Step 1	.07*	-	2, 198	7.91*	
NIDS					-.13
OC					.22*
Step 2	.08	.01	1, 197	8.17	
NIDS					-.13
OC					.22*
OCxNIDS					-.04

Note: Five-point Likert scales were used for *identity salience*, *occupational commitment*, and *OCB* items: 1 = “Strongly disagree” and 5 = “Strongly agree” for all the scales. $p > .05$

When OCB was regressed on national identity salience, with the moderating effect of aggregate occupational commitment, the result was not positive. Aggregate occupational commitment did not moderate the relationship between national identity salience and OCB.

Thus the test of the Hypothesis 7 showed that, contrary to what was expected, no significant moderating effect of aggregate occupational commitment on the relationships between identity saliences and OCB and its dimensions sportsmanship and civic-virtue, existed. Thus, Hypothesis 7 was not supported.

5.7 SUMMARY OF HYPOTHESES TESTING

Within the scope of this thesis, gender, national, and occupation identity saliences, organizational citizenship behaviors with its five dimensions of altruism, courtesy, conscientiousness, sportsmanship, and civic-virtue and occupational commitment with its three dimensions of affective, continuance, and normative commitments were studied in order to investigate the effects of identity salience on organizational citizenship behaviors and the moderating effects of occupational commitment on this relationship. Research was conducted at 20 companies and governmental or international organizations with multinational workforce. The sample was administered with three established survey instruments: Identity Salience Scale, Organizational Citizenship Behavior Scale, and Occupational Commitment Scale. Seven hypotheses were tested at the $p < .05$ significance level using 242 completed questionnaires, with a response rate of 49%, not counting the questionnaires that were sent via e-mail

Hypotheses 1 through 3 argued that there would be a negative direct relationship between gender, national and occupation identity saliences and OCB, such that when gender, national or occupation identity was salient, members of a group would be less likely to engage in OCB. Hypotheses 4 and 5 predicted that negative effect of identity salience on OCB would be weakened by high affective or normative occupational commitments. Further, Hypothesis 6 stated that there would not be any significant moderating effect of high continuance occupational commitment on the relation between identity salience and OCB. Finally, Hypothesis 7 predicted that negative effect of identity salience on OCB would be weakened by high aggregate occupational commitment.

A summary of the results of hypotheses testing is presented in Table 46. Hypothesis 1, 2, and 3 were partially supported. Gender identity salience predicted sportsmanship and civic-virtue dimensions of organizational citizenship behaviors and aggregate OCB. National identity salience predicted sportsmanship dimension of OCB and aggregate OCB. Occupation identity salience predicted only sportsmanship

dimension of OCB. Hypothesis 4 was not supported. Affective occupational commitment did not moderate the relationship between identity saliences and organizational citizenship behaviors. Although, there is a significant interaction effect of affective occupational commitment on the relationship between gender identity salience and sportsmanship, and on the relationship between national identity salience and sportsmanship, when the interactions were plotted, no actual moderating effect of affective occupational commitment was observed. Hypothesis 5 was not supported. Normative occupational commitment did not moderate the relationship between identity saliences and organizational citizenship behaviors. Hypothesis 6 was supported. Continuance occupational commitment did not have any significant moderation effect on the relationships between identity saliences and organizational citizenship behaviors. Finally, Hypothesis 7 was not supported. Aggregate occupational commitment did not moderate the relationship between identity saliences and organizational citizenship behaviors.

Table 46. Overview of Hypothesis Testing

Hypothesis	Description	Result
H1	There will be a negative direct relationship between <i>gender</i> identity salience and OCB, such that when <i>gender</i> identity is salient, members of a group will less likely engage in OCB.	Supported for sportsmanship, and civic-virtue dimensions of OCB and for aggregate OCB.
H2	There will be a negative direct relationship between <i>national</i> identity salience and OCB, such that when <i>national</i> identity is salient, members of a group will less likely engage in OCB.	Supported for sportsmanship dimension of OCB and for aggregate OCB.
H3	There will be a negative direct relationship between <i>occupation</i> identity salience and OCB, such that when <i>occupation</i> identity is salient, members of a group will less likely engage in OCB.	Supported for sportsmanship dimension of OCB.
H4	Negative effect of identity salience on OCB will be weakened by high <i>affective</i> occupational commitment.	Not supported.
H5	Negative effect of identity salience on OCB will be weakened by high <i>normative</i> occupational commitment.	Not supported.
H6	There will not be any significant moderating effect of high <i>continuance</i> occupational commitment on the relation between identity salience and OCB.	Supported.
H7	Negative effect of identity salience on OCB will be weakened by high occupational commitment.	Not supported.

CHAPTER VI

DISCUSSION AND CONCLUSION

This final chapter provides a discussion of the results. It continues with the limitations of the study and is followed by managerial implications. Implications for future study are provided in the last section of this chapter.

6.1 DISCUSSION

The purpose of this thesis was to investigate the relations between gender, national, and occupation identity salience and organizational citizenship behaviors. While investigating this relationship, the moderating effect of occupational commitment on this relationship was also empirically tested. The present study showed that the salience of gender, national and occupation identities were significantly negatively related to organizational citizenship behaviors. Gender identity salience was related to sportsmanship and civic-virtue components of OCB, and aggregate OCB. National identity salience had a significant relationship with sportsmanship component of OCB and aggregate OCB. Occupation identity salience was found to be associated with sportsmanship component of OCB. All these associations were negative, as expected. That is, when these three types of identities were salient, individuals were less likely to exhibit organizational citizenship behaviors.

Interestingly, salience of gender, national, and occupation identities had different effects on OCB and its components. Gender identity salience seems to have the widest effect, as it negatively predicts sportsmanship and civic-virtue components of OCB, and aggregate OCB. Sportsmanship is the only dimension of OCB that is negatively predicted by all three types of identity salience.

Research on identity salience and its consequences is limited. To this author's knowledge, the first scale that measured identity salience was developed by Amy

Randel in 1999. Unfortunately, since then identity salience has not received much attention. Furthermore, OCB literature disregarded identity salience as a possible antecedent of such behavior. Previous research focused on diversity as a potential determinant of OCBs (Chattopadhyay, 1999). However, this research was limited to the altruism component of OCB. Chattopadhyay did not find a significant association between gender diversity and altruism but noticed important differences between the responses of males and females. This thesis, though not focused on diversity, has carried this line of research one step further by explaining the discrepancy between the responses of male and female subjects in the Chattopadhyay's study.

Previous research has also concentrated on organizational commitment among the antecedents of OCBs (Organ & Ryan, 1995). Organizational citizenship behaviors reflect sacrifices that are made for the sake of organization, and therefore are assumed to be performed by employees who are psychologically attached to an organization (Schappe, 1988). This study tested the probable moderating effect of affective, normative, and continuance components of occupational commitment and aggregate occupational commitment on the relation between the identity saliences of gender, nationality, and occupation and OCB, and its five dimensions. Although the results of the regression analyses were significant when the moderating effect of affective occupational commitment on the relationships between gender, and national identity saliences and sportsmanship were tested, they in fact did not exhibit a moderating effect. As expected, continuance occupational commitment was not found to moderate the relationships between identity salience and OCBs. And, contrary to what was expected, normative and aggregate occupational commitment did not moderate the relationships between identity salience and OCBs.

When Figures 2 and 3 are examined it can be seen that the lines that represent high (one standard deviation above the mean) affective occupational commitment, its mean and low (one standard deviation below the mean) occupational commitment are convergent on the right-hand side of the graph. This indicates that at high levels of the salience of gender and national identities, whether affective occupational commitment is high or low would not have any significant effect on sportsmanship.

On the other hand, at low levels of the salience of gender and national identities, when affective occupational commitment is high, sportsmanship is high, too; and when affective occupational commitment is low, sportsmanship is low, too. This may be the indicator of a cause and effect relationship between the two.

Had the lines, in Figures 2 and 3, that represent high (one standard deviation above the mean) affective occupational commitment, its mean and low (one standard deviation below the mean) occupational commitment been convergent on the left-hand side of the graphs, the hypothesis (Hypothesis 4) that affective occupational commitment has a moderating effect on the relationships between the saliences of gender, and national identities and sportsmanship would have been proven. However, in this case, Hypothesis 4 was rejected. On the other hand, examination of Figures 2 and 3 reveal that affective occupational commitment may be an antecedent of sportsmanship. This finding is in line with the correlation between affective occupational commitment and sportsmanship. The correlation coefficient between the two is .28 and is significant. Moreover, although, saliences of gender and national identities negatively predict sportsmanship, they may also have negatively moderating effect on the relationship between affective occupational commitment and sportsmanship.

Affective organizational commitment was emphasized in the organizational behavior literature as a predictor of OCBs (Meyer & Allen, 1991). It is interesting that empirical research of this study has discovered the probable prediction effect of affective occupational commitment on sportsmanship. This may be due to the fact that “affective” commitment has a purely voluntary nature unlike normative commitment, in which there are normative pressures to pursue a course of action and unlike continuance commitment, in which there are side-bets that will be lost, if the occupation is changed.

Much of the organizational behavior literature is of US origin. However, antecedents of OCB as well as what constitutes OCB may be contingent upon culture (see for example, Farh, Zhong & Organ (2000)). For example, a person in a Turkish

organization or a Turkish citizen in a foreign organization may exhibit voluntary helping behavior to co-workers, because helping others, without expecting something in return, may be a cultural fact in Turkey. This may be because Turkey has a relationship-oriented and collectivistic national culture rather than an achievement-oriented and individualistic one (Aycan et al., 2000; Hofstede, 1980). Moreover, a possible selective helping behavior, or a selective tolerating behavior, or a selective giving proactive advance notice that are indicators of altruism, sportsmanship, and courtesy may be observed in Turkey due to the value placed on the concept of fellow-townsmanship¹. The interaction between cultural values as represented in an individual's self-conception and motivational practices is one determinant of work behaviors (Kwantes, 2003). Meyer & Allen (1997) suggested that cultures, specifically collectivistic cultures, might influence both the development of normative commitment and its relationship with behavioral outcomes.

On the other hand, in the countries where unemployment rate is high or employers have a higher bargaining power over employees and employee rights are not much protected, in order to stay employed, employees may engage in behaviors such as preventing problems from occurring or tolerating inconveniences at work without complaint which are considered to be indicators of courtesy and sportsmanship. Although such behaviors seem like dimensions of OCB, they in fact are kinds of behavior displayed to stay employed. The author of this thesis knows from personal experience that, during the economic crisis of 2001 in Turkey, when there were many lay-offs, a big IT company based in Ankara first fired employees those who had a reputation as whiners and troublemakers. These lay-offs signaled other employees that they should avoid such kinds of behaviors to stay employed.

In sum, cultural values and situational factors such as high unemployment rate may also be factors in determining OCB and should be investigated as antecedents of OCBs or they should be considered as moderating factors in models of OCB.

¹ Hemşehrilik.

While this thesis demonstrated the effects of the salience of gender, national, and occupational identities on sportsmanship and civic-virtue dimensions of OCB and on aggregate OCB, it revealed that no such relationship existed, in the studied sample, between identity salience and altruism, courtesy, and conscientiousness dimensions of OCB. Many factors may have contributed to this non-significant relationship. One might be the cultural values of the respondents. As discussed above, 68.5% of the respondents were Turks. Hence, values of the Turkish culture may have influenced the results. Also, fellow-townsmanship, mentioned earlier, might also affect behaviors. But, investigating cultural issues is beyond the purpose of this thesis. On the other hand, why altruism, courtesy, and conscientiousness were not affected by identity salience remains an unresolved issue. Further research is needed to clarify whether this result is specific to the sample studied or whether it can be generalized to the larger population.

Moreover, while demonstrating the moderating effect of affective occupational commitment on the relationship between gender identity salience and national identity salience and sportsmanship component of OCB, contrary to the expectations, this study has not revealed a significant moderating effect of normative occupational commitment. This may be because of the lack of voluntary nature which is present in affective occupational commitment. Unlike affective occupational commitment, normative occupational commitment is not organization-oriented. Looking at Table 3, the intercorrelation matrix, it can be seen that normative occupational commitment has no significant association with gender and national identity salience. Interesting that, it has a significant positive association with occupation identity salience. As it was posited that normative occupational commitment would weaken the negative effect of occupation identity salience, this positive association between the predictor and the moderator lets down the expectations in that sense.

This thesis contributes to research on organizational citizenship behavior by focusing on the neglected constructs of identity salience and occupational commitment. Specifically, the present study examines the effects of the salience of three kinds of identities- gender, national and occupation- on organizational citizenship behaviors

moderated by occupational commitment. This thesis is a pioneer in its focus. Previous research has not concentrated on the effects of identity salience on OCBs and it has not considered the moderating effects of occupational commitment on that relationship. The results this thesis provided support, though partially, for the theorized model. Another strength of the present study is that the scales used to measure identity salience and OCBs were previously tested scales.

6.2 LIMITATIONS

Though this study revealed significant results, it should be taken into consideration that this was a cross-sectional study and therefore it is not possible to establish causality. The hypotheses of this thesis are partially significant. On the other hand, only multinational companies and non-profit organizations in which a contact person could be found were studied. Therefore, these findings may be specific to the sample studied and may not be generalizable. A longitudinal future research is required aimed at studying these relationships in order to learn more about their causes. To attain generalizable conclusions the model of the present thesis should also be tested in other samples.

The use of self-reports in this study is another limitation because the relationship between the predictor and the dependent variables as well as the moderator may have been influenced by common method variance. In order to overcome this, peer-reports or manager-reports may be used. Peer- or manager-reports may be compared to self-reports of the respondents and more coherent data, free of common method variance can be obtained.

The return ratio of the questionnaire was 49%. Average completion time was 17 minutes. Some comments written on the returned questionnaires indicated that the questionnaire was found to be too long by some of the respondents. Some respondents indicated that it took them an hour to complete the questionnaire. The questionnaire was actually designed to capture a wider variety of constructs, which are beyond the scope of this thesis. Should the questionnaire has been more concise,

the refusal rate could have been less; allowing the study to be conducted on a larger sample of cases and the results could have been more reliable.

Most of the respondents who filled in the questionnaire were not native English speakers. English was a second language for them and in the questionnaire some idioms could not be understood by all the respondents like “making mountains of molehills”. That’s why and because of some other unknown reasons some questions remained unanswered causing nonsampling error and resulting in the omission of some cases during analyses. Also before the analysis some cases were completely deleted because of the existence of too many unanswered questions.

One reason that refusal rate was 51% may be the sample people might be skeptical about the confidentiality of this study, although several precautions had been taken prior to the study. Potential respondents had all been assured about the confidentiality of their responses both in written form and orally. Some responses from non-respondents indicated that efforts on assuring confidentiality were not satisfactory. This skepticism may have biased some of the respondents when answering the questions. Skepticism may be why some respondents have not provided any demographic information.

In this study subjects were those employees from the multinational companies or non-profit organizations in which a contact person could be found. This is a limitation of the study. Effects of different cultures, effects of different occupations, effects of age or tenure were not studied. Also business sector may be an antecedent of occupational commitment causing variances to occur on the moderating affect of it. These are the issues remaining to be answered by future studies.

A final limitation is that in this study the unit of analysis was the individual. Group effect and attributes pertaining to different groups have not been considered. Effect of the context could be better investigated taking the groups into consideration in the analyses. But this requires a larger sample in order to obtain significant results.

6.3 IMPLICATIONS FOR MANAGEMENT

When aggregated over time and people, organizational citizenship behaviors enhance organizational effectiveness (Organ, 1988). OCBs may contribute to organizational effectiveness and success by: enhancing coworker and managerial productivity; freeing up resources so they can be used for more productive purposes; reducing the need to devote scarce resources to purely maintenance functions; helping to coordinate activities both within and across work groups; strengthening the organization's ability to attract and retain the best employees; increasing the stability of the organization's performance; and enabling the organization to adapt more effectively to environmental changes (Podsakoff et al., 2000). It is clear that such behaviors that require no extra benefits or rewards are necessary for lubricated functioning of organizations and therefore should be attained by managers.

The hypotheses of this study were partially supported. This is a clear indication that scholars should invest some time in order to better understand the relations between identity salience and OCBs as well as occupational commitment. It is empirically proven in this study that identity salience has negative effects on OCBs and therefore, should be avoided in organizations. Moreover, in this study, a clue has been discovered that affective occupational commitment may be an antecedent of sportsmanship. Though this needs to be proven, top managers and human resources managers of the organizations should be promoting affective occupational commitment in order to attain valuable OCBs in their organizations. This study showed that as continuance occupational commitment is related to side-bets and normative commitment is in a way related to the moral requirement of attachment to the occupation, they inherently lack the voluntary nature necessary to motivate OCB type behaviors.

On the other hand, as it is shown in this study saliences of gender, national, and occupation identities affect OCBs negatively, managers should be very careful in designing project groups in order not to cause identity salience in the groups. Among

the salience of identities, gender has the strongest effect. This finding is in line with the findings of Randel (1999).

Human resources managers should carry the responsibility to fully understand OCBs and their antecedents and take precautions in order to attain and enhance OCBs within their organizations. When recruiting new personnel, they should apply questionnaires to potential co-workers in order to test their tendencies to exhibit OCB type behaviors and their affective occupational commitment.

Fairness and justice are also very important issues in Turkey, as so many employees complain about unjust and unfair acts of management in Turkish companies or non-profit organizations. Managers are not, in general very careful and concerned about these very important factors. Existence of unjust and unfairness, not keeping promises, acting like dealing with problems, whereas, in reality, postponing complaints could result in not trusting management and thus causing negative effects on OCB type behaviors.

6.4 IMPLICATIONS FOR FUTURE STUDY

This study is a pioneer in its area that a previous study has not been conducted taking identity salience as an antecedent of OCBs. Moreover, occupational commitment was not studied as a moderator to such kind of a relationship, either. In that sense, this study serves as a basis for future research in this area.

It is clear from the findings of this study that the antecedents of OCBs should be better considered and re-assessed. While considering cause and effect relations between the OCBs and their antecedents, moderator and mediator effects should also be better investigated. Moreover, interactions between these moderators and mediators should also be studied, as they may affect each other.

This study focused on the effects of gender, national and occupation identity salience on OCBs separately. What happens when more than one identity is salient at a time

has not been investigated. Such interaction effects should also be considered in future research.

Much of the research on identity salience, occupational commitment and OCBs is of US origin. Apart from the scarcity of literature on identity salience, and in a sense on occupational commitment, cultural issues have not been widely considered (Kwantes, 2003). This is an open door for future researchers promising a lot of new and interesting material. Group level analysis is also important to better understand the relations and to make generalizations.

This study may also be extended and gender effect may be better investigated as well as the effects of nature of jobs.

Future study should also take into account and investigate the antecedents of affective occupational commitment as it is found to be significantly related to sportsmanship component of OCBs. Also, the relation between affective occupational commitment and OCBs should be studied. Just like affective organizational commitment, affective occupational commitment may be an antecedent of organizational citizenship behaviors, as explained earlier.

This study contributes theoretically and empirically to the literature on identity salience, occupational commitment and organizational citizenship behaviors. It has demonstrated that gender, national and occupation identity salience are antecedents of OCBs, such that when identity becomes more salient, the negative effect of salience on OCB type behaviors increases. Moreover, this study has revealed that affective occupational commitment may be an antecedent of the sportsmanship, or maybe also other dimensions of OCBs. On the other hand, gender and national identity salience may be moderators of the relationship between affective occupational commitment and sportsmanship. More time and effort are required in order to fully understand, attain and maintain the costless desired behaviors, OCBs.

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APPENDICES

APPENDIX A. QUESTIONNAIRE IN ENGLISH



**MIDDLE EAST TECHNICAL UNIVERSITY
DEPARTMENT OF BUSINESS ADMINISTRATION**

Ankara

TURKEY

MULTI-NATIONAL PROJECT GROUPS STUDY

JUNE 2006

Project Coordinator: F. Pinar Acar, Ph.D.

MULTI-NATIONAL PROJECT GROUPS QUESTIONNAIRE

INTRODUCTION

This questionnaire is part of a study that aims to understand what makes multinational project groups work. Please note that there are no right or wrong answers. We are simply interested in what you think and feel about your experience as a project group member. If this questionnaire is to be useful, it is important that you answer each question frankly and honestly.

Also note that any information obtained through this questionnaire will be completely anonymous. Responses will not be able to be identified by any person. The responses will be aggregated across all participants and will be used only for scientific purposes, keeping company and contact names confidential.

Participants in the study can receive reports summarizing the results of the *entire* study if a request is sent to the email address below.

If you have any questions or comments about this questionnaire, please feel free to contact Pinar Acar, Ph.D. in the Business Administration Department at Middle East Technical University at (+90-312) 210-2052 or via e-mail pacar@metu.edu.tr Thank you in advance for your cooperation and assistance.

Please respond to the questions/items in this questionnaire thinking about the **current** multi-national project you are working for. If currently you are not working as part of a multi-national group, then respond to items thinking about the **last** multinational group of which you were a member. Please keep the **same** project group in mind through out the questionnaire. Thank you very much.

PART 1

Please answer each of the questions below by writing in the correct information or by marking the description which best fits you/your organization.

1. What is your nationality? _____
2. What is your gender? Male _____ Female _____
3. What is your occupation? _____
4. What is your organizational title? _____
5. What is your age? _____
6. How many years of work experience do you have in the occupation you identified in question 3? _____

PART 2

The following questions ask your opinion about the interactions that occur within your project group. When responding to statements in this section, think about how strongly you agree or disagree with them. Then, choose and place an X on the ONE number that best matches the description of how you feel about each statement using the scale provided.

	1-----	2-----	3-----	4-----	5
	None		Some		A Lot
1. How much friction is present in this project group?	1	2	3	4	5
2. To what extent are personality clashes present in this project group?	1	2	3	4	5
3. How much anger is present in this project group?	1	2	3	4	5
4. How much emotional conflict is there in this project group?	1	2	3	4	5
5. To what extent are there differences of opinions regarding the task in this project group?	1	2	3	4	5
6. How often do people in this project group disagree about the work being done?	1	2	3	4	5
7. How frequently are there disagreements about the task you are working on in this project group?	1	2	3	4	5
8. How often do people in this project group disagree about ideas regarding the task?	1	2	3	4	5

PART 3

The following questions require that you choose and place an X on the ONE number that best matches the description of how you feel about your project group. When responding to statements in this section, think about how strongly you agree or disagree with them using the scale provided.

	1-----	2-----	3-----	4-----	5
	Strongly	Disagree	Neither Agree	Agree	Strongly
	Disagree		Nor Disagree		Agree
1. When people ask me about who is in this project, I initially think of describing project members in terms of gender composition (e.g., 2 women and 3 men).	1	2	3	4	5
2. It is not intentional, but when I think of my fellow group members, what comes to mind initially is the names of the women and then the names of the men (or the men's names and then the women's names).	1	2	3	4	5
3. Even though I may not mean to, I think of nationality as the most prominent characteristic of my fellow group members.	1	2	3	4	5
4. If I stand back and think about my group, I first think of group members' occupational backgrounds.	1	2	3	4	5
5. Even though I don't mean to, I think of gender as the most prominent characteristic of my fellow group members.	1	2	3	4	5
6. If I stand back and think about my group, I first think of how members of my group come from different nationalities.	1	2	3	4	5
7. One of the first things I notice when I walk into a room filled with my fellow group members is what everyone's occupational background is.	1	2	3	4	5
8. The first thing I am aware about concerning my group members is their nationality.	1	2	3	4	5
9. It is not intentional, but when I walk into a room filled with my fellow group members, I immediately notice those in the group with the same occupational background as me.	1	2	3	4	5
10. When people ask me about who is in the group, I initially think of describing group members in terms of national composition (e.g., 2 Turks, 3 Americans, and 2 Portuguese).	1	2	3	4	5

1-----2-----3-----4-----5					
Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree	
11. In this project group I help others who have heavy workloads.	1	2	3	4	5
12. In this project group I am the classic “squeaky wheel” that always needs greasing.	1	2	3	4	5
13. In this project group, I believe in giving an honest day’s work for an honest day’s pay.	1	2	3	4	5
14. I consume a lot of time in complaining about trivial matters in this project group.	1	2	3	4	5
15. I try to avoid creating problems for co-workers in this project group.	1	2	3	4	5
16. I keep abreast of changes concerning this project group.	1	2	3	4	5
17. In this project group, I tend to make “mountains of molehills”.	1	2	3	4	5
18. I consider the impact of my actions on co-workers in this project group.	1	2	3	4	5
19. I attend meetings that are not mandatory, but are considered important for this project.	1	2	3	4	5
20. In this project group, I am always ready to lend a helping hand to those around me.	1	2	3	4	5
21. I attend functions that are not required, but help the project group image.	1	2	3	4	5
22. I read and keep up with project group announcements, memos, and so on.	1	2	3	4	5
23. I help project group members who have been absent.	1	2	3	4	5
24. I do not abuse the rights of others in this project group.	1	2	3	4	5
25. I willingly help others in this project group who have work-related problems.	1	2	3	4	5

	1-----	2-----	3-----	4-----	5-----
	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
26. In this project group, I always focus on what's wrong, rather than the positive side.	1	2	3	4	5
27. I take steps to try to prevent problems with other members of this project group.	1	2	3	4	5
28. My attendance at this project group is above the norm.	1	2	3	4	5
29. I always find fault with what the this project group is doing.	1	2	3	4	5
30. I am mindful of how my behavior affects other people's jobs in this project group.	1	2	3	4	5
31. In this project group I do not take extra breaks.	1	2	3	4	5
32. I obey project group rules and regulations even when no one is watching.	1	2	3	4	5
33. I help orient new project group members even though it is not required.	1	2	3	4	5
34. I am one of the most conscientious employees of this project group.	1	2	3	4	5
35. When I talk about this project group, I say 'we' rather than 'they'.	1	2	3	4	5
36. This group's successes are my successes.	1	2	3	4	5
37. If someone were to praise this project group, it would feel like a personal compliment.	1	2	3	4	5
38. I really feel as if this project group's problems are my own.	1	2	3	4	5
39. I do not feel a strong sense of "belonging" to this project group.	1	2	3	4	5
40. I do not feel "emotionally attached" to this project group.	1	2	3	4	5
41. I do not feel like "part of the family" at this project group.	1	2	3	4	5
42. This project group has a great deal of personal meaning for me.	1	2	3	4	5

	1-----	2-----	3-----	4-----	5-----
	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
43. If it were possible, I would be very happy to spend the rest of my career with this project group.	1	2	3	4	5
44. Right now, staying with this project group is a matter of necessity as much as desire.	1	2	3	4	5
45. It would be very hard for me to leave this project group even if I wanted to.	1	2	3	4	5
46. Too much of my life would be disrupted if I decided I wanted to leave this project group now.	1	2	3	4	5
47. I feel that I have too few options to consider leaving this project group.	1	2	3	4	5
48. If I had not already put so much of myself into this project group, I might consider working elsewhere.	1	2	3	4	5
49. One of the few negative consequences of leaving this project group would be the scarcity of available alternatives.	1	2	3	4	5
50. I do not feel any obligation to remain with this project group.	1	2	3	4	5
51. Even if it were to my advantage, I do not feel it would be right to leave this project group now.	1	2	3	4	5
52. I would feel guilty if I left this project group now.	1	2	3	4	5
53. This project group deserves my loyalty.	1	2	3	4	5
54. I would not leave this project group right now, because I have a sense of obligation to the people in it.	1	2	3	4	5
55. I owe a great deal to this project group.	1	2	3	4	5

PART 4

The following questions require that you choose and place an X on the ONE number that best matches the description of how you feel about your occupation you identified in Part 1 Question #3 of this questionnaire. When responding to statements in this section, think about how strongly you agree or disagree with them using the scale provided.

	1-----	2-----	3-----	4-----	5
	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
1. My profession is important to my self-image	1	2	3	4	5
2. I regret having entered this profession	1	2	3	4	5
3. I am proud to be in this profession.	1	2	3	4	5
4. I dislike my profession	1	2	3	4	5
5. I do not identify with my profession	1	2	3	4	5
6. I am enthusiastic about my profession.	1	2	3	4	5
7. I have put too much in this profession to consider changing now.	1	2	3	4	5
8. Changing professions now would be difficult for me to do.	1	2	3	4	5
9. Too much of my life would be disrupted if I were to change my profession.	1	2	3	4	5
10. It would not be costly for me to change my profession now.	1	2	3	4	5
11. There are no pressures to keep me from changing professions.	1	2	3	4	5
12. Changing professions now would require considerable personal sacrifice	1	2	3	4	5
13. I believe people who have been trained in a profession have a responsibility to stay in that profession for a reasonable period of time.	1	2	3	4	5
14. I do not feel any obligation to remain in this profession.	1	2	3	4	5
15. I feel a responsibility to this profession to continue in it.	1	2	3	4	5

	1-----	2-----	3-----	4-----	5
	Strongly	Disagree	Neither Agree	Agree	Strongly
	Disagree		Nor Disagree		Agree
16. Even if it were to my advantage, I do not feel that it would be right to leave this profession now.	1	2	3	4	5
17. I would feel guilty if I left this profession.	1	2	3	4	5
18. I am in this profession because of a sense of loyalty to it.	1	2	3	4	5

PART 5

Please rate the extent to which you think members of your project group are similar, where 1 = Very Similar and 5 = Very Different.

	Very Similar		Moderately Similar		Very Different
Personal values	1	2	3	4	5
Gender	1	2	3	4	5
Importance placed on project goals	1	2	3	4	5
Years of work experience	1	2	3	4	5
Occupational Background	1	2	3	4	5
Nationality	1	2	3	4	5
Skills & Abilities	1	2	3	4	5
Task-Related Knowledge	1	2	3	4	5

Please indicate which of the following attributes of your project group members stood out most while your group worked on its tasks. Mark all attributes that are relevant:

Gender

Nationality

Personality/Values/ Attitudes

Knowledge, Skills, & Abilities

Occupational background

PART 6

The following questions ask you to compare this project group to other groups. In relations to other project groups you have served on or observed, how does this group rate on each one of the following?

1-----	2-----	3-----	4-----	5
Extremely		Moderately		Extremely
Low		High		High

1. The efficiency of project group operations. _____
2. The amount of work the project group produces. _____
3. The group's adherence to schedules. _____
4. The quality of the work the group produces. _____
5. Effectiveness of the group's interactions with people outside the group.

6. The group's ability to meet the goals of the project. _____
7. The group could have done its work faster with the same level of quality.

8. The group met the goals as quickly as possible. _____

Please place an X under the face that most adequately portrays how you feel about working in this project group.



This completes the questionnaire. About how many minutes did it take you to fill out this questionnaire? _____ minutes.

WE APPRECIATE YOUR COOPERATION IN SPENDING TIME TO ANSWER OUR QUESTIONS!

APPENDIX B. QUESTIONNAIRE IN TURKISH



**ORTA DOĞU TEKNİK ÜNİVERSİTESİ
İŞLETME BÖLÜMÜ**

ÇOK-ULUSLU PROJE GRUPLARI ÇALIŞMASI

HAZİRAN 2006

Proje Koordinatörü: Dr. F. Pınar Acar

ÇOK-ULUSLU PROJE GRUPLARI ÇALIŞMASI

GİRİŞ

Bu anket Orta Doğu Teknik Üniversitesi İşletme Bölümü'nde yürütülen, çok uluslu proje gruplarının nasıl işlediğini araştıran bir çalışmanın parçasıdır. Anketteki soruların/ifadelerin doğru veya yanlış cevabı yoktur. İlgilendiğimiz sizlerin böyle bir proje grubunda çalışmış kişiler olarak edindiğiniz duygu ve düşüncelerdir. Anketin çalışmaya katkı sağlayabilmesi için her soruya yanıt vermeniz ve soruları içtenlikle ve dürüstçe cevaplamanız çok önemlidir.

Bu çalışmada katılımcılardan kimlik belirtici hiç bir bilgi istenmemektedir. Toplanan veriler sadece bilimsel amaçla kullanılacaktır ve yanıtlar sadece ilgili araştırmacı tarafından görülecektir. Kurum ve irtibat isimleri tamamen gizli tutulacaktır.

Anket katılımcıları eğer isterlerse aşağıda belirtilen elektronik posta adresine mesaj atarak, araştırma sonuçlarının bir özetini temin edebilirler.

Bu ankete yönelik sorularınızı ve görüşlerinizi telefon ile (312) 210 2052 veya elektronik posta ile pacar@metu.edu.tr adresinden Dr. Pınar Acar'a Orta Doğu Teknik Üniversitesi, İşletme Bölümü ulaştırabilirsiniz.

Lütfen anket sorularına cevap verirken **su anda** üyesi olduğunuz çok-uluslu proje grubunu düşününüz. Eğer şu anda çok-uluslu bir proje grubunda çalışmıyorsanız, üyesi olduğunuz **en son** çok-uluslu proje grubunu düşününüz. Anketin tüm sorularını **aynı** proje grubunu düşünerek yanıtlayınız. Anketimize katıldığınız için çok teşekkür ederiz.

BÖLÜM 1

1. Uyuğunuz? _____
2. Cinsiyetiniz? Erkek _____ Kadın _____
3. Mesleğiniz? _____
4. Projedeki göreviniz? _____
5. Yaşınız? _____
6. Üçüncü soruda belirttiğiniz meslekteki hizmet süreniz? _____

BÖLÜM 2

Bu bölümdeki sorular proje grubunuzda yaşanan etkileşimler hakkındaki düşüncelerinizi almaya yöneliktir. Her bir maddenin sizin görüşünüzü ne oranda yansıttığını aşağıda verilen 5 aralıklı ölçeği kullanarak belirleyin ve doğru sayının üzerine X işaretini koyunuz.

1-----2-----3-----4-----5
Hiç Biraz Çok

- | | | | | | |
|---|---|---|---|---|---|
| 1. Proje grubunuz içinde ne kadar sürtüşme var? | 1 | 2 | 3 | 4 | 5 |
| 2. Proje grubunuzda ne ölçüde kişilik çatışmaları var? | 1 | 2 | 3 | 4 | 5 |
| 3. Proje grubunuzda ne kadar öfke mevcut? | 1 | 2 | 3 | 4 | 5 |
| 4. Proje grubunuzda ne kadar duygusal çatışma var? | 1 | 2 | 3 | 4 | 5 |
| 5. Proje grubunuzda işle ilgili konularda ne ölçüde görüş ayrılıkları var? | 1 | 2 | 3 | 4 | 5 |
| 6. Proje grubunuzun üyeleri ne sıklıkla yapılan işle ilgili anlaşmazlığa düşüyorlar? | 1 | 2 | 3 | 4 | 5 |
| 7. Proje grubunuzda üzerinde çalıştığınız işle ilgili anlaşmazlıklar hangi sıklıkta ortaya çıkıyor? | 1 | 2 | 3 | 4 | 5 |
| 8. Proje grubunuzun üyeleri hangi sıklıkla işle ilgili görüşlerde anlaşmazlığa düşüyorlar? | 1 | 2 | 3 | 4 | 5 |

BÖLÜM 3:

Aşağıdaki maddeler proje grubunuzla ilgili duygu ve düşüncelerinizi anlamaya yöneliktir. Lütfen her cümleye, verilen ölçeği kullanarak, ne oranda katıldığınızı belirleyin ve doğru sayının üzerine X işaretini koyunuz.

1- - - - -	2- - - - -	3- - - - -	4- - - - -	5
Hiç Katılmıyorum	Katılmıyorum	Ne katılıyorum Ne katılmıyorum	Katılıyorum	Tamamen Katılıyorum
1. Bana bu proje grubunda kimlerin olduğu sorulduğunda, aklıma ilk gelen grup üyelerini cinsiyetlerine göre tarif etmek olur (örneğin 2 kadın ve 3 erkek).			1 2 3 4 5	
2. Kasıtlı olmamakla birlikte, bu proje grubunun üyelerini düşündüğümde aklıma önce kadınların daha sonra da erkeklerin isimleri gelir (veya önce erkeklerin sonra kadınların isimleri gelir)			1 2 3 4 5	
3. İstemedenden de olsa bu proje grubunun üyelerinin uyruklarının/milliyetlerinin onların en belirgin özelliği olarak düşünürüm.			1 2 3 4 5	
4. Eğer bu proje grubu hakkında durup şöyle bir düşünürsem, aklıma ilk olarak grup üyelerinin meslekleri gelir.			1 2 3 4 5	
5. İstemedenden de olsa bu proje grubunun üyelerinin cinsiyetlerinin onların en belirgin özelliği olarak düşünürüm.			1 2 3 4 5	
6. Eğer bu proje grubu hakkında durup şöyle bir düşünürsem, aklıma ilk olarak grup üyelerinin değişik milletlerden olduğu gelir.			1 2 3 4 5	
7. Bu proje grubunun üyelerinin olduğu bir odaya girdiğimde ilk fark ettiğim şeylerden biri herkesin mesleğinin ne olduğudur.			1 2 3 4 5	
8. Bu proje grubunun üyeleri ile ilgili fark ettiğim ilk şey uyruklarıdır.			1 2 3 4 5	
9. Kasıtlı olmamakla birlikte, bu proje grubunun üyelerinin olduğu bir odaya girdiğimde, ilk önce benimle aynı mesleğe sahip olanları fark ederim.			1 2 3 4 5	
10. Bana bu proje grubunda kimlerin olduğu sorulduğunda, aklıma ilk gelen grup üyelerini milliyetlerine göre tarif etmek olur (örneğin: 2 Türk, 3 Amerikalı, ve 2 Japon).			1 2 3 4 5	

1-----	2-----	3-----	4-----	5-----
Hiç Katılmıyorum	Katılmıyorum	Ne katılıyorum Ne katılmıyorum	Katılıyorum	Tamamen Katılıyorum
11. Bu proje grubunda iş yükü ağır olan kişilere yardım ederim.			1 2 3 4 5	
12. “Ağlamayan bebeğe meme verilmez” tabirindeki bebek benim bu proje grubundaki tavırlarımı doğru tanımlar.			1 2 3 4 5	
13. Bu proje grubundaki görevimden ötürü aldığım paranın hakkını vermem gerektiğine inanırım.			1 2 3 4 5	
14. Bu proje grubunda önemsiz konular hakkında yakınlıkla çok zaman harcıyorum.			1 2 3 4 5	
15. Proje grubundaki çalışma arkadaşlarıma sorun çıkartmaktan kaçınırım			1 2 3 4 5	
16. Proje grubunda olan gelişmeleri düzenli olarak takip eder ve haberdar olurum.			1 2 3 4 5	
17. Bu proje grubunda piyeyi deve yapma eğilimindeyim			1 2 3 4 5	
18. Hareketlerimin proje grubundaki diğer üyelerin üzerinde yaratabileceği etkiyi göz önünde bulundururum.			1 2 3 4 5	
19. Zorunlu olmayan fakat proje grubu için önemli olan toplantılara katılırım.			1 2 3 4 5	
20. Bu proje grubunun diğer üyelerine yardım etmeye her zaman hazırım.			1 2 3 4 5	
21. Katılmam zorunlu olmadığı halde proje grubunun imajının yararına olacak faaliyetlere katılırım.			1 2 3 4 5	
22. Bu proje ile ilgili duyuruları, mesajları, ve diğer yazılı materyalleri takip eder ve okurum.			1 2 3 4 5	
23. İşe gelememiş grup üyelerine yardım ederim.			1 2 3 4 5	
24. Proje grubunun diğer üyelerinin haklarını ihlal etmem.			1 2 3 4 5	
25. İşle ilgili sorunları olan grup arkadaşlarıma kendi isteğimle yardım ederim.			1 2 3 4 5	
26. Daima bu projeye ilgili olumlu şeyler yerine yanlışlar üzerine odaklanırım.			1 2 3 4 5	

1-----	2-----	3-----	4-----	5-----
Hiç Katılmıyorum	Katılmıyorum	Ne katılıyorum Ne katılmıyorum	Katılıyorum	Tamamen Katılıyorum
27. Diğer grup üyeleri ile olabilecek sorunları engellemek için önlemler alırım.			1 2 3 4 5	
28. Bu proje grubundaki işime devamlılığım ortalamanın 1 üzerindedir.			1 2 3 4 5	
29. Bu proje grubunun yaptıkları ile ilgili daima bir kusur bulurum.			1 2 3 4 5	
30. Davranışlarımın diğer proje üyelerini nasıl etkilediğini göz önüne alırım.			1 2 3 4 5	
31. Bu proje grubunda çalışırken fazladan molalar vermem.			1 2 3 4 5	
32. Kimse görmüyor olsa bile proje grubu kurallarına ve düzenlemelerine uyarım.			1 2 3 4 5	
33. Zorunlu olmadığım halde işe yeni başlayanların işe uyum sağlamalarına yardımcı olurum.			1 2 3 4 5	
34. Bu proje grubunun en vicdanlı üyelerinden biriyim.			1 2 3 4 5	
35. Bu proje grubundan bahsederken “onlar” yerine “biz” derim..			1 2 3 4 5	
37. Bu proje grubunun başarıları benim başarılarımdır.			1 2 3 4 5	
38. Birisi bu proje grubunu övecek olsa bana iltifat ediliyormuş gibi hissedirim.			1 2 3 4 5	
38. Bu proje grubunun meselelerini gerçekten de kendi meselelerim gibi hissediyorum			1 2 3 4 5	
39. Bu proje grubuna karşı güçlü bir ait olma hissim yok.			1 2 3 4 5	
40. Bu proje grubuna kendimi “duygusal olarak bağlı” hissetmiyorum.			1 2 3 4 5	
41. Kendimi bu proje grubunda “ailenin bir parçası” gibi hissetmiyorum.			1 2 3 4 5	
42. Bu proje grubunun benim için çok kişisel (özel) bir anlamı var.			1 2 3 4 5	

1-----	2-----	3-----	4-----	5
Hiç Katılmıyorum	Katılmıyorum	Ne katılıyorum Ne katılmıyorum	Katılıyorum	Tamamen Katılıyorum
43. Eğer mümkün olsaydı, meslek hayatımın kalan kısmını bu proje grubunda geçirmek beni çok mutlu ederdi.			1 2 3 4 5	
44. Şu anda bu proje grubunda kalma isteğim kadar mecburiyetten de kaynaklanıyor.			1 2 3 4 5	
45. İstesem de, şu anda bu proje grubundan ayrılmak benim için çok zor olurdu.			1 2 3 4 5	
46. Şu anda bu proje grubundan ayrılmak istediğime karar versem, hayatımın çoğu alt üst olur.			1 2 3 4 5	
47. Bu proje grubunu bırakmayı düşünemeyeceğim kadar az seçeneğim olduğunu düşünüyorum			1 2 3 4 5	
48. Eğer bu proje grubuna kendimden bu kadar çok vermiş olmasaydım, başka yerde çalışmayı düşünebilirdim.			1 2 3 4 5	
49. Bu proje grubundan ayrılmanın az sayıdaki olumsuz sonuçlarından biri alternatif kıtlığı olurdu.			1 2 3 4 5	
50. Bu proje grubunda kalmak için hiçbir manevi yükümlülük hissetmiyorum.			1 2 3 4 5	
51. Benim için avantajlı da olsa, bu proje grubundan şu anda ayrılmanın doğru olmadığını hissediyorum.			1 2 3 4 5	
52. Bu proje grubundan şimdi ayrılısam kendimi suçlu hissederim.			1 2 3 4 5	
53. Bu proje grubu benim sadakatimi hak ediyor.			1 2 3 4 5	
54. Buradaki insanlara karşı yükümlülük hissettiğim için bu proje grubundan şu anda ayrılmazdım.			1 2 3 4 5	
55. Bu proje grubuna çok şey borçluyum.			1 2 3 4 5	

BÖLÜM 4

Aşağıdaki maddeler anketin ilk sayfasında Bölüm 1 soru 3'te belirttiğiniz meleğinizle ilgili duygu ve düşüncelerinizi anlamaya yöneliktir. Lütfen her cümleye, verilen ölçeği kullanarak, ne oranda katıldığınızı belirleyiniz ve doğru sayının üzerine X işaretini yerleştiriniz.

	1-----	2-----	3-----	4-----	5			
	Hiç	Katılmıyorum	Ne katılıyorum	Katılıyorum	Tamamen			
	Katılmıyorum		Ne katılmıyorum		Katılıyorum			
1. Mesleğim kişisel imajım için önemli.				1	2	3	4	5
2. Bu mesleğe girdiğim için pişmanım.				1	2	3	4	5
3. Bu meslekte olduğum için gurur duyuyorum.				1	2	3	4	5
4. Mesleğimi sevmiyorum.				1	2	3	4	5
5. Kendimi mesleğimle özdeşleştirmiyorum.				1	2	3	4	5
6. Mesleğime karşı heyecan duyuyorum.				1	2	3	4	5
7. Bu mesleğe çok fazla emek verdiğimden şu anda değiştirmeyi düşünemem.				1	2	3	4	5
8. Şu anda mesleğimi değiştirmek benim için zor olurdu.				1	2	3	4	5
9. Şu anda mesleğimi değiştirirsem hayatımın çoğu alt üst olur.				1	2	3	4	5
10. Şu anda mesleğimi değiştirmek bana pahalıya mal olmaz.				1	2	3	4	5
11. Beni mesleğimi değiştirmekten alıkoyan hiç bir engel yok.				1	2	3	4	5
12. Şu anda meslek değiştirmek önemli miktarda kişisel özveri gerektirir.				1	2	3	4	5
13. Bir mesleğin eğitimini almış kişilerin o meslekte makul bir süre çalışma sorumlulukları olduğuna inanıyorum.				1	2	3	4	5
14. Bu meslekte kalmak için hiç bir manevi yükümlülük hissetmiyorum.				1	2	3	4	5
15. Bu mesleğe devam etmek konusunda sorumluluk hissediyorum.				1	2	3	4	5

1-----2-----3-----4-----5
Hiç Katılmıyorum Ne katılıyorum Katılıyorum Tamamen
Katılmıyorum Ne katılmıyorum Katılıyorum

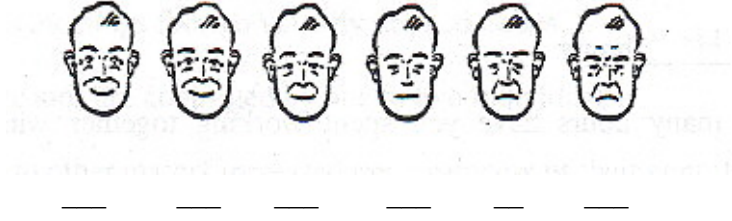
16. Benim için avantajlı da olsa, mesleğimi şu anda bırakmanın doğru olmadığını hissediyorum. 1 2 3 4 5
17. Bu mesleği bırakırsam kendimi suçlu hissederim. 1 2 3 4 5
18. Bu mesleğe olan sadakatimden ötürü bu mesleği yapıyorum. 1 2 3 4 5

BÖLÜM 5

Lütfen proje grubu üyelerinin aşağıda belirtilen alanlarda birbirlerine ne kadar benzediklerini verilen ölçeği kullanarak belirtiniz. 1 = Çok Benzer, 3= Kısmen Benzer, 5 = Çok Farklı.

	Çok Benzer		Kısmen Benzer		Çok Farklı
Kişisel Değerler	1	2	3	4	5
Cinsiyet	1	2	3	4	5
Proje hedeflerine verilen önem	1	2	3	4	5
İş Tecrübesi (yıl olarak)	1	2	3	4	5
Meslek (Ör. Mühendis, Ekonomist, vs.)	1	2	3	4	5
Uyruk/Milliyet	1	2	3	4	5
Beceri ve Kabiliyet	1	2	3	4	5
İşle ilgili bilgi	1	2	3	4	5

Lütfen bu proje grubunda çalışmakla ilgili hislerinizi en iyi yansıtan yüzün altına X işaretini yerleştiriniz.



Anketimiz burada son buldu. Anketi tamamlamanız yaklaşık olarak kaç dakika sürdü?

SORULARIMIZI YANITLAMAYA VAKİT AYIRDIĞINIZ İÇİN TEKRAR TEŞEKKÜR EDERİZ!

APPENDIX C. QUESTIONNAIRE IN RUSSIAN



СРЕДНЕ ВОСТОЧНЫЙ ТЕХНИЧЕСКИЙ УНИВЕРСИТЕТ

ОТДЕЛЕНИЕ БИЗНЕС АДМИНИСТРАЦИИ

Анкара

ТУРЦИЯ

**ИЗУЧЕНИЕ МНОГОНАЦИОНАЛЬНЫХ ГРУПП-УЧАСТНИКОВ
ПРОЕКТА**

ИЮНЬ 2006

Координатор Проекта: F. Pinar Acar, Ph.D.

АНКЕТА ДЛЯ ИЗУЧЕНИЯ МНОГОНАЦИОНАЛЬНЫХ ГРУПП - УЧАСТНИКОВ ПРОЕКТА

ВВЕДЕНИЕ

Данная анкета является частью исследовательской работы, целью которой является изучение факторов, которые способствуют работе многонациональных групп, участвующих в общем проекте. Пожалуйста, обратите внимание, что в данной анкете не подразумеваются такие ответы, как правильные или неправильные. Мы заинтересованы в определении того, что вы думаете о вашем опыте работы как профессионал, работающий в многонациональной группе, которая участвует в общем проекте. Для того чтобы данная анкета была результативной, очень важно, чтобы ваши ответы были откровенны и честны.

Также, обратите внимание, что любая информация, полученная в результате данного опроса, является абсолютно конфиденциальной. Принадлежность ответов какому-либо лицу определить будет невозможно. Ответы будут собираться у всех участников анкетирования и использоваться только для научных целей, с сохранением имен компаний и людей в секрете.

Участники анкетирования могут получить отчет по результатам *всего* исследования, если обратятся с заявлением по нижеуказанному электронному адресу.

Если у вас есть какие-либо вопросы или комментарии к данной анкете, пожалуйста, обращайтесь к Доктору наук господину Pinar Asar в отделение Бизнес Администрации в Средне Восточный Технический Университет по тел. (+90-312) 210-2052 или по электронному адресу pcasar@metu.edu.tr.

Мы заранее благодарны вам за сотрудничество и помощь.

Пожалуйста, отвечая на вопросы данной анкеты, имейте ввиду многонациональный проект, в котором вы работаете в **настоящее время**. Если в настоящее время вы не работаете как участник многонациональной группы, тогда отвечайте на вопросы, основываясь на опыте работы, полученном в **последнем** многонациональном проекте, в котором вы принимали участие. Пожалуйста, отвечая на вопросы анкеты, имейте ввиду **одну и ту же группу**, в которой вы работали или продолжаете работать. Спасибо большое.

ЧАСТЬ 1

Пожалуйста, ответьте на каждый вопрос, приведенный ниже, излагая правильную информацию или описание, которое наиболее соответствует вам или вашей организации.

1. Какая ваша национальность? _____
2. Каков ваш пол? Мужской _____ Женский _____
3. Каково ваше занятие? _____
4. Каково ваше организационное название? _____
5. Каков ваш возраст? _____
6. Сколько лет составляет ваш опыт работы по профессии, которую вы указали в вопросе 3? _____

ЧАСТЬ 3

Для ответа на следующие вопросы необходимо, чтобы вы выбрали ОДИН номер и отметили его знаком X, если он наилучшим образом соответствует описанию того, что вы думаете или чувствуете о вашей проектной группе. Отвечая на вопросы данной части, пожалуйста, сосредоточьтесь о том, как сильно вы согласны или не согласны с данными утверждениями, используя шкалу, приведенную ниже.

	1-----	2-----	3-----	4-----	5
	Сильно Не согласен	Не согласен	Безразличен	Согласен	Абсолютно Согласен
1. Когда меня спрашивают кто участвует в проекте, в начале, я описываю участников проекта по количеству и составу представителей разных полов (например, 2 женщин, 3 мужчин)					
				1	2 3 4 5
2. Ненамеренно, но, когда я начинаю думать о моих коллегах, первое, о чем я думаю, это имена женщин, а потом мужчин (или имена мужчин, а потом имена женщин)					
				1	2 3 4 5
3. Даже если я могу не подразумевать это, я думаю о национальности, как о наиболее выразительной характеристике моего коллеги.					
				1	2 3 4 5
4. Если я посмотрю на мою группу со стороны, сначала, я подумаю о профессиональном образовании моих коллег в данном проекте.					
				1	2 3 4 5
5. Даже если я могу не подразумевать это, я думаю, что пол человека является самой выразительной характеристикой моего коллеги					
				1	2 3 4 5
6. Если я посмотрю на мою группу со стороны, сначала, я подумаю о различных национальностях моих коллег в данном проекте.					
				1	2 3 4 5
7. Одна из первых мыслей, приходящих ко мне, когда я вхожу в комнату, заполненную коллегами по проекту, является та, какое у них профессиональное образование.					
				1	2 3 4 5
8. Основная информация относительно моей группы, в которой я уверен/а, это национальность моих коллег по проекту.					
				1	2 3 4 5

1-----2-----3-----4-----5
 Сильно Не согласен Безразличен Согласен Абсолютно
 Не согласен Согласен

9. Ненамеренно, но, когда я вхожу в комнату, заполненную коллегами по проекту, я немедленно замечаю тех коллег, профессиональное образование которых является таким же, как и мое. 1 2 3 4 5
10. Когда люди меня спрашивают кто участвует в проекте, в начале, я описываю участников проекта по количеству и составу представителей разных национальностей (например, 2 турков, 3 американцев и 2 португальцев). 1 2 3 4 5
11. В данной проектной группе я помогаю другим, у которых сильная загруженность по работе. 1 2 3 4 5
12. В данной проектной группе я, как классическое «скрипучее колесо», которое всегда требует дополнительной смазки. 1 2 3 4 5
13. В данной проектной группе я верю в выполнение честной работы в течение рабочего дня, за честную плату за этот рабочий день. 1 2 3 4 5
14. У меня уходит много времени на частые жалобы по поводу незначительных вещей в данной проектной группе. 1 2 3 4 5
15. Я стараюсь избегать ситуаций, создающих проблемы для моих коллег в данной проектной группе. 1 2 3 4 5
16. Я стараюсь идти в ногу с изменениями в данной проектной группе. 1 2 3 4 5
17. В данной проектной группе, я склонен излишне реагировать на небольшие трудности. 1 2 3 4 5
18. Я стараюсь оценивать влияние моих действий на моих коллег в проектной группе. 1 2 3 4 5
19. Я посещаю собрания, которые не являются обязательными, но рассматриваются как важные для данного проекта. 1 2 3 4 5

1-----2-----3-----4-----5					
Сильно Не согласен	Не согласен	Безразличен	Согласен	Абсолютно Согласен	
20. В данном проекте, я всегда готов помочь людям, которые работают рядом со мной.	1	2	3	4	5
21. Я посещаю мероприятия, которые считаются не обязательными, но которые помогают создать имидж проектной группы.	1	2	3	4	5
22. Я слежу и не отстаю от событий, происходящих в группе, от сообщений, встреч, воспоминаний и т.д.	1	2	3	4	5
23. Я помогаю коллегам в проектной группе, которые отсутствовали некоторое время.	1	2	3	4	5
24. Я не злоупотребляю правами других в данной проектной группе.	1	2	3	4	5
25. Я с готовностью помогаю другим в данной проектной группе, которые имеют некоторые проблемы в рабочих вопросах.	1	2	3	4	5
26. В данной проектной группе, я всегда сосредоточен/а на том, что происходит неправильно, чем на том, что правильно.	1	2	3	4	5
27. Я всегда делаю шаги к попытке предотвратить проблемы с другими членами данной проектной группы.	1	2	3	4	5
28. Мои посещения в этой проектной группе нормальные.	1	2	3	4	5
29. Я всегда нахожу недостатки в том, что делает данная проектная группа.	1	2	3	4	5
30. Я всегда помню о том, как мое поведение влияет на работу других людей в этой проектной группе.	1	2	3	4	5
31. В данной проектной работе я не беру дополнительные отпуска.	1	2	3	4	5

1-----	2-----	3-----	4-----	5-----	
Сильно Не согласен	Не согласен	Безразличен	Согласен	Абсолютно Согласен	
32. Я выполняю правила и инструкции, касаемые этой проектной группы, даже если никто меня не контролирует.	1	2	3	4	5
33. Я помогаю сориентировать моих коллег в проектной группе, даже если это не требуется.	1	2	3	4	5
34. Я один из самых добросовестных работников этой проектной группы.	1	2	3	4	5
35. Когда я говорю об этой проектной группе, я чаще говорю «мы», чем «они».	1	2	3	4	5
36. Успехи данной проектной группы являются моими успехами.	1	2	3	4	5
37. Если бы кто-то высоко оценил данную проектную группу, я бы воспринял/а это как личный комплимент.	1	2	3	4	5
38. Проблемы, касаемые данной проектной группы, я воспринимаю как свои собственные.	1	2	3	4	5
39. Я не чувствую сильного чувства «привязанности» к данной проектной группе.	1	2	3	4	5
40. Я не чувствую эмоциональных привязанностей к данной проектной группе.	1	2	3	4	5
41. Я не воспринимаю себя как «часть семьи» в данной проектной группе.	1	2	3	4	5
42. Для меня, эта проектная группа имеет сильное личное значение.	1	2	3	4	5
43. Если бы это было возможно, я бы был/а очень счастлив/а, если бы остаток моей карьеры я появлял/а бы работе в данной проектной группе.	1	2	3	4	5
44. В настоящее время, работа в данной проектной группе является более необходимостью, чем желанием.	1	2	3	4	5

	1-----	2-----	3-----	4-----	5
	Сильно	Не согласен	Безразличен	Согласен	Абсолютно
	Не согласен				Согласен
45. Это было бы очень трудно для меня расстаться с данной проектной группой, если бы даже я пожелал/а это.	1	2	3	4	5
46. Очень много в моей жизни было бы подорвано, если бы я решил/а сейчас оставить эту проектную группу.	1	2	3	4	5
47. Я чувствую, что у меня очень мало вариантов для рассмотрения возможности уйти из этой проектной группы.	1	2	3	4	5
48. Если я уже не посвятил/а себя этой проектной группе, то я могу рассмотреть возможность работать где-то еще.	1	2	3	4	5
49. Один из отрицательных последствий моего ухода из этой проектной группы, был бы недостаток возможных альтернатив.	1	2	3	4	5
50. Я не чувствую никаких обязательств продолжать работать в данной проектной группе.	1	2	3	4	5
51. Даже если бы это принесло мне некоторую выгоду, я не чувствую, что это было бы правильно уйти сейчас из данной проектной группы.	1	2	3	4	5
52. Я бы чувствовал себя виноватым, если бы сейчас ушел/а из данной проектной группы.	1	2	3	4	5
53. Эта проектная группа заслуживает моей верности.	1	2	3	4	5
54. Я бы сейчас не покинул/а эту проектную группу, потому что у меня есть понятие обязанности перед людьми в данной проектной группе.	1	2	3	4	5
55. Я очень сильно обязан/а данной проектной группе.	1	2	3	4	5

ЧАСТЬ 4

Для ответа на следующие вопросы необходимо, чтобы вы выбрали ОДИН номер и отметили его знаком X, если он наилучшим образом соответствует описанию того, что вы думаете или чувствуете о вашей профессии, которую вы определили в Части 1 Вопрос 3 данной анкеты. Отвечая на утверждения данной части, пожалуйста, сосредоточьтесь над тем, как сильно вы согласны или несогласны с ними, используя шкалу, приведенную ниже.

1-----2-----3-----4-----5							
Сильно Не согласен	Не согласен	Безразличен	Согласен	Абсолютно Согласен			
1. Моя профессия важна для моего имиджа.			1	2	3	4	5
2. Я сожалею, что освоил/а эту профессию.			1	2	3	4	5
3. Я горжусь тем, что у меня такая профессия.			1	2	3	4	5
4. Я не люблю мою профессию.			1	2	3	4	5
5. Я не воспринимаю себя в моей профессии.			1	2	3	4	5
6. Я испытываю энтузиазм по отношению к моей профессии.			1	2	3	4	5
7. Я пожертвовал/а многим для получения моей профессии, что бы сейчас рассматривал/а какие-либо изменения.			1	2	3	4	5
8. Изменение профессии сейчас было бы очень трудным для меня делом.			1	2	3	4	5
9. Очень много в моей жизни претерпело бы, если бы я изменил/а мою профессию.			1	2	3	4	5
10. Это не дорого бы мне обошлось, если бы я изменил/а сейчас свою профессию.			1	2	3	4	5
11. Никакие обстоятельства не препятствуют мне сменить профессию.			1	2	3	4	5
12. Смена профессии не потребовала бы значительных личных жертв.			1	2	3	4	5
13. Я верю, что люди, которые получили навыки и знания в своей профессии, ответственны за продолжение работы по данной профессии в течение определенного периода времени.			1	2	3	4	5

	1-----	2-----	3-----	4-----	5-----			
	Сильно Не согласен	Не согласен	Безразличен	Согласен	Абсолютно Согласен			
14. Я не чувствую никаких обязательств продолжать работать в моей профессии.				1	2	3	4	5
15. Я чувствую ответственность продолжать работать по моей профессии.				1	2	3	4	5
16. Даже если бы это принесло мне некоторую выгоду, я не чувствую, что это было бы сейчас правильно изменить мою профессию.				1	2	3	4	5
17. Я бы чувствовал себя виноватым, если бы оставил/а свою профессию.				1	2	3	4	5
18. Я продолжаю работать по своей профессии, потому что испытываю чувство верности по отношению к ней.				1	2	3	4	5

ЧАСТЬ 5

Пожалуйста, оцените степень схожести участников вашей проектной группы, по категориям, указанным ниже, где 1 = Очень Схожи и 5 = Очень Различны.

	Очень Схожи	2	Средне Схожи	3	4	Очень Различны	5
Личные ценности	1	2	3	4	5		
Пол	1	2	3	4	5		
Расстановка приоритетных целей проекта	1	2	3	4	5		
Годы опыта работы	1	2	3	4	5		
Профессиональное образование	1	2	3	4	5		
Национальность	1	2	3	4	5		
Навыки & Способности	1	2	3	4	5		
Знания по конкретной задаче	1	2	3	4	5		

Пожалуйста, выделите, какие из следующих характеристик ваших коллег по проектной группе больше всего проявляют себя в процессе выполнения проектной работы. Отметьте все характеристики, которые к ним относятся:

- Пол человека Национальность
 Личностные/Ценности/Отношение Знания, навыки, способности
 Профессиональное образование

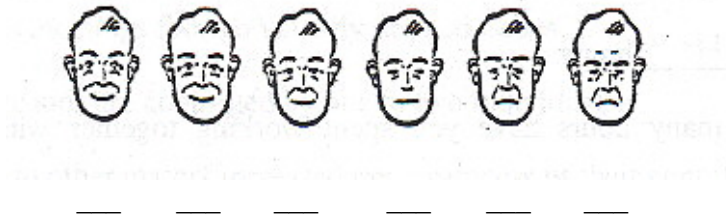
ЧАСТЬ 6

В следующих вопросах вас просят сравнить данную проектную группу с другими группами. По отношению к другим группам, в которых вы работали или которые вы наблюдали, как данная группа может быть оценена по нижеприведенным параметрам?

1-----2-----3-----4-----5
Очень Средняя Очень
Низкая Оценка Высокая
Оценка Оценка Оценка

17. Эффективность действий проектной группы. _____
18. Количество работы, выполняемой проектной группой. _____
19. Приверженность группы к соблюдению графика работ. _____
20. Качество работ, произведенных группой. _____
21. Эффективность взаимодействия группы с другими людьми. _____
22. Способность группы достигать целей проекта. _____
23. Группа могла бы выполнять свою работу быстрее при том же уровне качества. _____
24. Группы достигла целей так быстро, как только могла это сделать. _____

Пожалуйста, отметьте знаком X изображение лица, которое наиболее выразительно отображает то, что вы чувствуете по поводу вашей работы в данной проектной группе.



Это - завершение анкеты. Сколько минут ушло у вас на то, чтобы ответить на вопросы этой анкеты? _____ минут.

**МЫ БЛАГОДАРНЫ ЗА ВАШЕ СОТРУДНИЧЕСТВО И ВАШЕ ВРЕМЯ,
ПОСВЯЩЕННОЕ ОТВЕТАМ НА НАШИ ВОПРОСЫ!**

APPENDIX D. INTERVIEW QUESTIONS

- 1) What is the name of your company/organization?
- 2) What is the name of the project group?
- 3) What is the purpose of this project group?
- 4) How many project group members are there?
- 5) How many of the project group members are females, how many are males?
- 6) What nationality are the project group members?
- 7) What is the occupational distribution of the project group members?
- 8) After this project, will the project group continue doing new projects?

APPENDIX E. OCB SCALE

	1-----	2-----	3-----	4-----	5
	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
1. In this project group I help others who have heavy workloads.	1	2	3	4	5
2. In this project group I am the classic “squeaky wheel” that always needs greasing.	1	2	3	4	5
3. In this project group, I believe in giving an honest day’s work for an honest day’s pay.	1	2	3	4	5
4. I consume a lot of time in complaining about trivial matters in this project group.	1	2	3	4	5
5. I try to avoid creating problems for co-workers in this project group.	1	2	3	4	5
6. I keep abreast of changes concerning this project group.	1	2	3	4	5
7. In this project group, I tend to make “mountains of molehills”.	1	2	3	4	5
8. I consider the impact of my actions on co-workers in this project group.	1	2	3	4	5
9. I attend meetings that are not mandatory, but are considered important for this project.	1	2	3	4	5
10. In this project group, I am always ready to lend a helping hand to those around me.	1	2	3	4	5
11. I attend functions that are not required, but help the project group image.	1	2	3	4	5
12. I read and keep up with project group announcements, memos, and so on.	1	2	3	4	5
13. I help project group members who have been absent.	1	2	3	4	5

14. I do not abuse the rights of others in this project group.	1	2	3	4	5
15. I willingly help others in this project group who have work-related problems.	1	2	3	4	5
16. In this project group, I always focus on what's wrong, rather than the positive side.	1	2	3	4	5
17. I take steps to try to prevent problems with other members of this project group.	1	2	3	4	5
18. My attendance at this project group is above the norm.	1	2	3	4	5
19. I always find fault with what the this project group is doing.	1	2	3	4	5
20. I am mindful of how my behavior affects other people's jobs in this project group.	1	2	3	4	5
21. In this project group I do not take extra breaks.	1	2	3	4	5
22. I obey project group rules and regulations even when no one is watching.	1	2	3	4	5
23. I help orient new project group members even though it is not required.	1	2	3	4	5
24. I am one of the most conscientious employees. of this project group.	1	2	3	4	5

APPENDIX F. IDENTITY SALIENCE SCALE

1-----2-----3-----4-----5					
Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree	
1. When people ask me about who is in this project, I initially think of describing project members in terms of gender composition (e.g., 2 women and 3 men).	1	2	3	4	5
2. It is not intentional, but when I think of my fellow group members, what comes to mind initially is the names of the women and then the names of the men (or the men's names and then the women's names).	1	2	3	4	5
3. Even though I may not mean to, I think of nationality as the most prominent characteristic of my fellow group members.	1	2	3	4	5
4. If I stand back and think about my group, I first think of group members' occupational backgrounds.	1	2	3	4	5
5. Even though I don't mean to, I think of gender as the most prominent characteristic of my fellow group members.	1	2	3	4	5
6. If I stand back and think about my group, I first think of how members of my group come from different nationalities.	1	2	3	4	5
7. One of the first things I notice when I walk into a room filled with my fellow group members is what everyone's occupational background is.	1	2	3	4	5
8. The first thing I am aware about concerning my group members is their nationality.	1	2	3	4	5
9. It is not intentional, but when I walk into a room filled with my fellow group members, I immediately notice those in the group with the same occupational background as me.	1	2	3	4	5
10. When people ask me about who is in the group, I initially think of describing group members in terms of national composition (e.g., 2 Turks, 3 Americans, and 2 Portuguese).	1	2	3	4	5

APPENDIX G. OCCUPATIONAL COMMITMENT SCALE

	1-----	2-----	3-----	4-----	5
	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
1. My profession is important to my self-image	1	2	3	4	5
2. I regret having entered this profession	1	2	3	4	5
3. I am proud to be in this profession.	1	2	3	4	5
4. I dislike my profession	1	2	3	4	5
5. I do not identify with my profession	1	2	3	4	5
6. I am enthusiastic about my profession.	1	2	3	4	5
7. I have put too much in this profession to consider changing now.	1	2	3	4	5
8. Changing professions now would be difficult for me to do.	1	2	3	4	5
9. Too much of my life would be disrupted if I were to change my profession.	1	2	3	4	5
10. It would not be costly for me to change my profession now.	1	2	3	4	5
11. There are no pressures to keep me from changing professions.	1	2	3	4	5
12. Changing professions now would require considerable personal sacrifice	1	2	3	4	5
13. I believe people who have been trained in a profession have a responsibility to stay in that profession for a reasonable period of time.	1	2	3	4	5
14. I do not feel any obligation to remain in this profession.	1	2	3	4	5
15. I feel a responsibility to this profession to continue in it.	1	2	3	4	5

- | | | | | | |
|---|---|---|---|---|---|
| 16. Even if it were to my advantage, I do not feel that it would be right to leave this profession now. | 1 | 2 | 3 | 4 | 5 |
| 17. I would feel guilty if I left this profession. | 1 | 2 | 3 | 4 | 5 |
| 18. I am in this profession because of a sense of loyalty to it. | 1 | 2 | 3 | 4 | 5 |

**APPENDIX H. DESCRIPTIVE STATISTICS CONCERNING
THE VARIABLES OF INTEREST**

	N		Missing Percent	Mean	Std. Deviation	Min.	Max.
	Valid	Missing					
Nationality	200	4	2.0%	-	-	1	30
Gender	201	3	1.5%	-	-	1	2
Age	199	5	2.5%	37.47	10.87	21	70
Tenure	196	8	3.9%	11.77	10.14	0	45
Gender Identity Saliency	204	0	0%	1.55	0.61	1.00	3.33
Nationality Identity Saliency	204	0	0%	2.28	1.01	1.00	4.75
Occupational Identity Saliency	204	0	0%	2.43	0.93	1.00	4.67
Altruism	204	0	0%	4.02	0.55	2.40	5.00
Courtesy	204	0	0%	4.13	0.53	3.00	5.00
Conscientiousness	204	0	0%	4.04	0.58	2.40	5.00
Sportsmanship	204	0	0%	3.99	0.61	2.40	5.00
Civic-Virtue	204	0	0%	3.97	0.58	2.50	5.00
Organizational Citizenship Behaviors	204	0	0%	4.03	0.41	33.00	4.88
Affective Commitment	201	3	1.5%	4.08	0.62	2.00	5.00
Continuance Commitment	201	3	1.5%	3.32	0.67	1.00	5.00
Normative Commitment	201	3	1.5%	3.22	0.80	1.00	5.00
Occupational Commitment	201	3	1.5%	3.54	0.51	1.94	5.00

Note: Five-point Likert scales were used for *identity saliency*, *occupational commitment* and *organizational citizenship behavior* items: 1 = “Strongly disagree” and 5 = “Strongly agree” for all the three scales. *Age* and *tenure* were measured in terms of years. *Gender*: 1 = “Male”, 2 = “Female”. *Nationality* was coded from 1 to 30 as a categorical variable.

APPENDIX I. DEMOGRAPHIC CHARACTERISTICS OF PARTICIPANTS

Characteristic	Category	Frequency	Percentage
Gender	Female	99	49.30
	Male	102	50.70
Nationality	Turkish	137	68.50
	Japanese	4	2.00
	British - UK	8	4.00
	USA	5	2.50
	New Zealander	3	1.50
	Belgian	1	.50
	German	11	5.50
	Portuguese	2	1.00
	Austrian	2	1.00
	Lithuanian	2	1.00
	Slovenian	1	.50
	Polish	2	1.00
	Swedish	1	.50
	Norwegian	1	.50
	Romanian	2	1.00
	Greek	1	.50
	Bulgar	1	.50
	Uzbek	2	1.00
	Russian	3	1.50
	French	1	.50
	Danish	2	1.00
	Canadian	3	1.50
	Dutch	3	1.50
	Indian	1	.50
Taiwanese	1	.50	
Age	20-30	59	29.65
	31-40	79	39.70
	41-50	31	15.58
	51-60	21	10.55
	61-70	9	4.52
Tenure	0-10	108	55.10
	11-20	53	27.04
	21-30	22	11.22
	31-40	10	5.10
	40+	3	1.53