

THE RELATIONSHIP BETWEEN ORGANIZATIONAL CITIZENSHIP
BEHAVIOR, ORGANIZATIONAL CULTURE, AND ORGANIZATIONAL
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ABSTRACT

THE RELATIONSHIP BETWEEN ORGANIZATIONAL CITIZENSHIP BEHAVIOR, ORGANIZATIONAL CULTURE, AND ORGANIZATIONAL COMMITMENT

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Organizational citizenship behaviors are extra-role behaviors that are neither enforced on the basis of formal role obligations nor guarantee compensation such as promotion or salary. Previous researches focused on organizational commitment as an antecedent and a predictor and organizational culture as a predictor of organizational citizenship behavior. However, there has not been any detailed research exploring the relationship between organizational citizenship behavior, organizational commitment, and organizational culture; which is the main purpose of this study. Moreover, this study searched the mediating effect of organizational commitment on the relationship between organizational culture and organizational commitment, organizational commitment as being one of the most prominent and potential mediators of the relationship between job characteristics and organizational citizenship behavior.

A sample of 125 academicians from Middle East Technical University (METU), Ankara, was selected and conducted a survey. In accordance with the hypotheses, the results indicated, organizational culture with its several dimensions predicted organizational citizenship behavior and its dimension of civic virtue and sportsmanship. Organizational commitment predicted organizational citizenship

behavior, whereas, only affective commitment dimension of organizational commitment predicted organizational citizenship behavior and the dimensions of OCB; altruism, civic virtue, conscientiousness, sportsmanship but not courtesy. The effect of organizational culture on organizational commitment was partially supported. It is supported that organizational culture and only its dimension of mission predicted organizational commitment, and its dimensions of affective and normative commitment. Finally, for the mediating role of organizational commitment, only affective commitment has a mediating role between organizational culture and organizational citizenship behavior.

Keywords: Organizational Citizenship Behavior, Organizational Culture,
Organizational Commitment

ÖZ

ÖRGÜTSEL VATANDAŞLIK DAVRANIŞLARI, ÖRGÜTSEL KÜLTÜR VE ÖRGÜTSEL BAĞLILIK ARASINDAKİ İLİŞKİ

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Örgütsel vatandaşlık davranışları, çalışanlara resmi iş zorunlulukları şeklinde uygulanmayan ve de terfi ya da maaş gibi karşılıkların temin edilmediği görev dışı davranışlardır. Bu davranışlar örgütlerin etkili bir şekilde çalışmasına olanak sağlar. Bu alandaki önceki çalışmalar örgütsel bağlılığı, örgütsel vatandaşlık davranışlarının önceli ve belirleyicisi; örgütsel kültürü de örgütsel vatandaşlık davranışlarının belirleyicisi olarak tanımlamıştır. Buna rağmen, literatürde, örgütsel vatandaşlık davranışları, örgütsel bağlılık ve örgütsel kültür arasındaki ilişki üzerine ayrıntılı bir çalışma olmamıştır. Bu ilişkiyi araştırmak bu çalışmanın temel amacıdır. İkinci olarak ise örgütsel bağlılığın örgütsel kültür ve örgütsel vatandaşlık davranışları arasındaki ilişki üzerindeki aracı etkisi ölçülmüştür.

Orta Doğu Teknik Üniversitesi'nden (ODTÜ), Ankara, toplam 125 akademisyenden oluşan bir örneklem seçilmiştir. Bu kişiler değişkenlerin ölçüldüğü maddeleri değerlendirmişlerdir. Veriler hiyerarşik regresyon analizine girdikten sonra, değişkenler arasındaki ilişkiler test edilmiştir. Hipotezlere uygun olarak, örgütsel kültür ve çeşitli boyutları örgütsel vatandaşlık davranışları ve yurttaşlık erdemi ve centilmenlik boyutlarını öngörmüştür. İkinci olarak, örgütsel bağlılık örgütsel vatandaşlık davranışlarını öngörürken, sadece, 'etkin' bağlılık boyutu örgütsel

vatandaşlık davranışlarını ve nezaket dışındaki tüm boyutlarını öngörmüştür. Üçüncü olarak, örgütsel kültürün örgütsel bağlılık üzerindeki etkisi kısmen kanıtlanmıştır. Örgütsel kültür ve yalnızca misyon boyutu örgütsel bağlılığı ve 'etkin' ve 'kuralcı' bağlılık boyutlarını öngörmüştür. Son olarak, örgütsel bağlılığın aracı etkisi üzerine yapılan analiz sonucu, sadece 'etkin' bağlılığın örgütsel kültür ve örgütsel vatandaşlık davranışları arasındaki ilişkiye aracı etkisi olduğu kanıtlanmıştır.

Anahtar Kelimeler: Örgütsel Vatandaşlık Davranışları, Örgütsel Kültür, Örgütsel Bağlılık

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CHAPTER I

1 INTRODUCTION

The world is changing too fast for all human beings and also the economy and the organization as living organism too. In all organizations employees are the key factors for survive and being successful. Because of that, improving the performance and effectiveness of the employees is one of the most important responsibilities of today's organizations. So, the managers has to provide a better workplace and try to create a corporate culture to improve the employee's performance and commitment to create good citizenship behavior. Since all these concepts seem to be related and there have been several studies show there is a positive relationship between OCB and organizational effectiveness, this thesis explores the relationship between Organizational Citizenship Behavior (OCB), Organizational Commitment, and Organizational Culture. The literature discusses organizational culture and organizational commitment as the motivators for OCB.

Assuming that culture forms one of the most important part of the organizations, scholars have defined culture in numerous ways, but most definitions focus on the beliefs, assumptions, and values that members of a group share about rules of conduct, leadership styles, administrative procedures, ritual, and customs. (Schein, 1985)

Culture is usually defined as social or normative glue that holds an organization together (Tichy, 1982). It expresses the values or social ideas and beliefs which members of the organization have to share. These values and ideas and beliefs can be defined such as myths, rituals, stories, legends and specialized language (Smircich, 1983). Furthermore, organizational members should manage these values, ideas or beliefs related to organizational decisions.

Jones (2004) defines organizational culture as the set of shared values and the norms that control organization members' interactions with each other and with

suppliers, customers, and with other people outside the organization. All these interactions will lead to a spontaneous form of organizational culture which can easily increase an organization's effectiveness. Moreover, form of an organizational culture will invite the members of the organization to show OCB more naturally which this thesis explains this relationship by asking whether there is a relationship between OCB and OC.

Another important subject of this study is about organizational commitment which represents the attachment that individuals form to their employing organizations (Ketchand & Strawser, 2001). Organizational commitment can be defined and measured as a bond or link of the individual to the organization. In OCB literature, the claims regarding organizational commitment is a determinant of OCB increase in numbers in past decade. According to Mathieu & Zajac (1990), in the most commonly investigated type of organizational commitment, an individual is attached to a particular organization and serve for this organization's goals through which this member can maintain its membership. Thus, individuals may gain rewards as a gift for their attitudinal commitment. However, for being accepted as 'committed', individuals invest what they value to the organization. At this point, there are several perspectives to organizational commitment. In this thesis, Meyer and Allen (1991)'s three distinct components are used as reference to our questionnaire which are "a desire" (affective commitment), "a need" (continuance commitment), and "an obligation" (normative commitment) that are explained in latter chapters.

With the changing world, the organizations challenge more complicated problems. To solve these problems, the employees are expected to do more what they are expected to do exactly. They should go beyond what the organization calls as 'job description'. The organizations cannot write down all the duties of the employees in such a dynamic environment. To comply with this environment, the organizations need innovative and creative employees who find the area beyond their job descriptions and manage the uncertainties. The behaviors needed for going beyond the role requirements are named as OCB.

Researches on OCB show that the term was characterized in early 1980s. OCB can be defined as the work behaviors needed by organizations beyond traditional role related behaviors such as work output, quantity, and quality (Bateman & Organ, 1983; Smith, Organ & Near, 1983). It is an individual's helpful and cooperative behavior that facilitates the lubrication of the social machinery of the organization, decreases friction, provides flexibility, and leads to efficiency (Bateman & Organ, 1983; Smith et al., 1983). Obeying organizational rules and regulations, keeping abreast of changes, helping coworkers, and not looking for faults with what the organization is doing are some of the employee behaviors reflecting OCB (Unuvar, 2006). The crucial importance of OCB is that it improves organizational effectiveness. Thus, for creating higher organizational performance, OCB enhance coworker and manager productivity, free up resources to be used for more productive purposes, reduce to need to devote scarce resources to purely maintenance functions, improve coordination between team members and across work groups, strengthen the organization's ability to attract and retain the best employees, increase the stability of organization's performance, and enhance the organization's ability to adapt to environmental changes (Podsakoff, MacKenzie, Paine & Bachrach, 2000).

In addition, 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; Organ, 1994), task characteristics (Podsakoff & MacKenzie, 1995; Podsakoff et al., 1996; Podsakoff, MacKenzie & Bommer, 1996), organizational characteristics (Kidwell, Mossholder & Bennett, 1997; Lambert, 2000; 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) which are explained in detail in literature review.

Even though there are large amounts of researches made by scholars for explaining the relationships between Organizational Culture (OC), organizational commitment and organizational citizenship behavior (OCB), on the light of related literature,

conducting a detailed survey is decided for providing a deeper insight and understanding about how organizational culture relates to organizational commitment and organizational citizenship behavior. The model of this subject can be as below:

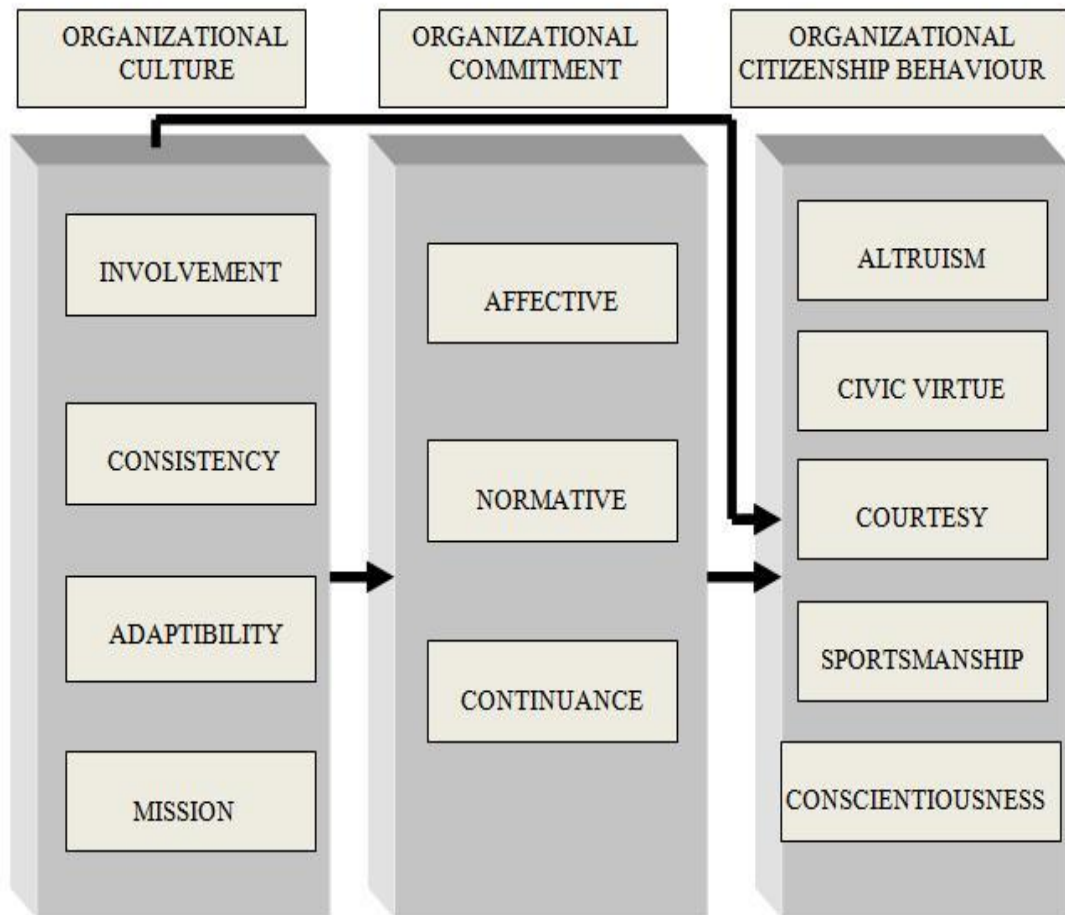


Figure 1. Conceptual Model for Exploring the Relationship between Organizational Citizenship Behavior, Organizational Culture and Organizational Commitment

1.1 RESEARCH QUESTIONS

The research question of this study is “*Do organizational commitment and organizational culture affect the OCBs?*” Based on the theoretical foundation mentioned above, the following research questions are addressed with the proposed research model presented in Figure 1:

1. Does organizational commitment predict OCBs?
2. Does organizational culture predict OCB?
3. Does organizational culture predict organizational commitment?
4. Does organizational commitment mediate the relationship between organizational culture and OCB?

Another important question of this thesis is the typology of the organizations. In this study, Denison & Mishra’s (1995) Organizational Culture Model is used which is also explained in literature review.

1.2 STRUCTURE OF THE STUDY

According to above summary, this thesis is about analyzing the relationship between organizational citizenship behavior, organizational culture and organizational commitment. For explaining these relationships, 125 academicians from Middle East Technical University (METU) conducted survey.

In chapter II, the theoretical arguments are presented as a literature review. The literature review starts with the description of organizational citizenship behaviors, organizational commitment, and organizational culture.

In chapter III, the theoretical model of the study is discussed and hypotheses are presented. The hypotheses regarding the relations between organizational culture and organizational commitment; organizational culture and organizational citizenship behavior; and organizational commitment and organizational citizenship behavior were presented in this chapter.

Chapter IV covers the methodology of the study. Sampling procedure, research design, and measurements are explained and presented in this section. The research model describing the linkages between Organizational Culture, Organizational Commitment, and OCB is presented here.

Chapter V presents the result of the study. In this section, analyses which were conducted for reaching conclusions are presented.

Chapter VI presents includes the conclusions and discussions which were achieved by analyses. They are also the outcomes of the empirical study. The section gives an overview of the study, and summarizes the study results. The concluding remarks, implications for future research and limitations of this study were covered in this section.

CHAPTER II

2 LITERATURE RIVIEW

2.1 ORGANIZATIONAL CITIZENSHIP BEHAVIOR

There are lots of researches made to identify the organizational citizenship behavior (OCB) in the literature. Researches on OCB show that the term was characterized in early 1980s. Bateman & Organ's (1983) and Smith, Organ & Near's (1983) studies are the first steps for conceptualizing the term of OCB. Bateman & Organ (1983) used the term of OCB for the lack of a better term for the acts which are supra-role behavior, based on Katz & Kahn's (1966) "innovative and spontaneous behaviors beyond the role requirements".

Barnard (1968) explained the importance of cooperation among co-workers and discussed the "Classical Management Theory" which means job incumbents could not cooperate and instead emphasized that cooperation was the initial step for an organization in the way to support an efficient organizational structure.

Smith, Organ & Near (1983) exemplified OCB with several acts: "...a myriad of acts of cooperation, helpfulness, suggestions, gestures of goodwill, altruism..." These acts are important since they form the core of an organization, they enable the employee to work in a more flexible environment and ensure the ability to cope with conditions need interdependency. Furthermore, Smith et al. (1983) made an analogy to OCB which is society: "a society functions for better or for worse as a consequence of the frequency of many acts of citizenship that are either not required by law or are essentially unenforceable by the usual incentives or sanctions".

Katz (1964) argued that if an organization is to survive and to function effectively, most of the members of this organization must not focus on one type of behavior but several. Moreover Katz (1964) added that "an organization which depends

solely upon its blueprints for prescribed behavior is a fragile system”. Therefore, Katz emphasized the necessity for ‘go beyond acts’ but not only ‘acts for granted’ by writing that there are “countless acts of co-operation without which the system would break down. We take these everyday acts for granted, and few, if any, of them form the role prescriptions for any job”.

Later, Katz & Kahn (1966, p. 337) found out three basic types of behavior which are essentials for organizational functioning. First, organizations must attract and maintain employees in the system. Second, organizations must ensure that employees perform duties meeting or exceeding certain minimal requirements. Third, they must exhibit innovative and spontaneous behavior performance beyond role requirements for accomplishments of organizational functioning (Dönmez, 2007). The latter area of behavior is likely what Bateman & Organ (1983) emphasized as OCB. This behavior is not in the job description, not concretely mentioned in contracts or the employee is not subjected to perform these behaviors formally.

OCB was defined by Organ and his friends as constructive or cooperative gestures which are neither mandatory, nor directly or contractually compensated for by formal organizational reward systems (Allen, 2006; Organ & Konovsky, 1989; Smith, Organ, & Near, 1983).

Organ (1988), one of the earliest researchers on OCB, defined OCB by gathering together what have been said by other authors;

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.

In addition, Organ (1990) explained organizational citizenship behavior as; “... 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”.

The definition above emphasizes three important points highlighted in the literature. Firstly, the job descriptions do not include citizenship behavior. Secondly, the employees do not expect for a guaranteed reward as a compensation for showing citizenship behavior. Lastly, citizenship behavior serves for organizational effectiveness as Kahn (1964) supported and it is valid across people and time. According to Finkelstein & Penner (2004), OCB is an extra-role behavior based on helping colleagues or showing conscientiousness for the organization. OCB cannot be entailed upon employees by employers or managers. Moreover, according to Organ & Podsakoff & MacKenzie (2006), the managers should not promise specific or immediate incentives to employees for performing OCBs.

Brief & Motowidlo (1986) defined prosocial organizational behaviors which have some common points with OCB but also exact distinctions too. Firstly, prosocial organizational behaviors can be both prescribed or extra-role whereas Organ (1988) described OCB as behaviors that are not included in job description and Katz & Kahn (1966) emphasized the behaviors beyond the role requirements. For instance, in a prescribed role, a salesperson should help its customers and be kind to them. However in an extra-role, this salesperson should go beyond his “role requirements” and help his colleagues who have problems with the job, make some tea for them or help his customers for other than job-related topics and etc. Secondly, these prosocial organizational behaviors are organizationally functional or dysfunctional. Katz (1964) mentioned about the behavioral patterns which are for organizational functioning and Organ (1988) also found out that OCB promote effective functioning of the organization. Therefore, prosocial organizational behaviors do not intersect with OCB from this point of view since OCBs are not characterized as dysfunctional. Prosocial organizational behaviors may resemble to OCB if only they are functional and extra-role.

Accordingly, Somech & Drach-Zahavy (2004) defined OCB as; “Discretionary behavior directed at individuals or at the organization as a whole, which goes

beyond existing role expectations, and benefits the organization and/or is intended to benefit it.”

Podsakoff, MacKenzie, Paine & Bachrach (2000) also emphasized the relationship between the impact of OCB and organizational effectiveness. First of all, OCB and coworker productivity have a positive relationship in which OCB can improve coworker productivity. Second, OCB may also improve management efficiency because managers can spare their time for managerial tasks rather than dealing with crisis-management with the help of highly-performed OCB. In addition, OCB serves for an organization in the way that employees may take actions which are more productive because OCB will let them to spend their time on some specific tasks less such as training new employees. Courtesy dimension of OCB also help the organization to be more efficient since the courtesy amongst coworkers can help avoid conflict. Potential employees may also be attracted by an organization with its reputation that is outspreaded by the members of that organization who are displaying OCB.

Lots of studies, which have spanned a wide variety of work settings, have shown that OCB has a negative or positive relation with age, gender, tenure, and jobs. These are summarized in Appendix A in terms of the measurement, outcomes and findings.

Allen (2006) examined the relationship between OCB and salary and promotion as organizational rewards. She made survey includes 440 individuals from multiple settings. The study showed that employees who engaged more frequently in OCB directed toward the organization (OCBO) also reported receiving more promotions. Moreover, the results indicated that gender was a moderator since relationship between OCBO and promotion was stronger for males than for females. In terms of organizational rewards, it can be said that salary and promotion emerged as a consequence of engaging in OCB. Several studies have provided initial evidence that individuals who engage in OCB more frequently are more likely to be recommended for organizational rewards than are individuals who engage in OCB

less frequently (Allen, 2006). Aslan (2009) also examined the impact of salary and tenure on the relation of OCB and charismatic leadership. She found out that there is a positive and meaningful relation between charismatic leadership and OCB while tenure has a negative and meaningless effect on the relation of charismatic leadership and OCB; salary has positive and meaningful effect.

Hui, Lam & Law (2000) also examined the relationship between promotion, perceived instrumentality of OCB for promotion, and employee's engagement in OCB before and after promotion. A field quasi-experiment involving 293 tellers of a multinational bank was conducted. Both supervisors and employees were subjected to measure their engagement of OCB 3 months before and 3 months after they got the promotion. After the research conducted, the results showed that employees who perceived OCB as instrumental to their promotion and who were promoted were more likely to engage in OCB after the promotion.

Allen & Rush (1998) also found that individuals who displayed OCB more frequently were more likely to be recommended by their supervisors for promotion and salary increases. The authors replicated these results in a lab study in which OCB was manipulated. The result of this lab study showed that employees who engaged in OCB in high levels were more likely to be recommended for rewards such as salary increases and promotion than individuals who engaged in OCB less.

In Turkey's perspective about the subject of OCB and related issues, there are fewer studies in terms of that. Ersoy, Born, Deros and VanDerMolen's (2010) study is on this subject among 376 Turkish blue-collar and 147 white-collar factory employees to investigate the relationship between employees' beliefs about their social world (social axioms: reward for application, social cynicism, religiosity, social flexibility, and fate control), their relational identification with their supervisor, and their OCB (OCB; i.e., interpersonal facilitation, job dedication and organizational support) within collectivistic Turkish society and investigate this relationships across white and blue-collar workers, as this has not been studied much. The findings confirmed that for both blue- and white-collar workers the

reward for application belief was positively related to job dedication and organizational support. Religiosity was positively related to job dedication and organizational support only among blue-collar employees. Relational identification with the supervisor related positively to all dimensions of OCB in blue-collar employees and to interpersonal facilitation and organizational support in white-collar employees. On the other hand, the relationship between relational identification with the supervisor and organizational support appeared stronger for blue-collar than for white-collar employees. Apparently, relational identification with the supervisor is an important antecedent of OCB, particularly for blue-collar employees.

In the same research, the authors made a literature review and collect data from the Turkey perspective mostly and the authors categorized Turkey as a collectivist country and from this view, in collectivistic societies such as Turkey, social relationships and helping behaviors are very important (Smith, Bond, & Kağıtçıbaşı, 2006). In addition, According to Gelfand, Erez, & Aycan (2007), if such behaviors occur within organizations, these are referred to as forms of OCB. Further, Songür, Basım & Şeşen (2008) concluded that the justice perceptions held by Turkish white-collar employees had positive effects on their organizationally focused OCB. However, for Turkey, neither of these studies examined antecedents of OCB among blue and white-collar employees, which Ersoy et al. (2010) aimed to research this area. The antecedents of OCB will be examined in detail after explaining the dimensions of OCB.

2.1.1 Dimensions of Organizational Citizenship Behaviors

OCB has several types discussed in the literature since the term started to be used. According to Smith, Organ & Near (1983), there are two kind of citizenship behavior; altruism and generalized compliance (the first one is then renamed as conscientiousness by Organ, 1998). OCB has been also categorized in terms of the intended beneficiary of the behavior. Williams & Anderson (1991), states behaviors can be grouped as OCBO (OCB-Organization) which benefit the organization such as attending the work above average and OCBI (OCB-

Individual) which benefit a specific individual such as helping others who have heavy workloads as shown in Appendix B. Williams & Anderson (1991) also found out that their research has labeled the OCBI dimension as altruism and the OCBO dimension as generalized compliance. Moreover, Lepine, Erez, & Johnson (2002), discussed that civic virtue might also be thought as OCBO and courtesy as OCBI (these dimensions will be discussed in this section in detail).

The more useful and most frequently examined dimensions are made from Organ (1988), Podsakoff, MacKenzie, Moorman, & Fetter (1990), and Mackenzie, Podsakoff, & Paine (1999) in detail and they defines the following five major dimensions of organizational citizenship behaviors. The first one is altruism, which means helping colleagues, secondly, the civic virtue that is complying with company policies, the other is the conscientiousness that means doing an exceptional job in another's role, another one is to be kind to colleagues in other words courtesy, and, finally, sportsmanship which refers to not to complain about minor problems in the workplace.

In OCB literature, Podaskoff et al. (2000) grouped the nearly 30 forms of potentially different kind of behaviors into seven themes according to the type of behavior. They added two more dimensions to above dimensions and enlarge the categories of OCB. These are; helping behaviors, sportsmanship, organizational loyalty, organizational compliance, individual initiative, civic virtue, and self development.

In this section, Organ's (1998) multiple dimension of OCB which took it roots from Smith et al.'s (1983) version of dimension will be examined.

2.1.1.1 Altruism

According to the authors who study on OCB term, altruism in general includes behaviors that are directly and intentionally aimed at helping a specific person, such as introducing other colleagues to new employee.

Organ & Ryan, (1995) also explained altruism as helping behaviors aimed at specific individuals, or a coworker. In other words, an employee may help another employee who has problem to catch up expected work programme.

2.1.1.2 Conscientiousness

In general terms, authors explain conscientiousness and in other words generalized compliance as behaviors which are directed towards overall organization and these behaviors are well beyond the job requirements. It necessitates doing more what is needed normally. Organ & Ryan (1995) called this dimension as compliance which means displaying more impersonal contributions to the organizations. Staying late to finish a project even though there is no overtime or direct payment (Schnake, Dumler & Cochran, 1993) and not wasting time, punctuality and attendance beyond the norm. (Schnake & Dumler, 2003) are good examples for conscientiousness.

2.1.1.3 Sportsmanship

Sportsmanship refers to behaviors which needs displaying of volunteerism to forbear such as negative acts, filling petty grievance against the organization. In other words, sportsmanship refers to tolerating the inconveniences and annoyances of organizational life without complaining and filing grievances (Schnake & Dumler, 2003).

2.1.1.4 Courtesy

According to Schnake & Dumler, (2003) courtesy involves preventing problems by keeping others informed of your decisions and actions which may affect them and convey information to your co-workers who may find them useful. Organ & Ryan (1995) also defined courtesy as gestures taken to help avoid problems of work groups. 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 (Dönmez, 2007).

2.1.1.5 Civic Virtue

Civic virtue refers to behaviors which include participation to bureaucratic life of the organization. In other words, employees will keep in touch with the matters that effect organizational management and participate to decision-making process and meetings of the organization. Organ & Ryan (1995) also defined civic virtue as responsible and constructive involvement in the issues and management of the organization. Participating organizational meetings, following organizational developments, keeping abreast of organizational decisions and issues, expressing opinions and offering opinions to the organization appropriately are good examples for civic virtue term. (Dönmez, 2007)

In Ünüvar's (2006) research, there is a table that summarizes the literature review of the dimensions of OCB which is also shown in this research in Appendix B. The table shows all the related articles and authors, number of dimensions, types and definitions of all these dimensions of OCB. Below, there is a glance to these other dimensions in brief.

In Appendix B, Morrison's (1994) five dimensions model can be seen and these dimensions are altruism, conscientiousness, sportsmanship, keeping up with changes, and involvement. Courtesy is not included in this model, whereas altruism, conscientiousness, and sportsmanship are similar with what Organ emphasized in his model. Lastly, 'keeping up with changes' and 'involvement' dimensions together can be represented as civic virtue.

Added to all above dimensions, Podsakoff et al. (2000) expand these terms and identified seven common themes from early-identified dimensions of OCB as shown in Appendix B. They are successively are helping behavior, sportsmanship, organizational loyalty, organizational compliance, individual initiative, civic virtue, and self development. Helping behavior involves voluntarily helping others about work-related problems or preventing them to have organizational problems. In terms of the definition, "helping others with work-related problems", namely the

first part of the definition, includes Organ's altruism (1990), Graham's (1989) interpersonal helping, Williams & Anderson's (1991) OCBI. On the other hand, second part of this definition includes Organ's dimension of courtesy where an individual takes action to avert organizational problems.

Podsakoff et al. (2000) expand the definition of sportsmanship and stated that these behaviors do not only include complaining when the employees are annoyed by others, but also displaying a positive attitude even when things do not go in their way, not offending when others do not apply their suggestions, being volunteer to sacrifice their personal interests for sake of working teams, and not taking personal when their ideas are rejected.

Organizational loyalty refers to acknowledge and to be faithful to organization and its leaders. Substantially, organizational loyalty necessitates improve the organization conditions to outsiders, protecting and defending it against external threats, and remaining committed to it even though the organization struggle with hard conditions.

Organizational compliance measure how extend the employee comply with the organization's rules, procedures, norms and policies even though nobody watches the employee. If a person follows this direction, this person is referred as being a 'good citizen'. Despite the belief of everybody should obey organizational rules always, many employees do the opposite. This is the reason why Podsakoff and his friends referred organizational compliance as a form of OCB. This dimension is 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.

Individual initiative is defined by Podsakoff et al. (2000) as task roles that goes beyond the job description and surpass it beyond the minimally required or expected levels so it can be considered as voluntary. In terms of volunteerism,

according to Davila & Finkelstein (2010), the research examined OCB of two models of sustained volunteerism, functional analysis and role identity theory. The results showed that both motives and role identity were important determinants of OCB, with motive partially mediating the role identity and OCB relationship. The findings suggest that similar mechanisms are involved in sustaining volunteerism and OCB.

For exemplifying individual initiative, it can be said that to act voluntarily to promote organization's performance or help another employee's workload, to be ambitious to complete one's job, to take on extra responsibilities, and to be a role model for other to do the same actions as well. This dimension is similar to Organ's (1988) conscientiousness construct, Graham'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 & 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. This dimension is very similar to in-role behaviors so that many researchers do not discuss this dimension in their researches.

To be committed to organization and take actions to the advantage of the organizational management is named as civic virtue. 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 of employees committed to improve their knowledge, skills and abilities. According to Podsakoff et al. (2000) self-development does not have any empirical confirmation in the citizenship behavior literature. However, it appears to be a discretionary form of employee behavior that is conceptually different from the other citizenship behavior dimensions, and might be expected to promote organizational effectiveness with different ways than other OCB dimensions do.

Coleman & Borman (2000) also mentioned three-dimension version of OCB. The first one is the interpersonal citizenship performance dimension which refers behaviors that benefit other organizational members and include Organ's (1988) altruism and courtesy dimensions. The second one is organizational citizenship performance dimension which refers behaviors that benefits the organization and include the conscientiousness, sportsmanship and civic virtue dimensions. The last one is the job-task citizenship performance dimension which refers extra effort and enthusiasm on the job, dedication to the job, and the volunteerism to promote another's job performance.

Among all these dimension of OCB, the mostly preferred and providing a scientific way of categorizing various citizenship behaviors is Organ's (1998) five-dimension framework. This framework was first measured by Podsakoff et al. (1990) which is then used in many researches. In this research, this five-dimension framework will be carried out as well.

2.1.2 Antecedents of Organizational Citizenship Behaviors

Organ & Ryan (1995); Podsakoff, MacKenzie, Paine, & Bachrach (2000) and lots of other researchers tried to identify antecedents of OCB. The studies have indicated that there are mainly four categories which are individual or employee, task, organization characteristics and also leadership behavior. Bateman & Organ, 1983; Organ, 1988; Organ & Konovsky, 1989; Organ & Lingl, 1995; Organ & Ryan, 1995; Smith et al., 1983; Penner, Midili & Kegelmeyer, 1997 explained individual or employee characteristics; Podsakoff & MacKenzie, 1997; Podsakoff, MacKenzie & Bommer, 1996, tried to define task characteristics; Kidwell, Mossholder and Bennett, 1997; Lambert, 2000; Podsakoff & MacKenzie, 1997; Podsakoff et al, 1996; searched organizational characteristics, and Podsakoff et al., 1996; Podsakoff et al., 1990 deal with leadership behaviors.

2.1.2.1 Individual (Employee) Characteristics

Individual characteristics are the mostly emphasized antecedents of OCB in literature among other antecedents. These characteristics are mainly categorized into two subtitles which are employee attitudes and role perceptions.

Employee attitude was explained by Organ & Ryan (1995) as an understanding of employee satisfaction, organizational commitment, fairness and leader support. Empirical researches have shown that there is a relationship between OCB and satisfaction (Bateman & Organ, 1983), commitment (O'Reilly & Chatman, 1986), perception of fairness (Martin & Bies, 1991; Moorman, Niehoff & Organ, 1993), perception of pay equity (Organ & Konovsky, 1989), and intrinsic and extrinsic job attitudes (Organ & Ryan, 1995; William & Anderson, 1991). Employees' characteristics and perception of these attitudes above simply determine how far they will go beyond the job dedications and display OCB.

First of all, satisfaction is associated with OCB and there are empirical researches supporting this relationship (Organ & Konovsky, 1989). Even though, Konovsky & Organ (1996) theoretically could not support this idea and found out that fairness/satisfaction has independent effects on OCB, the meta-analytic review of Organ & Ryan (1995) had founded positive correlations between job satisfaction and OCB in 55 studies. The idea behind that job satisfaction construct OCB is satisfied employees' volunteerism to display OCB beyond the expected levels. According to Specter (1997), employee understanding of contextual factors such as pay, promotion, job, managers, and co-workers identify how extent the employee is satisfied with their jobs. Moreover, the employee who is satisfied with the job will be more likely to perform extra-role behaviors, namely OCB, that promote organizational effectiveness than those who are not.

According to Organ & Ryan (1995), besides satisfaction, organizational commitment is related to OCB and it is supported that it has a positive relationship with OCB (Meyer, Allen & Smith, 1993). Basically, organizational commitment

refers an employee's psychological attachment to the organization. Those psychologically attached individuals are expected to display OCB since OCB reflects the sacrifices that are made for the sake of organization (Schappe, 1988). Mowday, Porter & Steers (1982) discussed behaviors that beyond the job dedications overlap with OCB and added that organizationally committed employees will naturally go beyond their job descriptions to promote organization effectiveness. Organizational commitment will be analyzed in Section 2.in detail.

Moorman, Niehoff & Organ (1993) stated the perception of fairness as the situation of compatibility of organizational procedures with employee's expectations that are believed to form a just work environment and the extent the supervisors act fairly when these procedures are applied. If an employee perceived the fairness in the organization, this individual would feel that organization values its members and trust that company. As a result, according to Organ & Konovsky (1989) the members should be more inclined to display unrewarded citizenship behaviors. The employee will try to reciprocate the good treatment by performing actions that will benefit the organization. If an employee perceives unfairness in the organization, she or he may perform below what is expected in the job description. Therefore, citizenship behaviors become a consequence of unfairness where perception of fairness becomes an important antecedent of OCB.

Smith et al. (1983) discussed two explanations for the relationship between leader supportiveness and OCB. First of all, employees will try to exchange their OCB with their supervisors' OCB as a result of leader supportiveness. Secondly, the leader who supports the employees may lead to display OCB that aiming to help the employees. The leader then can become a role model for the organization for exhibiting OCB which will be in sake of organizational effectiveness as well.

Employee role perceptions and dispositions are studied by Podsakoff et al. (2000) and they concluded that they are related to OCB. Moreover, Organ & Ryan (1995) found that there is a direct link between dispositional variables and OCB. These dispositional factors, such as agreeableness, conscientiousness, positive affectivity,

and negative affectivity effect individuals to display certain orientations towards each other. Individuals who were predisposed to these orientations may expect fairness, justice, leader supportiveness, namely the compromises for their predispositions. As a result, Organ & Ryan (1995) concluded that these dispositional variables contribute to OCB indirectly, but not directly.

On the other hand, there are different ideas about dispositional variables and OCB relationship. For example, Penner, Midili & Kegelmeyer (1997) searched people's predisposition to feel concern about the welfare of others in their study and their research findings have shown a strong significant correlation with the altruism dimension of OCB. In addition, according to their study, prosocial personality orientation and individual motives are also related with OCB. According to Brief & Motowidlo (1986) helping, sharing, donating, co- operating, and volunteering are acts that can be seen as prosocial behavior. Organ (1977, p.50) argued that behaviors like these often are regarded by managers as even more important than exceptional productivity;

In numerous situations, outstanding performance or productivity, beyond some minimally acceptable level, is of relatively little interest to organizational officials. They may be more desirous of such things as regular attendance, predictability, following the rules, 'not making waves,' avoidance of hassles, cooperation, and generalized tendencies toward compliance. Certainly such behaviors represent the glue which holds collective endeavors together . . .

In addition, Borman, Penner, Allen & Motowidlo (2001) stated that conscientiousness dimension of OCB was correlated with citizenship performance higher than with task performance. Rioux & Penner (2001) has also found that individual's certain motivations such as prosocial behaviors and organizational concern have a relationship with OCB and they also emphasized these motivations may drive OCB.

2.1.2.2 Task Characteristics

According to several researches (Podsakoff, MacKenzie & Bommer, 1996; Podsakoff, Niehoff, MacKenzie & Williams, 1993; Podsakoff & MacKenzie,

1995), there is a consistent relationship between task characteristics and citizenship behaviors. Podsakoff et al. (2000) stated in their study that there are three forms of task characteristics which are task feedback, task routinization, and intrinsically satisfying tasks. In addition, they highlighted that these characteristics are related to altruism, courtesy, conscientiousness, sportsmanship, and civic virtue. In the same study, the authors explained 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 and this characteristic has a positive relationship with the civic virtue dimension of OCB. The reason for such a relation can be seen in the importance of the information given to the employee about the displayed performance. An employee who is informed about his/her performance whether it is good or bad will evaluate all opportunities to go beyond and improve the current performance. According to Kerr & Jermier (1978), task feedback is crucial since it enables immediate and accurate information about performance. Task routinization means a job's turning out to be a repetitive one and it has a negative relationship with OCB since routine job dedications do not allow individuals to be creative and intend to help coworkers or organizational effectiveness. Intrinsically satisfying tasks are also related to OCB in the substitutes for leadership literature (Podsakoff et al., 1996). Since job satisfaction is an antecedent of OCB, an employee who is satisfied from his/her job tends to display OCB more frequently. Moreover, according to Organ et al. (2006), employee performing intrinsically satisfying tasks perceive the job activities to be more rewarding and act in order to achieve these rewards.

2.1.2.3 Organizational Characteristics

Organ et al. (2006) stated four forms of organizational characteristics which are organizational formalization, organizational inflexibility, group cohesiveness, and perceived organizational support; whereas Podsakoff et al. (2000) have mentioned two more forms which are advisory/staff support and rewards outside the leader's

control. The relationships between organizational characteristics and OCBs were not stable. Podsakoff and his colleagues found that group cohesiveness is significantly related to all five dimensions of OCB and perceived organizational support is significantly related to employee altruism. Kaufman, Stamper & Tesluk (2001), Rhoades & Eisenberger (2002); Wayne, Shore, Bommer & Tetrick (2002) found a strong relationship between perceived organizational support and citizenship behavior. The authors argued that employees want what they deserve in exchange to the extent of displaying OCB. Lastly, among organizational characteristics, rewards outside the leader's control were negatively related to altruism, courtesy, and conscientiousness. On the other hand there could not be found any significant relationship between organizational formalization and organizational inflexibility.

2.1.2.4 Leadership Behaviors

According to Podsakoff et al. (2000), the leadership behavior theories can be classified as transformational leadership behavior, transactional leadership behaviors and Leader-Member Exchange (LMX) theory of leadership. These three categories of leadership theories are related to OCB.

Transformational leadership behaviors affect employees to go beyond the minimum level of job description made by the organization. According to Podsakoff et al. (1996), transformational leadership behaviors include articulating a vision, ensuring a role model, encouraging approving organizational goals, high performance expectations, and intellectual stimulation. The leaders in this category always guide the employees to achieve new goals to motivate them and make them go beyond the expectations. In this manner, while an employee tries to achieve these goals tends to display OCB which in turn means transformational leadership behaviors are correlated with OCB. With this theory, gaining rewards based on sole expectation is not valid since the idea of going beyond the expectations. Podsakoff et al. (1996) found that there is a positive relationship between individualized support and civic virtue, and high performance expectations and

sportsmanship where a relationship also found between articulating a vision and sportsmanship, and high performance expectations and courtesy.

The second category of leadership behaviors, transactional leadership behaviors refers to contingent/no contingent reward and punishment behaviors. There is a positive relationship between contingent reward behavior and the altruism and sportsmanship dimensions of OCB (MacKenzie, Podsakoff & Rich, 2001). This relationship based on the relationship between fairness of rewards and OCB.

According to last category of leadership behaviors, leader-member exchange (LMX) theory, leaders form in-groups and out-groups and the subordinates in the former would have higher performance, less turnover, and greater satisfaction with the supervisor (Donsereau, Cashman & Green, 1973). An employee who receives the compensation from his/her supervisor such as trust, fairness, and promotion will be more inclined to engage with OCB without any expectation of organizational rewards. Thus, in OCB and LMX literature, it is found that there is a consistent relationship between OCB and LMX quality. A positive association between LMX and OCB is expected because OCB enables fulfillment of the reciprocity obligations of followers. Aquino & Bommer (2003) stated that if a person is treated fairly and satisfactory, this person will indirectly tend to recompense this favor which is known as 'positive reciprocity'.

Asgari, Silong, Ahmad & Abu Samah (2008) made a research with a sample of 162 employees that explored the relationship between transformational leadership behaviors, and organizational justice and organizational citizenship behavior (OCB), that mediated by LMX (leader-member exchange), POS (perceived organizational support) and trust. In terms of the study, there are positive and direct relationship between transformational leadership behaviors (transformational and transactional), and organizational justice and OCB with leader-member exchange (LMX), perceived organizational support (POS), and trust as the mediators. Hackett, Farh, Song, & Lapierre (2003) also supported the LMX and OCB relationship by emphasizing the importance of OCB in the reciprocal effect on

social exchange process of LMX. Moreover, Deluga (1994) found in his research made with 86 subordinate-supervisor dyads, LMX quality was positively related to subordinate OCB.

From Turkey's perspective, Arslantaş (2007) found positive effects of transformational leadership on OCB among blue-collar employees in a Turkish factory. Consequently, according to the literature, job attitudes and types of leader behaviors are the antecedents of OCB. It is suggested that job satisfaction and organizational commitment are positively related to citizenship behaviors, while leadership behaviors contribute to citizenship behavior.

In next section, one of the suggested antecedents of OCB, organizational commitment will be analyzed in detail.

2.2 ORGANIZATIONAL COMMITMENT

In a dynamic work environment, organizational commitment becomes an important component of organizational behavior and researches on this term increased through several critical reviews in recent years (Meyer, Allen, Smith, 1993; Mathieu & Zajac, 1990; Meyer & Allen, 1991; Morrow, 1983; Reichers, 1985).

Organizational commitment basically means psychological attachment to organization or bond or link of the employee to the organization (Mathieu & Zajac, 1990). Moreover, Meyer, Allen & Smith (1993) emphasized the importance of considering not only different forms of commitment to the same entity (e.g., organization), but also commitment to different entities that might be relevant to the behavior of interest. For example, various behaviors such as turnover intention and responses to dissatisfaction may be predicted by considering commitment both to the organization and the occupation. Besides, there is not any consensus on the definition of organizational commitment since many researchers from different disciplines discussed the concept on the basis of their area of expertise. Mowday, Porter & Steers (1982) emphasized the difficulty of identifying the term and discussed organizational commitment as:

...the relative strength of an individual's identification with and involvement in a particular organization. Conceptually, it can be characterized by at least three factors: (a) a strong belief in and acceptance of the organization's goals and values; (b) a willingness to exert considerable effort on behalf of the organization; and (c) a strong desire to maintain membership in the organization (Mowday et al., 1982, p. 27).

Meyer & Allen (1991) emphasized the common point of several definitions of organizational commitment; organizational commitment is a psychological condition that characterized the relationship between the employee and the organization, and an effective decision to remain or not in the organization.

Meyer & Allen (1997) identified an employee who is committed as a staff that accepts the organizational goals, protect the company he/she is belonged to, working all day and continue regular work. Researches on organizational commitment increases since employees in this global world tend to reduce their connections with the organization which result in an environment with employees not organizationally committed. Consequently, according to Mowday et al (1982), increased levels of commitment raise the productivity of employees and thus organizational performance too. Therefore, organizations with employees who are not committed will be less productive and effective. Cheng, Jiang & Riley (2003) stated that previous studies have demonstrated that organizational commitment is positively related to employee outcomes, such as job satisfaction (Bateman & Strausser, 1984), attendance (Mathieu & Zajac, 1990; Steers, 1977), prosocial organizational behavior (O'Reilly & Chatman, 1986), and job performance (Meyer et al., 1993), and negatively related to turnover intention (Mowday, et al., 1982). Moreover, Meyer & Allen (1997); Becker (1992); Becker & Billing (1993); Mathieu & Zajac (1990) stated in their studies that organizational commitment, job satisfaction, and turnover intention are significantly correlated. Bateman and Strasser's (1984) study with 129 nursing department employees also showed that organizational commitment was found to be antecedent of job satisfaction rather than a consequence. Therefore, organizational commitment is a concept worth developing in employees. Meyer & Allen (1991) emphasized that the strongest and most consistent relationships emerge in work environment; therefore, employees

who are satisfied with the organization about their expectations and meet their basic needs will tend to display high level of emotional attachment to the organization.

Furthermore, according to Mowday et al. (1982), there are two approaches to organizational commitment which are behavioral and attitudinal commitment. Scholl (1981) had also made the distinction between these two approaches by emphasizing two divergent schools of thought. First one is termed as the rational, organizational behavior, or attitudinal school and this approach views commitment as an employee attitude desiring to remain in the organization, displaying high levels of performance for sake of organization, and identifying and accepting organizational goals. This identification resembles with what Mowday et al. (1982) noted about organizational commitment above. Second school of thought is variously termed as behavioral, social psychological or irrational school and it views commitment as a force tying the individual to a specific organization and a type of force directing individual behavior. Attitudinal school identifies commitment to explain performance and membership; whereas behavioral school views commitment as a way to identify employee membership decision.

The distinction between attitudinal and behavioral commitment made by Mowday et al. (1982) as below:

Attitudinal commitment focuses on the process by which people come to think about their relationship with the organization. In many ways it can be thought of as a mind set in which individuals consider the extent to which their own values and goals are congruent with those of the organization.

Behavioral commitment, on the other hand, relates to the process by which individuals become locked into a certain organization and how they deal with this problem.

In the organizational commitment literature, Meyer & Allen (1997) who has an important place in the literature, made a list of definitions of organizational commitment that developed over the years. These definitions are not exact or universally accepted definitions. In Appendix C, it can be seen that these definitions are divided into three themes. These three distinct themes in the definition of commitment are affective attachment to the organization; perceived

cost associated with leaving the organization; and obligation to remain in the organization. The authors explained these three forms of commitment as affective, continuance, and normative commitment, respectively.

In terms of Meyer & Allen's (1991) three-component model of organizational commitment, affective commitment implies employee's emotional attachment to the organization. Employees with high level of affective commitment remain in the organization because they want to do so. Secondly, continuance commitment means that the employee is aware of the costs associated with leaving the organization and if an employee is linked to the organization via continuance commitment it is because the employee needs to do so. Finally, the normative commitment refers to a feeling that the employee is obliged to remain in the organization. The employees who have a strong normative commitment remain with the organization since they feel they ought to do that.

Allen & Meyer (1990) stated that these three concepts are separate components, rather than the types of attitudinal commitment. Therefore, employees can try each of these commitment components independently. An employee may have a strong desire to remain in the organization but no need or obligation to do that or another employee may need to work in that organization but he/she may not have any desire or obligation for it. Each of these conditions forms wholly the exact commitment of the employee towards his/her organization. It is argued that these three forms should be considered together to understand the relationship between employee and the organization.

According to Banai, Reisel & Probst (2004), affective commitment implies employees who believe in the organization's values, objectives have the desire to be loyal members; thus, they feel involved in the organization. In the legal commitment, people feel obliged to work at the current time and future as well. If a person has legal commitment to the organization, they believe that they should go to work for the moral and ethical issues.

Meyer & Allen (1991) stated in their research that work experience enables the strongest and most consistent relationships. Employees who expect consistency between his or her organization and his/her experiences and meet their basic needs tend to develop a greater emotional attachment to the organization. According to Meyer et al. (1993), continuance commitment occurs when employees realize that they have given to their organization too much as referred as 'side bets' by Becker (1960) and that would be lost if they leave the organization, or accept that other available alternatives are limited. On the other hand, normative commitment develops as the result of socialization experiences that emphasize the opportunity to remain loyal to their employer (Wiener, 1982) or through the receipt of benefits (eg, payment of tuition or vocational training) that create all 'domestic worker's sense of duty (Scholl, 1981).

Mowday et al., (1982) emphasized that each of the three components of commitment have different antecedents that developed independently. Firstly, the antecedents of affective commitment to the organization fall into four categories: personal characteristics, job characteristics, work experiences and structural characteristics. Among these antecedents the strongest evidence was provided for work experiences which enable employees to feel comfortable and competent with organization and occupation. Dunham, Grube & Castaneda (1994) states that the antecedents examined for affective component included the perceived job characteristics of task autonomy, task significance, task identity, skill variety, and supervisory feedback; organizational dependability (the extent to which employees feel the organization can be counted on to look after their interests); and perceived participatory management (the extent to which employees feel that they can influence decisions regarding the work environment and other issues of concern to them).

The continuance commitment is influenced by two factors which are the magnitude and/or number of investments (or side-bets) individuals make and a perceived lack of alternatives. For example, if employees invest considerable time and energy for mastering a job skill, then the employees cannot be transferred easily to other

organizations. As a matter of fact, the employees are 'betting' whether their investment will pay off. Whereas, winning the bet depends on continued employment in the organization (Allen & Meyer, 1990). According to Becker (1960), commitments occur when a person making a side bet lead to linkages of several interests with a consistent line of activity. For example, side bets are often a result of the person's participation in social organizations.

Alutto, Hrebiniak, Alonso, (1973) stated in their study of 318 school teachers and 395 hospital employed nurses, commitment to occupation or organization is operationalized as the willingness to leave each of them when small increases in pay, status, job freedom, and friendliness of co-workers are offered. Contrary to this research, Ritzer & Trice (1969), this study results lend support to the concept of "side-bets" as a structural phenomenon important in understanding individuals' commitments to organization or occupation. The accrual of side-bets or investments is very important to understand the term of commitment. Commitment cannot be understood as only social-psychological phenomenon, contrary to the research of Ritzer & Trice. Rather, commitment to organizations and occupations assumed to have important structural concomitants which must be taken into account.

In terms of the continuance component, Dunham, Grube & Castaneda (1994) pointed out that potential antecedents of continuance component included age, tenure, career satisfaction, and intent to leave. Age and tenure may predict continuance component mainly since they surrogate measures of investment in the organization. Tenure could be indicative of nontransferable investments, such as close working relationships with coworkers, retirement investments, career investments, and skills unique to that particular organization. Age could also be negatively related to the number of available alternative job opportunities. The more the employee gets older, the less available job opportunities he/she would find. Career satisfaction was expected to provide a more direct measure of career-related investments, which would be riskier if the employee left the organization. If an employee tends to leave the organization, it is assumed that employees do not

have continuance commitment; because employees who intend to leave the organization are less likely to become committed. These factors influence continuance component were expected to be related to intent to leave.

The normative component of organizational commitment will be influenced by the individual's experiences before and after the entry into the organization (Wiener, 1982). For example, an employee would have strong normative commitment to the organization if significant others (e.g. parents) have been long-term employees of an organization and/or have stressed the importance of organizational loyalty (Allen, Meyer, 1990). Moreover; Dunham, Grube & Castaneda (1994) stated coworker commitment, organizational dependability, and participatory management as the antecedents of the normative component. Even though these different antecedents of affective, continuance and normative commitment and made more difficult to study of organizational commitment, it should be fundamental to manage these antecedents.

In recent years, Meyer & Allen's (1984) three components of commitment model is studied by researches all over the world. The cross-cultural applicability of organizational commitment theory enables model's dynamics to be studied in other cultures, such as China, Hungary, Korea, Belgium, Denmark, England, Finland, Turkey, France, Germany, Greece, Italy, Portugal, Spain, Sweden, Netherlands, Bulgaria, and United Arab Emirates. For example, Riordan & Vandenberg (2004) studied on organizational measures between groups in cross-cultural research. Participants in this study were employees from service organizations in Korea and the United States. The Korean sample consisted of 195 employees of three large importing/exporting organizations in Seoul, Korea. American sample consisted of 162 employees of a large southeastern banking institution. The two samples were compared according to available demographic variables. Riordan & Vandenberg's (2004) study resulted in, contrary to the prediction; the Korean employees displayed significantly less organizational commitment than the American employees. This is not the first time this type of contradictory finding has occurred. Luthans, McCaul, & Dodd (1985) found that despite the common belief that

Korean or collectivistic employees are more committed to organizations that employ them, Americans, did in fact exhibit a higher level of commitment.

Palich, Hom, & Griffeth (1995) examined cultural generality of the sources of commitment to multinational enterprises. In the research, a total of 1859 managers from 15 European and Canadian affiliates of American multinational organizations participated in a survey. They are asked to describe their organizational commitment and the antecedents of such commitment. Results of Palich et al.'s (1995) study showed that these commitment sources significantly predicted commitment but are not able to demonstrate significant cultural moderation. Parameter estimates for commitment sources did not vary between managers from individualist and collectivist cultures.

In terms of commitment and career, the research had been made by Chang (1999). An individual's attitude toward career is described as career commitment. Career commitment can be identified as a form of work commitment that individuals have towards career. The study searched the moderating role of career commitment on the relationship between the perception of employees' business practices and organizational commitment, including organizational commitment and turnover intention with a sample of 225 researchers in Korea and the results indicated that career commitment was perceived as distinct from the two dimensions of organizational commitment which are affective and continuance by Korean researchers; secondly, career commitment moderated the effect of employees' perception of supervisory support on affective commitment; and lastly, career commitment also moderated the effect of affective commitment on turnover intention.

Turkish research by Günlü, Perçin, Aksaraylı (2010) aimed to find that the effects of job satisfaction on organizational commitment for managers of the hotel industry. The results indicated that job satisfaction is extrinsic, intrinsic, and generally have a significant effect on affective and normative commitment. Moreover, the results supported that the dimensions of job satisfaction do not have

a significant effect on the continuance commitment among the managers of large-scale hotels. In addition, when the sample characteristics are considered, income level indirectly affected affective commitment.

Cheng et al.'s (2003) analyses also showed the pattern between organizational commitment, job satisfaction, and turnover intention. Moreover they emphasized that both organizational commitment and supervisory commitment have relatively solely strengths associated with job satisfaction and turnover intention in Chinese business enterprises. Thus, whether an employee decides to stay or to leave and feels satisfied or unsatisfied, the commitment to his/her supervisor would be considered as an important factor, in addition to his/her organizational commitment. Their findings also supported that supervisory commitment has a crucial role in employees' individual or organizational outcomes in the Chinese culture. Nevertheless, for other cultures, specifically for Western culture, the relationship may or may not be true.

Other research that investigates organizational commitment in Turkish context is made by Wasti (2002). A model of antecedents and consequences of organizational commitment was tested, in which commitment has been conceptualized as consisting of two dimensions, affective and continuity. Affective commitment was hypothesized to develop from positive work experiences and to ensure the expected results. Continuance commitment, on the other hand, is claimed to be linked to culture. The results confirmed the cross-cultural generalizability of the antecedents and consequences of affective commitment, and also indicated that loyalty norms and in-group approval increased continuance commitment. On the basis of arguments, in a collectivist culture like Turkey, the regulatory nature of the employment relationship would generate expectations for loyalty to the organization, and the perceived costs of violating these expectations, which could result in greater continuity efforts. In particular, it was expected that the widespread adoption of rules for their loyalty to the organization and recruitment through the in-group would lead to higher levels of commitment to continuity.

Below, Figure 2 shows that multi-dimensional model of Organizational Commitment, antecedents and consequences and Table 1 shows the general categories of variables to be involved in the development of affective, continuance, and normative commitment. On the other hand, there are variables which are the consequences of commitment.

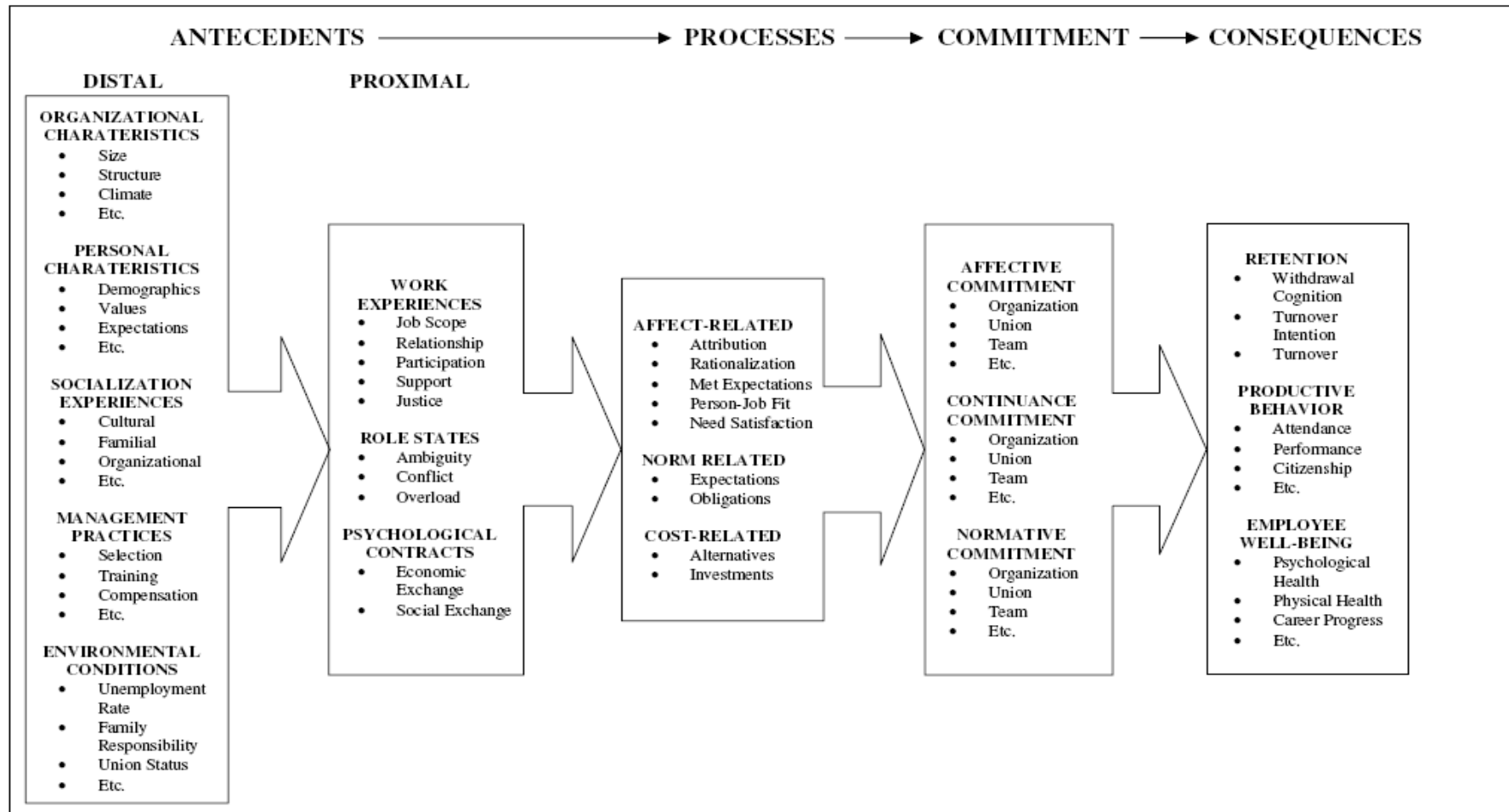
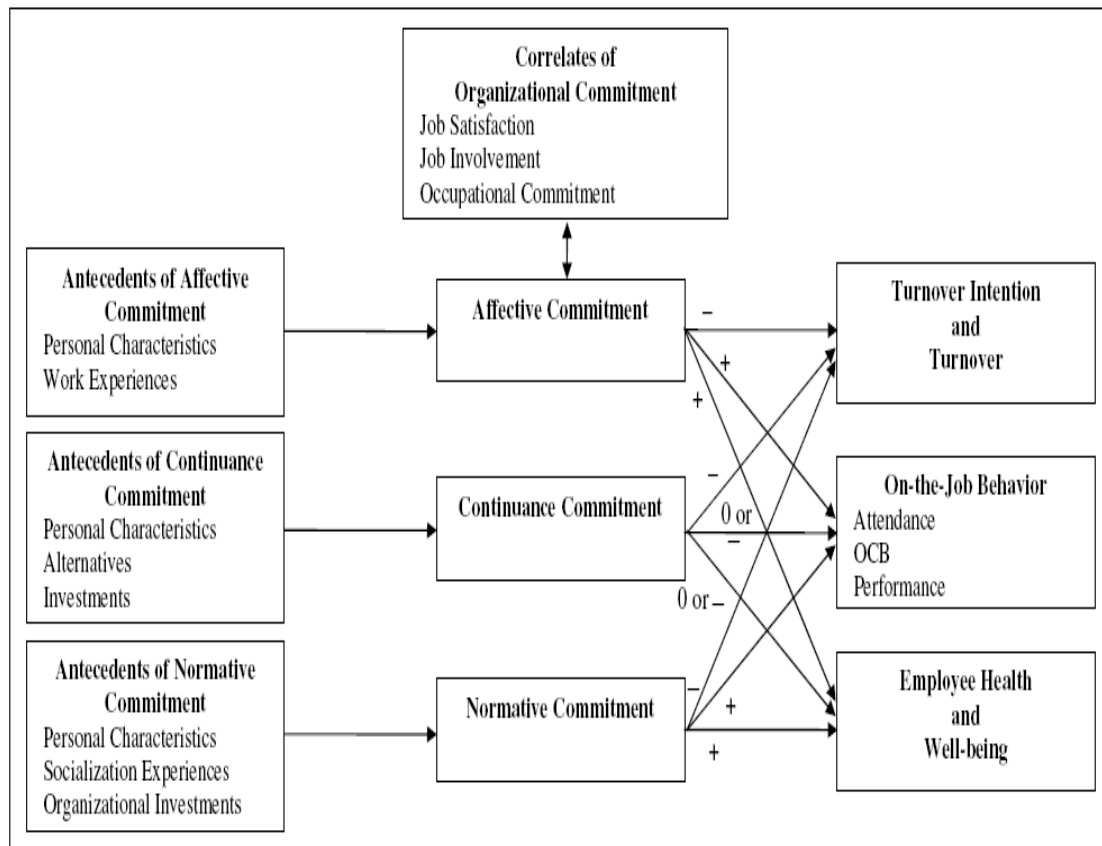


Figure 2. Multidimensional Model of Organizational Commitment, Antecedents and Consequences

Table 1. A Three-Component Model of Organizational Commitment



In next section Organizational Culture will be studied in detail and Denison’s Culture Model is used to explain the phenomenon.

2.3 ORGANIZATIONAL CULTURE

On this part of the study, “Organization culture” perspective is explained in detail with the culture model of Denison which has four dimensions; involvement, consistency, adaptability, and mission. They have also divided into categories and all these are explained below part of the study.

2.3.1 The Concept of Organizational Culture

First of all, “culture” should be explained in order to understand the organizational culture. Besides, it is widely accepted that there is no singular, correct definition of culture. Keesing (1974, p.75) defined organizational culture as “socially transmitted behavior patterns that serve to relate human communities to their ecological settings”.

According to Schein (1996), organizationa culture was described as below;

a pattern of shared basic assumptions that the group learned as it solved its problems of external adaptation and internal integration, that has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems.

Van Maanen & Barley (1984, p.57) defined organizational culture which “is powerfully evocative, but it does not come from anthropology as an intact structural package ready to serve as a paradigmatic foundation on which to build the analysis of organizations”. Moreover, Aycan, Kanungo, Mendonca, Yu, Deller, Stahl, & Kurshid (2000, p.194)” explained organizational culture “as common patterns of beliefs, assumptions, values and norms of behavior of human groups and represented by societies, institutions and organizations”.

Denison (1996, p.620) tried to distinguish the culture and climate in the paper and the author defined culture as;

...the deep structure of organizations, which are rooted in the values, beliefs, and assumptions held by organizational members. Meaning is established through socialization to a variety of identity groups that converge in the workplace. Interaction reproduces a symbolic world that gives culture both a great stability and a certain precarious and fragile nature rooted in the dependence of the system on individual cognition and action.

The current literature has its roots in the early 1980s. Deal & Kennedy (1982) and Peters & Waterman (1982) emphasized the importance of organizational culture and stimulated interest in this topic. Kotter & Heskett (1992) expanded the topic by exploring the importance of adaptability and the fit between an organization and its

environment. This research used the framework developed by Denison and his colleagues (Denison 1984, 1990, 1996; Denison & Mishra 1995, 1998; Denison & Neale 1996; Denison et al. 2002). This line of research has developed a specific model of organizational culture and effectiveness and a validated method of measurement. This model is based on four cultural traits of effective organizations, which are briefly described below.

Organizational culture forms the glue that holds the organization together and encourages employees to entrust to the organization and to present. Van den Berg & Wilderom (2004, p.571) identified organizational culture as; “shared perceptions of organizational work practices within organizational units that may differ from other organizational units”.

Table 2 shows some definitions of organizational culture by theorist in terms of summarizing the discipline, definition and levels of this subject.

Table 2. Organizational Culture by Theorist

Name	Discipline	Definition	Levels
Schein (1987)	Social psychology	Culture is a pattern of shared basic assumptions, invented, discovered, or developed by a given group as it learns to cope with its problems of external adaptation and internal integration that has worked well enough to be considered valid, and, therefore, is to be taught to new members of the group as the correct way to perceive, think, and feel in relation to those problems <i>reframing</i> .	<ul style="list-style-type: none"> • Artifacts (<i>visible structures and processes</i>) • Values (<i>strategies, goals and philosophies, less visible</i>) • Underlying assumptions (<i>least evident, unconscious, taken-for-granted beliefs, perceptions, thoughts and feelings</i>)
Alvesson (2002)	Sociology?	Culture is regarded as a more or less cohesive system of meanings and symbols, in terms of which social interaction takes place. Social structure is regarded as the behavioral patterns which the social interaction itself gives rise to.	<ul style="list-style-type: none"> • It is “below the surface” • What matters is how people interpret and relate to actions (culture) • Dual nature of culture: can be useful and constraining
Siehl and Martin (1983)	Psychology/sociology and business (respectively)	OC is a “normative glue and a set of values, social ideals or beliefs that organization members share.”	None
Pettigrew (1979)	Business	The system of generally and collectively accepted meanings which operate for a certain group on a certain occasion.	None
Schneider (2000)	Business and psychology	No original definition; combined previous work to arrive at industry consensus.	None
Hofstede et al. (1990)	“Social science”	Cultures manifest themselves, from superficial to deep, in symbols, heroes, rituals, and values. Organizational cultures differ mainly at the levels of symbols, heroes, and rituals, together labeled as “practices.”	Symbols, heroes, rituals, values

Source: Bellot, 2011, p.31

One of the most popular theorist, Denison, explains the culture model and classified this model as adaptability, mission, involvement and consistency and these features are described in detail in the below part of the study.

2.3.2 Denison’s Culture Model

The Denison Model is a work of Dr. Daniel Denison for over twenty-five years of research on the link between organizational culture and bottom-line performance measures such as return on investment, sales growth, quality, and innovation and

employee satisfaction. The model is the basis for two diagnostic surveys, the Organizational Culture Survey and the Leadership Development Survey, developed by Daniel R. Denison and William S. Neale which have been used by over 5000 organizations worldwide. Organizational culture and its dimensions of original theoretical model were developed by Denison & Mishra (1995).

The Denison model measures four critical traits of culture and leadership (mission, adaptability, involvement, and consistency). Each of these traits is further broken down into three indices, for a total of 12 dimensions. The four traits can be seen in a framework in Figure 3 that displays the contrast between internal integration and external adaptation, and the contrast between change and stability. Involvement and consistency delegate for dynamics of internal integration, on the other hand, mission and adaptability delegate for the dynamics of external adaptation. Moreover, involvement and adaptability are related to the change and flexibility in an organization; consistency and mission are related to stability and direction in an organization.

Schein (1990, 1996) also supported the existence of internal integration and external adaptation via his definition of organizational culture;

Culture can now be defined as (a) a pattern of basic assumptions, (b) invented, discovered, or developed by a given group, (c) as it learns to cope with its problems of external adaptation and internal integration, (d) that has worked well enough to be considered valid and, therefore (e) is to be taught to new members as the (f) correct way to perceive, think, and feel in relation to those problems (Schein, 1990, p.111).

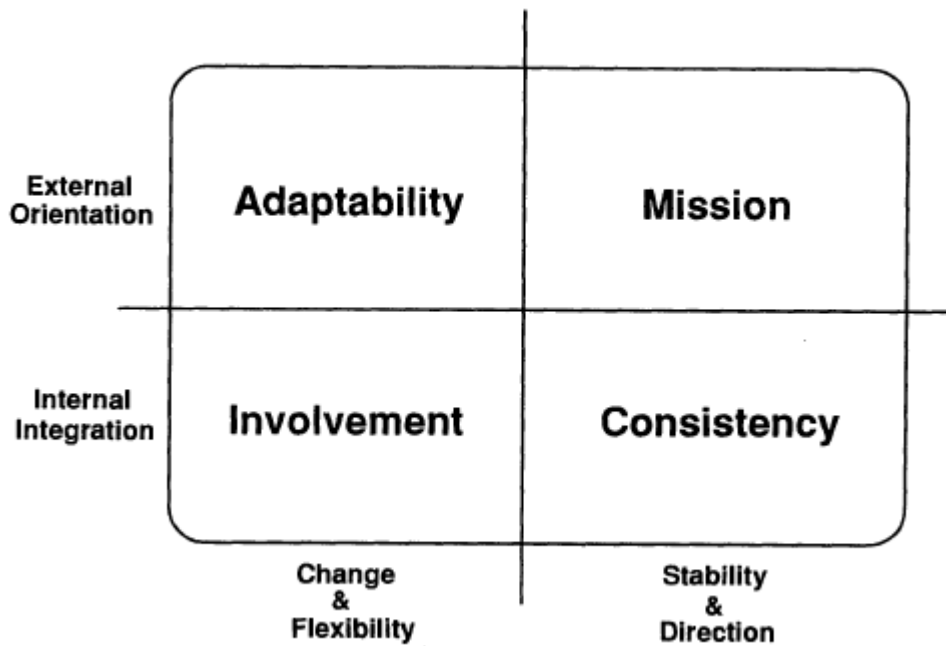


Figure 3. Denison's Culture Model

Denison & Mishra (1995) explored the relationship between the performance and organizational culture in their study through the four cultural traits mentioned above. Furthermore, it is highlighted that these characteristics are positively related to perceptions of performance as well as to objective measures such as return on assets and sales growth. Therefore, organizational culture becomes an important measure which will be related to important organizational outcomes. Denison & Mishra (1995) further emphasized that the two of the traits, involvement and adaptability, are indicators of flexibility, openness, and responsiveness, and were strong predictors of growth. On the other hand, the other two traits, consistency and mission, are indicators of integration, direction, and vision, and were better predictors of profitability. Each of the four traits was also important predictors of other effectiveness criteria such as quality, employee satisfaction, and overall performance. Ahmed (1998) concluded that

the most innovative companies of the future will be those which have created appropriate cultures and climates.

Figure 4 shows the dimensions of Denison's Culture Model and sub-dimensions of organizational culture. Each sub-dimension is represented via 5 items which totals to 60 items. In our research, the model of Yahyagil (2004) is used. With one item added to Yahyagil's revision, in this research a 37-item survey used to measure organizational culture, which will be studied in detail in methodology.

Basic Conceptual Dimensions	Sub-dimensions
INVOLVEMENT	<ul style="list-style-type: none"> Empowerment Team Orientation Capacity Development
CONSISTENCY	<ul style="list-style-type: none"> Coordination and Integration Agreement Core Values
ADAPTABILITY	<ul style="list-style-type: none"> Creating Change Customer Focus Organizational Learning
MISSION	<ul style="list-style-type: none"> Strategic Direction and Intent Goals and Objectives Vision

Figure 4. Dimensions and Sub-Dimensions of Denison's Culture Model

Yahyagil (2004) summarized the dimensions of organizational culture referring to Denison & Mishra (1995) in this table and showed the sub-dimensions as well.

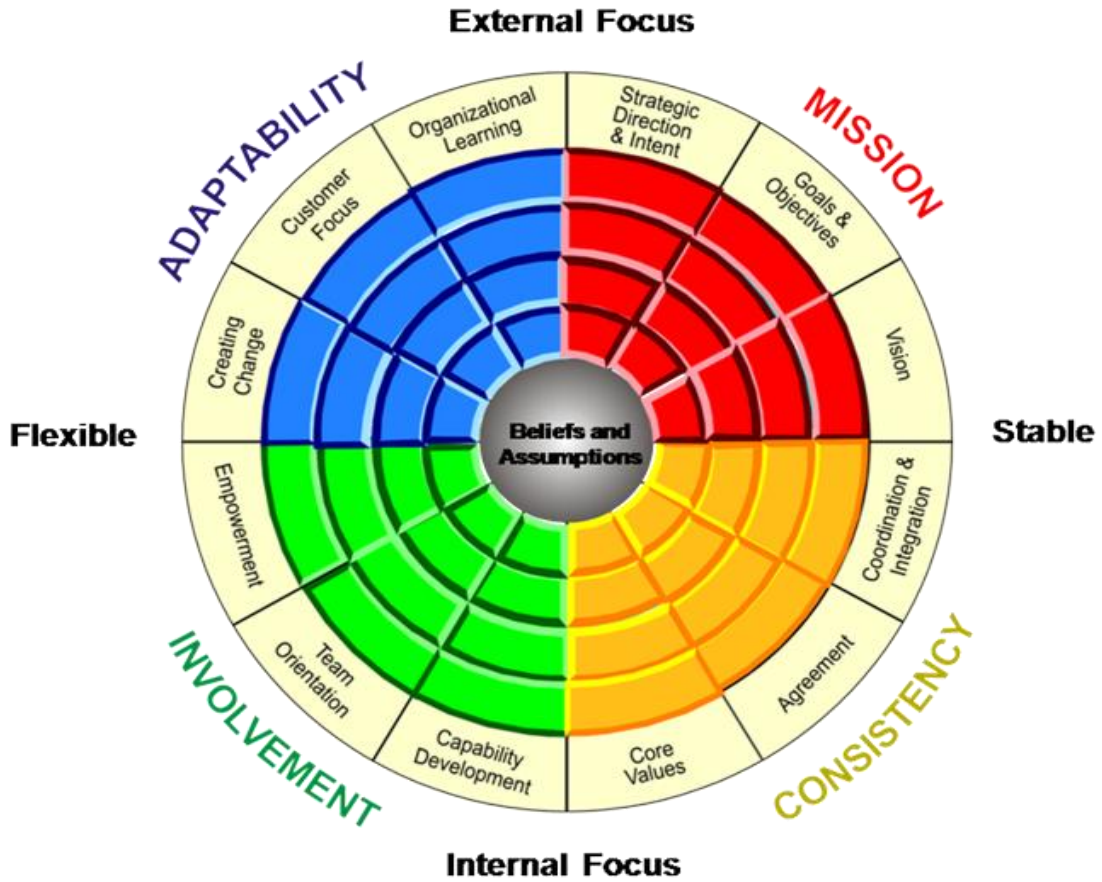


Figure 5. The Denison Culture Model

This part discusses each of those four traits and provides an overview of the model and definitions of the key concepts and indexes.

2.3.2.1 Involvement

This dimension includes building human capability, ownership and responsibility. This feature is related to effectiveness, providing a description of collective behavior, systems and meanings lead to individual conformity. This dimension tries to answer the questions of “Are our people aligned and engaged?”

Ahmed (1998, p.34), in terms of the Denison's Culture Model, tried to explain involvement;

As a cultural trait which is positively related to effectiveness. Involvement of a large number of participants appears to be linked with effectiveness by virtue of providing a collective definition of behaviors, systems, and meanings in a way that calls for individual conformity. Typically this involvement is gained through integration around a small number of key values. This characteristic is popularly recognized as a strong culture. Involvement and participation create a sense of ownership and responsibility. Out of this ownership grows a greater commitment to the organization and a growing capacity to operate under conditions of ambiguity.

The literature indicated that effective organizations empower and engage their people, build their organization around teams, and develop human capability at all levels (Block, 1991; Katzenbach & Smith, 1993; Lawler, 1986; Spreitzer, 1995; 1996; Buckingham & Coffman, 1999). As a result, the organization's members feel committed to their work and own a piece of organization. Moreover, Denison & Mishra (1995) pointed out that the high involvement fostered a sense of belonging and commitment to the organization and its goals. Organizational members are committed to their work, and feel a strong sense of ownership. People at all levels feel that they contribute to the decision-making process of the organization and that will affect their work and also feel that their work is directly related to organizational goals. Organizational cultures which are referred as 'highly involved', strongly encourage the participation of workers and create a sense of belonging and responsibility. As a result, highly involved organizations rely on informal, voluntary and implicit control systems, rather than formal, explicit, bureaucratic control systems. This sense of belonging develops a greater commitment to the organization and greater capacity for autonomy. Contributions from members of the organization increase the quality of decisions and improve the implementation.

In the model, involvement is measured with three indices;

- Empowerment
- Team Orientation
- Capacity Development

2.3.2.1.1 Empowerment

Empowerment means giving responsibility and power to the employees for decision making while performing their works. According to Daft (2000), employees are given power, freedom, knowledge, and skills in order to take a decision and perform efficiently. Through this index, managers make their employees feel as they have the ownership of their organizations or units; therefore, they feel the freedom for making decisions by their own for their own works. Moreover, it is highlighted that employees' sense of ownership and responsibility toward the organization would be higher in the organizations where employees have the ability, initiative, and authority to manage their own work.

2.3.2.1.2 Team Orientation

In modern organizations, managers rely on teams for achieving synergy and sharing knowledge and responsibility to get the work done, achieve organizational goals and objectives, thus, the success too. Value is placed on working cooperatively toward common goals for which all employees feel mutually accountable (Denison, Janovics, Young, & Cho, 2006, p.6). By team orientation, employees become a part of a group and feel responsible against other members.

2.3.2.1.3 Capability Development

Today's rapidly changing and competitive business environment make it necessity for organizations to adapt themselves into new changes and customer's needs. Employees are one of the most important factors who have crucial importance on the organizational functioning. They have to get updated and continuously improved for

achieving success and staying competitive. The term capacity development is strongly related with the organizations' continually investments in the development of employees' skills in order to stay competitive and meet on-going business needs and for survival in the environment (Denison et al., 2006).

2.3.2.2 Consistency

Consistency defines the values and systems that are the basis of a strong culture. Consistency provides a central source of integration, coordination, and control. Consistent organizations develop a mindset and create organizational systems that build an internal system of governance based on consensual support. These implicit control systems can be a more effective means of achieving coordination and integration than external-control systems that rely on explicit rules and regulations. These organizations have highly committed employees, a distinct method of doing business, a tendency to promote from within, and a clear set of "do's" and "don'ts" (Denison et al., 2006, p. 7). This dimension attempts to answer the question of "Does our system create leverage?" for the organizations.

This dimension becomes obvious when organizational members encounter unfamiliar situations. It leads employees to be in reaction better in an unpredictable environment in a predictable way by emphasizing a few general, value based principles on which actions can be grounded. Davenport (1993) and Saffold (1988) states that for effective organizations which tend to have "strong" cultures are highly consistent, well coordinated, and well integrated. In terms of that Senge (1990) explained consistency as a source of stability and internal integration resulting from a common mindset. (Fey, Denison, 2003, p.688)

Consistency may have two-sided effect; it can have both positive and negative results. Denison & Mishra (1995) stated that the positive influence of consistency is that it

provides integration and coordination. The negative aspect, however, is that highly consistent cultures are often the most resistant to change and adaptation.

The indices of Consistency dimensions are;

- Core Values
- Agreement
- Coordination and Integration

2.3.2.2.1 Core Values

Values as being the basis of a strong culture cannot be observed but can be discerned from people's way of explaining and justifying what they do. The members of the organization shares set of values, which create a sense of identity and a clear set of expectation which form the relations and approaches to the interactions among the organization members and interactions with the organizations' stakeholders and other people outside the organization. It helps employees and leaders make consistent decisions and behave in a consistent manner; therefore, members can come to an agreement on critical issues in the organization.

2.3.2.2.2 Agreement

The organization is able to reach agreement on critical issues. This includes both the underlying level of agreement and the ability to reconcile differences when they occur (Denison et al., 2006). People will be able to come to an agreement when difficult issues or problem occurs by an effective communications and sharing multiple perspectives on the table.

2.3.2.2.3 Coordination and Integration

Different functions and units of the organization are able to work together toward common goals. Organizational boundaries do not interfere with getting the work done. Employees anticipated how their works may affect other employees and how other's

work affects them. They do not just ‘throw things over the fence’. They make sure that work is coordinated and integrated to serve the organization as a whole.

2.3.2.3 Adaptability

Adaptation is a very important issue for organization in such a dynamic world. Organizations have to adapt themselves into new developments and requirements rapidly. In this manner, adaptability will translate the demands of the business environment into action. This dimension attempts to answer the question of “Are we listening to the marketplace?” Organizations that are successful at adaptations are customer-oriented, take risks and learn from their mistakes and have capability to create change (Nadler 1998, Senge 1990, Stalk 1988). They continuously develop their capacity to provide value for their customers.

Denison summarizes this dimension in denisonconsulting.com as; organizations have a system of beliefs and norms that support the organization’s capacity to receive, interpret, and translate signals from its environment into internal behavioral changes that increase its chances for survival, growth and development. Moreover, he went on and pointed out that there are three aspects of adaptability influence an organization’s effectiveness. First one is the ability to perceive and respond to the external environment. Successful organizations are very focused on their customers and their competitors. According to Ahmed (1998), effective organizations must develop norms and beliefs supporting their capacity to understand and interpret their external environment and translate them into cognitive, behavioral and structural changes. This would save them to become insular bureaucracies. Second one is the ability to respond to internal customers, regardless of level, department, or function. Third one is the capacity to restructure and re-institutionalize a set of behaviors and processes that allow the organization to adapt. Without this ability to implement adaptive response, an organization cannot be effective (Denison, 2011).

The dimension of adaptability has three indices;

- Creating Change
- Customer Focus
- Organizational Learning

2.3.2.3.1 Creating Change

Organizations' one of the vital responsibilities is to adapt themselves to new developments and predict future changes. They have to create alternative plans to meet changing needs. At this point, organizational culture helps the organizations to find out initiative ways to adapt these changes. High-performing organizations welcome new ideas and are willing to try new approaches to doing things. They see creating change as an important part of the way they do business. They are able to understand business environment, react quickly to current developments and predict future changes (Denison, 2011).

2.3.2.3.2 Customer Focus

Customers are the most important stakeholders which organizations have to meet their needs. Without customers, organizations are not able to survive. For achieving their goals successfully, organizations should focus on their customers. Therefore, employees recognize the need to serve their customers both internal & external. They continually look for new and improved ways to meet and exceed customer expectations. The organization where the culture has high grade for customer focus easily reacts to their customer, and predict their future needs.

2.3.2.3.3 Organizational Learning

Organization receives, translates, and interprets signals from the environment into opportunities for encouraging innovation, gaining knowledge and developing capabilities (Denison et al., 2006). Subsequently, Denison added that 'Thoughtful' risk taking is encouraged. Organizational Learning means organizations gain knowledge

from successes and failures. Their first reaction to reasonable mistakes is not ‘Who is to blame?’, but rather ‘What can the organization learn?’

2.3.2.4 Mission

Mission can be defined as a significant long-term direction for the organizations. Denison & Mishra (1995) argued that successful organizations have clear-cut organizational goals and strategic objectives and a vision which envisages the organization in the future. According to Fey & Denison (2003), when an organization's fundamental mission changes, then the organization's culture also changes. High performing organizations have a mission that tells employees why they are doing the work they do, and how the work they do each day contributes to the why. This dimension of organizational culture attempts to answer the question of “Do we know where we are going?”

A mission provides purpose and meaning via social roles and external goals for the organization. Mission performs as a guideline for the organization and its members to take the right actions. Mission will allow the employees to imagine a future situation and act for this state. When an organization's mission is accepted and adopted, the mission will contribute to employees' both short-and long-term commitment to the organization. If the employees of an organization and itself as a whole focus on achieving organizational goals, success will be inevitable.

Denison & Mishra (1995) argue dimension of mission has two major influences on the organizational process: first, a mission provides an aim, a series of non-economic reasons for working for the organization which is very crucial for the future of the organization. Secondly, mission defines the guidelines for the organization and its members. Both of these factors reflect and illustrate the organization's core values.

The dimension of mission has three indices;

- Strategic Direction and Intent
- Goals and Objectives
- Vision

2.3.2.4.1 Strategic Direction and Intent

Clear strategic intentions convey the organization's purpose, make it clear for everyone's contribution and find out their position in the market. Moreover, it typically refers to the multi-year strategies, high priorities established to 'operationalize' the vision.

2.3.2.4.2 Goals and Objectives

Clear set of goals and objectives can be linked to the mission, vision and strategies and provide a clear direction in their work for everyone. There are ways to lighten the activities and provide a shared vision for the decision-making. They are the short-term, specific goals established that help every employee see how his/her daily activities connect to the vision and the strategy.

2.3.2.4.3 Vision

Organization has a shared vision of a future desired state. It embodies the fundamental values and captures the hearts and minds of the people in the organization by providing guidance and direction. Vision is the ultimate reason you are in business, your purpose, and what you are ultimately trying to achieve.

CHAPTER III

3 THEORETICAL MODEL

3.1 HYPOTHESES REGARDING ORGANIZATIONAL CULTURE AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR

Somech & Drach-Zahavy, (2004); and Wayne, Shore, & Liden, (1997) has important researches and findings which shown that organizational culture is associated with OCB.

Wayne et al. (1997) conclude that employees' perceptions of a supportive culture in their organizations are positively related to OCB. According to social exchange theory, employees who feel that they are supported by their organizations tend to perform more citizenship behavior as compensation to this support. Somech & Drach-Zahavy (2004) indicated that organizational learning prepares an environment in which people lead their focus from the immediate outcomes of their performance to continuous learning by the organization as a whole. Organizational learning expands employees' perspectives beyond their job descriptions and further encourages organizational members to help their colleagues in situations when the organizational performance is under threaten in order to achieve an organizational goal. The crucial relationship between these two concepts supports that an organization can enhance OCB by paying attention to specific characteristics of its learning culture.

Van Dyne, Graham & Dienesch (1994) suggested that this form of relationship is characteristic of people who have a common family structure, shared history, closely linked outcomes, or closely shared cultural perspectives. Thus, it can be concluded that there is a strong relationship among organizational culture and OCB.

According to Appelbaum et al. (2004), employees form an overall subjective perception of organization based on concepts such as organizational culture and job satisfaction. This overall perception becomes an organization's culture or personality. These understandings then affect employee performance and satisfaction, with the impact greater for strong cultures.

The culture theory which is developed by Denison & Mishra (1995) proposes several associations between each factor of culture concept and organizational effectiveness as well as work related organizational outcomes. They argued that high involvement enables a sense of psychological ownership and commitment to the organization and its goals. It has been supported that it would be worthy to assess the associations among the culture of the organization and citizenship behavior by using the Denison's model as a basis.

According to Somech & Drach-Zahavy (2004), Wayne, Shore, & Liden (1997), Van Dyne, Graham & Dienesch (1994), and Denison & Mishra's (1995) studies, the Hypothesis 1 was proposed as below;

- H1a) Involvement dimension of organizational culture predicts OCB.
- H1b) Consistency dimension of organizational culture predicts OCB
- H1c) Adaptability dimension of organizational culture predicts OCB.
- H1d) Mission dimension of organizational culture predicts OCB.
- H1e) Organizational Culture predicts OCB.

3.2 HYPOTHESES REGARDING ORGANIZATIONAL COMMITMENT AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR

According to the relationship between the organizational commitment and OCB Scholl (1981) and Wiener (1982) structured models about the studies which shows that commitment is associated with OCB. According to Scholl's (1981) model,

commitment is described as “a stabilizing force that acts to maintain behavioral direction when expectancy/equity conditions are not met and do not function”. In terms of that, commitment has four sources which are investments, reciprocity, lack of alternatives, and identification. (Ünüvar, 2006, p.53)

In Wiener’s (1982) model, organizational commitment causes behaviors that (a) reflect personal forfeit made for the organization, (b) do not depend primarily on reinforcements or punishments, and (c) indicate personal preoccupation with the organization. Additional support is found for commitment as an antecedent of OCB since the characteristics mentioned in the model of Wiener (1982) identify OCB.

Organ & Ryan (1995) found that, analysis of correlations between organizational commitment and altruism resulted in separate analyses of affective and continuance commitment confirm that only affective commitment is related to altruism. Angle & Perry (1981), hypothesized that members of an organization who are committed would have both high participation and high production. Such organizations were therefore expected to show relatively low levels of absenteeism, tardiness, and voluntary turnover, and high levels of operating efficiency. Moreover, committed employees will engage in these kinds of behaviors on behalf of the organization.

O’Reilly & Chatman (1986) and Williams & Anderson (1991) studied about these two concepts and stated that OCB is a consequence of an individual’s commitment to the organization. Employees who are committed to and internalized with their organizations are more likely to cooperate with other members in order to achieve organizational goals. Furthermore, according to Williams & Anderson (1991), organizational commitment is a determinant of OCB since the latter describes behaviors that occur with little expectation of formal organizational rewards for performance. O’Reilly & Chatman (1986) also sought to explain the relationship between organizational commitment and OCB behaviors and found out that the

dimensions of organizational commitment, such as identifying and internalizing behaviors were positively related to OCB.

Committed employees may be more likely to engage in "extra-role" behaviors, such as creativeness or innovativeness, which are often what keeps an organization competitive (Katz & Kahn, 1966). Mathieu & Zajac (1990) emphasized that a society as a whole tends to benefit from employees' organizational commitment in order to see higher national productivity or work quality or both rather than the lower rates of job movement.

LePine, Erez, & Johnson (2002), used a meta-analysis and pointed out that there are strong relationships among most of the dimensions of OCB and that the dimensions have equivalent relationships with the predictors (job satisfaction, organizational commitment, fairness, trait conscientiousness, and leader support) which are most often considered by OCB scholars.

Thomas & Feldman (2011) used a meta-analytical approach to monitor the moderating effects of organizational tenure in the relationship between affective organizational commitment and organizational citizenship behavior (OCB). In this study, it is found out that across 40 studies (N = 11,416 respondents), the effect size for the relation between affective organizational commitment and non-self measures of OCB was .23. Moreover, before the 10-year tenure, the strength of relationship commitment-OCB increased as organizational tenure increased, and after that point, the strength of the commitment-OCB relation decreased as organizational tenure increased.

According to Scholl (1981), Wiener (1982), Ünüvar (2006), O'Reilly & Chatman (1986), Williams & Anderson (1991), Mathieu & Zajac (1990), LePine, Erez, & Johnson (2002), and Thomas & Feldman's (2011) studies, Hypothesis 2 was proposed as below;

H2a) Affective commitment predicts OCB.

H2b) Continuance commitment predicts OCB.

H2c) Normative commitment predicts OCB.

H2d) Organizational commitment predicts OCB.

3.3 HYPOTHESES REGARDING ORGANIZATIONAL CULTURE AND ORGANIZATIONAL COMMITMENT

Despite the large number of studies investigating organizational commitment, there are not several researches investigating the influence of organizational culture on organizational commitment. These limited researches indicate that there is a possible close link between learning organization culture and organizational commitment (Lock & Crawford, 1999; Moon, 2000; Silverthorne, 2004).

Ahmed (1998) indicated the relationship between organizational culture and commitment by emphasizing that '*...Involvement and participation create a sense of ownership and responsibility. Out of this ownership grows a greater commitment to the organization and a growing capacity to operate under conditions of ambiguity*'. Moreover, Denison & Mishra (1995) pointed out that the high involvement fostered a sense of belonging and commitment to the organization and its goals. Denison (2011) focused on that organizational members are committed to their work, and feel a strong sense of ownership. For example, when an organization's mission is adopted, the mission will contribute to employees' both short-and long-term commitment to the organization.

Lock & Crawford (1999) searched the relationship of organizational culture and subcultures to commitment. In their study a sample of nurses from a number of hospitals were used. As a result, both organizational and subculture variables were found to be significantly correlated with commitment. However, it was also observed that subculture had a stronger association with commitment than organizational culture, with the two subculture variables: ward innovative, and ward supportive.

Moon (2000) discussed organizational culture as an expression of organizational goals and mission. Therefore, he expressed the relationship between organizational culture and organizational commitment as follows; 'as organizational members accept and value organizational goals, they may increase their level of commitment to the goals'.

Silverthorne (2004) also emphasized that there has been little attention paid to the interaction of fit and organizational culture with such concepts as job satisfaction and organizational commitment and the application of this concept in non-western cultures. This study which is conducted in Taiwan, indicated that Person-Organization (P-O) fit is a key element in both the level of job satisfaction that employees experience and also in their level of organizational commitment. An organization is a dynamic organism which evolves and grows within an organizational culture. While P-O fit may be linked to organizational culture, the impact of specific types of organizational culture was also assessed. Involvement in an organization would cause the lowest levels of job satisfaction and organizational commitment. On the other hand, an innovative culture resulted in the highest level of employee job satisfaction and organizational commitment. These findings indicate that organizational culture plays an important role in the level of job satisfaction and commitment in an organization. In terms of the impact of the P-O fit on job satisfaction and organizational commitment in Taiwan, the results indicated that the degree of fit plays an important role in all of the types of organizational culture

studied. The better the fit; the levels of employee job satisfaction and commitment will be higher. This research basically supports the relationship between organizational culture and organizational commitment.

Jo & Joo (2011) examined a study with 452 Korean workers and tried to find the relationship between cultural (learning organization culture), psychological (organizational commitment) and behavioral (organizational citizenship behaviors) antecedents of knowledge-sharing intention of employees. As a result, it is supported that the learning culture of the organization was significantly associated with organizational commitment, organizational citizenship behavior.

According to Lock & Crawford (1999), Moon (2000), Silverthorne (2004), Jo & Joo's (2011) studies, Hypothesis 3 was proposed as below;

H3a) Involvement dimension of organizational culture predicts organizational commitment.

H3b) Consistency dimension of organizational culture predicts organizational commitment.

H3c) Adaptability dimension of organizational culture predicts organizational commitment.

H3d) Mission dimension of organizational culture predicts organizational commitment.

H3e) Organizational culture predicts organizational commitment.

3.4 HYPOTHESIS REGARDING THE MEDIATING ROLE OF ORGANIZATIONAL COMMITMENT

A mediational model hypothesizes that the independent variable which is organizational culture in this dissertation causes the mediator variable, organizational

commitment, which in turn causes the dependent variable, OCB. Organizational commitment will serve to clarify the nature of the relationship between the organizational culture and organizational commitment.

According to Organ et al. (2006), organizational commitment is one of the most prominent and potential mediators of the relationship between job characteristics and OCBs. They think that it would be worthwhile for the literature to investigate some less frequently studied mediators. Given these findings, what Organ et al. emphasized, the following hypothesis is proposed:

H4) Organizational commitment will moderate the relationship between organizational culture and organizational commitment.

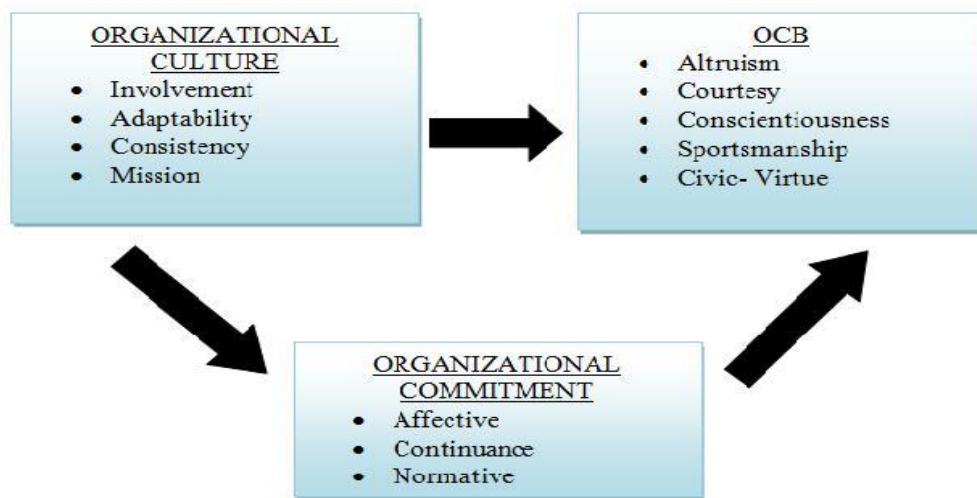


Figure 6. Effects of Organizational Culture on Organizational Citizenship Behaviors Mediated by Organizational Commitment

CHAPTER IV

4 METHODOLOGY

This chapter introduces the procedures and methods that are used to investigate the relationship among organizational citizenship behavior, organizational culture, and organizational commitment. In this study, the questionnaire was used to collect data regarding demographic variables, organizational culture, organizational commitment, and organizational citizenship behavior. The following part of the chapter includes discussion of sampling, research design, data collection procedures and measurement instruments.

4.1 SAMPLING

This study is applied to academicians in Middle East Technical University (METU), Ankara. The sample consists of only instructors, assistant professors, associate professors, and professors. The data were collected in two separate periods; June-July and October 2011. A total of 250 questionnaires were distributed to academicians and 128 of them could be collected and used for the analysis. The questionnaire was handled with the method of personal interviewing, in which some of the participants preferred to turn over the questionnaire in an indicated date. The unit of the analysis was the individual.

The relationship among organizational citizenship behavior, organizational culture, and organizational commitment has not been studied in a university which is a dynamic organization as well. In this study, it is attempted to investigate this relationship in a public university which is one of the reputable universities in Turkey. METU has 750 faculty members and 400 academic instructors whom 128 of them participated in our research from five faculties; faculty of architecture, faculty of arts and sciences, faculty of economics and administrative sciences, faculty of education, and faculty of engineering. As a sampling technique, simple random sampling

technique is used in which each element in the population has a known and equal probability of selection. Every participant is selected independently of every other participant.

4.2 PROCEDURE AND RESEARCH DESIGN

This study research design is based on both exploratory and conclusive research. It is exploratory research since it aims to provide insights and understanding of OCB, organizational culture, and organizational commitment. It is conclusive research since it aims to provide a course of action to take in a given situation. The survey method was used as a descriptive research. The questionnaires were in Turkish and a brief introduction part was accompanying the participants for summarizing the aim of the study, its voluntary nature, confidentiality assurances, and then continued with instructions on completing the questionnaires.

The data was analyzed using hierarchical regression analysis. Since the order of entry of the independent variables into the equation is important and must be controlled for, the hierarchical regression technique was chosen as the most appropriate analysis approach for the mediation hypotheses. By this way, each independent variable or set of independent variables was assessed in terms of what it adds to the equation at its own point of entry (Tabachnick & Fidell, 2001).

4.3 MEASUREMENT INSTRUMENTS

4.3.1 Organizational Citizenship Behavior

In this study, OCB was measured as a latent variable consisting of five indicators operationalized using the 24-item instrument developed by Podsakoff et al. (1990). This instrument is based on the model described by Organ (1988) and measures the extra behaviors not required of the employee's job description as shown in Appendix D. The five indicators that make up OCB are altruism, civic virtue, courtesy, conscientiousness, and sportsmanship. A five-point rating scale anchored by 1 =

“Strongly Disagree” and 5 = “Strongly Agree” was used. Reverse scored items were present in the sportsmanship subscale such as I tend to make “mountains out of molehills” and they were adjusted during the data entry. The total score measured OCB and higher scores reflected higher OCB. Mean scores were calculated for the five dimensions of altruism, civic virtue, courtesy, conscientiousness, sportsmanship, and for the aggregate OCB through averaging item scores. In this thesis, the Turkish version of the questionnaire is used by referring Ünüvar’s (2006) study. The survey was re-arranged in conformity with academicians’ understanding. The five dimensions of organizational citizenship behavior shown in Appendix E are as follows:

- *Altruism* was measured by 5 items: #1, #10, #13, #15 and #23. A sample item for altruism was “I help orient new people even though it is not required.”
- *Civic Virtue* was measured by 4 items: #6, #9, #11 and #12. A sample item for civic virtue was “I attend functions that are not required, but help the university image.”
- *Courtesy* was measured by 5 items: #5, #8, #14, #17 and #20. A sample item for courtesy was “I am mindful of how my behavior affects other people’s jobs.”
- *Conscientiousness* was measured by 5 items: #3, #18, #21, #22 and #24. A sample item for conscientiousness was “I obey university rules and regulations even when no one is watching.”
- *Sportsmanship* was measured by 5 items: #2, #4, #7, #16 and #19. A sample item for conscientiousness was “I always find fault with what the university is doing.”

The academicians at METU were asked to rate the OCB via self-reports. 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), which will be expressed as a limitation in following chapter.

4.3.2 Organizational Commitment

Organizational commitment was operationalized using Meyer & Allen's (1997) organizational commitment scale (OCS). The instrument is designed to measure the extent to which employees are committed to the employing organization by referring Dönmez's (2007) study. The survey was re-arranged in conformity with academicians, which can be seen in Appendix E. The scale measures three distinct dimensions of commitment; affective commitment, continuance commitment, and normative commitment. A five-point Likert type scale (1= "Strongly Disagree" and 5 = "Strongly Agree") was used. There were reverse scored items in the OCS such as "I do not feel "emotionally attached" to this organization." These items were reverse coded when entering the data. A mean score was determined for the items matching the three dimensions of the OCS. The three commitment dimensions seen in Appendix F are as follows:

- *Affective Commitment* was measured by 9 items: #1, #3, #5, #9, #10, #11, #17, #23, and #26. A sample item for affective commitment was "I would be very happy to spend the rest of my career in this university."
- *Continuance Commitment* was measured by 9 items: #4, #7, #8, #12, #14, #21, #25, #28, and #31. A sample item for continuance commitment was "It would be very hard for me to leave my university right now, even if I wanted to."
- *Normative Commitment* was measured by 14 items: #2, #6, #13, #15, #16, #18, #19, #20, #22, #24, #27, #29, #30, and #32. A sample item for normative commitment was "Even if it were to my advantage, I do not feel it would be right to leave my university now."

4.3.3 Organizational Culture

Denison & Mishra (1995) examined the cultural attributes of an organization within two categories as the internal integration and external orientations of organizations. Each category was divided into two main dimensions as four cultural traits. The cultural traits of involvement and consistency are related to internal dynamics while

the traits of adaptability and mission are related to external environment of organizations. The model has four main conceptual dimensions and each of them is composed of three subdimensions totaling $4 \times 3 = 12$ dimensions. Each sub-dimension comprises 5 items, and giving a total of 60 items to measure the concept of organizational culture. A five-point Likert type scale (1= “Strongly Disagree” and 5 = “Strongly Agree”) was used. Denison’s measurement instrument was first translated into Turkish by Gökşen (2001), and then it was revised and used in another study (İçin, 2002; see: Yahyagil, 2004). The 36- item version of Denison’s measurement device was adapted by Yahyagil who also made the validity and reliability studies of this short version of the Denison Questionnaire. In this study, the survey was re-arranged for academicians’ understanding. Moreover, one item is added for the measurement of the dimension of adaptability. For the indice of ‘creating change’, the item of “New and improved ways in research area is adopted by management” is added. This instrument consists of four main and twelve sub-dimensions, each of which covers three items instead of five items; only, ‘adaptability’ has four items. The four culture dimensions as shown in Appendix G are as follows:

- *Involvement* was measured by 9 items: items from #1 to #9 (including). Items #1-3 are for empowerment, items #4-6 are for team orientation, and items #7-9 are for capability development. A sample item for involvement was “Most employees are highly involved in their work.”
- *Consistency* was measured by 9 items from #9 to #18 (including). Items #9-12 are for core values, items # 13-15 are for agreement, and items #16-18 are for coordination and integration. A sample item for consistency was “There is a clear and consistent set of values that governs the way we do business.”
- *Adaptability* was measured by 10 items from #19 to #28 (including). Items #19-22 are for creating change, items #23-25 are for customer focus, and items #26-28 are for organizational learning. A sample item for adaptability was “The way things are done is very flexible and easy to change.”

- *Mission* was measured by 9 items from #29 to #37 (including). Items #29-31 are for strategic direction and intent, items #32-34 are for goals and objectives, and items #35-37 are for vision. A sample item for mission was “There is a long-term purpose and direction.”

CHAPTER V

5 RESULTS

The results section begins with the preliminary results for data screening and outlier analysis. Secondly, results of the factor analyses for Organizational Citizenship Behavior Scale, Organizational Culture Scale, and Organizational Commitment Scale are provided. After providing reliability and general descriptive informations for the scales, the demographic characteristics of the sample are presented. Finally, the control variables are determined and the results of the hypothesis testing via a series of hierarchical regression and mediation analyses are provided.

In this part of the study, the relationship between organizational culture and organizational citizenship behavior is subjected to analyze. Since it is hypotehised that organizational culture predicts OCB, it is expected that the results will be significant for Hypothesis 1. Furthermore, the analysis will display the expected significant relationship between organizational commitment and OCB; organizational commitment as an antecedent of OCB. In hypothesis 3, it is expected to analyze the relationship between organizational culture and organizational commitment which there is not several researches in litarature. It was expected that organizational culture will predict organizational commitment. Finally, according to literature, organizational commitment was expected to mediate the relationship between organizational culture and OCB; and the analysis explore this relationship as well in this part of the study.

5.1 DATA SCREENING AND OUTLIER ANALYSIS

According to the frequency information of the variables, the data did not include any missing cases and data entry errors. Prior to the main analyses, the data was screened for possible univariate (via z-test) and multivariate outliers (via mahalanobis distance). Neither of the methods suggested any univariate or multivariate outliers. Moreover, the data was tested for normality assumption and skewness and kurtosis values

indicated that the data set for the normality assumption. Finally, multicollinearity was not observed.

5.2 FACTOR ANALYSIS OF THE ORGANIZATIONAL CITIZENSHIP BEHAVIOR SCALE (OCBS)

In order to investigate the psychometric properties of OCBS, the items of the scale were subjected to the Principle Components Analysis (PCA). Although a preliminary investigation of the scree-plot suggested two factors, taking into account that OCBS provides a global score, PCA was initially conducted through one-factor solution. As can be seen in Table 3, OCB explained 24.87 % of the variance, with an eigenvalue of 5.97. The loadings of the items ranged between .25 and .67.

OCBS is suggested to include five factors which are altruism, civic virtue, courtesy, conscientiousness, and sportsmanship. In order to test this assumption, the items of OCBS were subjected to PCA, with varimax rotated five-factor solution. According to the results the total variance explained increased to 53.68 %, with eigenvalues ranging from 1.74-4.06 (see Table 3). Certain cross-loadings were observed among the items, however the main analyses were conducted relying on the original suggestions.

Table 3. Varimax Rotated Factor Loadings of the Organizational Citizenship Behavior Scale Items

	I	II	III	IV	V	OCB
<u>I.Altruism</u>						
Ocb15	.78	.03	.20	-.05	.08	.64
Ocb13	.69	-.03	.15	-.23	-.01	.47
Ocb10	.66	.16	.26	.14	-.04	.66
Ocb1	.62	-.10	.13	.25	-.17	.43
Ocb23	.57	.16	.04	.00	.28	.57
<u>II.Civic Virtue</u>						
Ocb11	.11	.67	.08	.16	.31	.57
Ocb9	.14	.62	.12	-.17	.29	.51
Ocb12	.38	.34	.18	-.34	.24	.51
Ocb 6	.06	.01	-.01	.10	.74	.27
<u>III.Conscientiousness</u>						
Ocb 3	-.06	.13	.77	-.02	-.19	.25
Ocb 18	.27	.28	.61	.11	.19	.64
Ocb22	.41	.48	.31	-.01	.08	.67
Ocb 24	.36	.23	.26	.11	.58	.66
Ocb21	.28	.64	.07	-.05	-.04	.53
<u>IV.Sportsmanship</u>						
Ocb 2	.22	-.02	.09	.65	-.06	.30
Ocb 7	-.01	.18	.28	.62	.26	.39
Ocb 16	-.15	.43	.01	.57	.18	.28
Ocb 19	.14	.63	-.11	.32	-.32	.34
Ocb 4	-.17	.64	.20	.26	-.06	.31
<u>V.Courtesy</u>						
Ocb 20	.56	.24	-.16	.01	.27	.53
Ocb 17	.57	.03	-.08	.26	.21	.49
Ocb 5	.20	-.11	.44	.34	.18	.37
Ocb 14	.24	.10	.65	.13	.13	.53
Ocb 8	.54	.23	.06	.04	.06	.54
Eigenvalues	4.06	3.03	2.16	1.89	1.74	5.97
Explained Variance (%)	16.93	12.61	8.99	7.89	7.27	24.87

5.3 FACTOR ANALYSIS OF THE ORGANIZATIONAL CULTURE SCALE (OCS)

In order to investigate the psychometric properties of OCS, the items of the scale were subjected to the PCA. A preliminary investigation of the scree-plot suggested one factor, therefore PCA was initially conducted through one-factor solution. As can be seen in Table 4, Organizational Culture explained 31.13 % of the variance, with an eigenvalue of 11.52. The loadings of the items ranged between .26 and .69.

OCS is suggested to include four factors which are involvement, consistency, adaptability, and mission. In order to test this assumption, the items of OCS were subjected to PCA, with varimax rotated four-factor solution. According to the results the total variance explained increased to 45.97 %, with eigenvalues ranging from 2.42-5.35 (see Table 4). Certain cross-loadings were observed among the items, however the main analyses were conducted relying on the original suggestions.

Table 4. Varimax Rotated Factor Loadings of the Organizational Culture Scale Items

	I	II	III	IV	Org.Culture
<u>I.Mission</u>					
OC30	.75	.16	-.01	.25	.66
OC31	.68	.16	-.03	.09	.50
OC34	.63	.12	.24	.22	.52
OC33	.62	.07	.30	.11	.49
OC29	.62	.19	.02	.24	.49
OC36	.61	.18	.24	.12	.48
OC35	.43	.36	.27	.24	.45
OC32	.39	.35	.33	.20	.44
OC37	.22	.04	.14	.57	.40
<u>II.Adaptability</u>					
OC25	.15	.66	.08	.07	.47
OC19	.18	.56	-.02	.08	.36
OC23	.09	.55	.01	.09	.32
OC26	.44	.52	.00	.07	.47
OC21	.53	.44	.18	-.18	.55
OC24	.21	.43	.35	.17	.38
OC22	.46	.41	.30	-.10	.49
OC27	.33	.37	.14	.30	.36
OC20	.49	.36	.38	-.01	.52
OC28	.18	-.07	.01	.64	.46
<u>III.Involvement</u>					
OC9	.17	.15	.73	.12	.60
OC1	.04	.07	.66	.10	.45
OC8	.22	.21	.63	-.03	.49
OC6	.41	.01	.57	.07	.50
OC2	-.05	.40	.55	.29	.55
OC7	.11	.03	.53	.32	.40
OC3	.15	.46	.39	.08	.40
OC4	.08	.47	.27	.23	.36
OC5	.21	.47	.14	.18	.32
<u>IV.Consistency</u>					
OC16	.09	.30	.26	.55	.48
OC18	.11	.28	.12	.55	.42
OC17	.17	.46	.21	.38	.44
OC11	.58	.15	.34	.17	.51
OC10	.26	.30	.51	.11	.44
OC13	.09	.58	.27	-.09	.43
OC14	.52	.18	.41	.08	.48
OC15	.18	.59	.38	.07	.54
OC12	.12	.35	.31	.02	.23
Eigenvalues	5.35	4.84	4.40	2.42	11.52
ExplainedVariance	14.47	13.07	11.89	6.54	31.13

5.4 FACTOR ANALYSIS OF THE ORGANIZATIONAL COMMITMENT SCALE (OCMS)

In order to investigate the psychometric properties of OCMS, the items of the scale were subjected to the PCA. A preliminary investigation of the scree-plot suggested one global factor, therefore PCA was initially conducted through one-factor solution. As can be seen in Table 5, the global score of OCM explained 31.52 % of the variance, with an eigenvalue of 10.09. The loadings of the items ranged between .06 and .78.

OCMS is suggested to include three factors which are affective, continuance, and normative. In order to test this assumption, the items of OCMS were subjected to PCA, with varimax rotated three-factor solution. According to the results the total variance explained increased to 44.97 %, with eigenvalues ranging from 3.75-5.33 (see Table 5). Certain cross-loadings were observed among the items, however the main analyses were conducted relying on the original suggestions.

Table 5. Varimax Rotated Factor Loadings of the Organizational Commitment Scale Items

	I	II	III	Org. Comm.
<u>I.Normative</u>				
OCM2	.15	.47	-.17	.36
OCM6	.39	.48	-.10	.57
OCM13	.52	.27	.14	.60
OCM15	.57	.39	-.13	.65
OCM16	.21	.42	.18	.45
OCM18	.43	.52	-.14	.63
OCM19	.82	.24	-.13	.77
OCM20	.61	.43	-.04	.73
OCM22	.66	.39	.03	.76
OCM24	.60	.21	.03	.60
OCM27	.41	.13	-.39	.33
OCM29	.51	.43	-.20	.62
OCM30	.42	.38	-.25	.51
OCM32	.75	.01	.05	.60
<u>II.Continuance</u>				
OCM4	.13	.47	.19	.42
OCM7	.16	.71	-.03	.54
OCM8	-.06	.66	.13	.36
OCM12	.01	.59	-.10	.35
OCM14	.28	.59	.04	.57
OCM21	-.13	-.02	-.52	-.21
OCM25	-.12	.00	-.58	-.19
OCM28	.08	.11	-.40	.06
OCM31	.32	.28	.07	.43
<u>III.Affective</u>				
OCM1	.52	.26	.32	.62
OCM3	.42	.47	.51	.70
OCM5	.32	.53	.45	.65
OCM9	.61	.27	.23	.68
OCM10	.37	.45	.54	.65
OCM11	.64	-.01	.16	.52
OCM17	.60	.30	.21	.69
OCM23	.62	.05	.39	.58
OCM26	.65	.01	.24	.56
Eigenvalues	5.33	4.66	3.75	10.09
ExplainedVariance(%)	17.76	15.52	12.50	31.52

5.5 RELIABILITY INFORMATIONS FOR THE SCALES

Considering organizational citizenship behavior, the reliability analyses revealed Cronbach alpha value of .85 for the global score, and alpha values ranging between .62 and .78 for the subscales. Similarly, for the organizational culture, the reliability analyses revealed Cronbach alpha value of .94 for the global score, and alpha values ranging between .81 and .85 for the subscales. Finally, in terms of organizational commitment, the reliability analyses revealed Cronbach alpha value of .91 for the global score, and alpha values ranging between .65 and .89 for the subscales. Table 6 summarizes the reliability informations for OCBS, OCS, and OCMS.

Table 6. Cronbach Alpha Values for the Scales

Scale	Cronbach Alpha Value (α)
Organizational Citizenship Behavior	.85
Altruism	.78
Civic Virtue	.63
Conscientiousness	.65
Sportsmanship	.65
Courtesy	.62
Organizational Culture	.94
Involvement	.81
Consistency	.80
Adaptability	.81
Mission	.85
Organizational Commitment	.91
Affective	.88
Continuance	.65
Normative	.89

5.6 DESCRIPTIVE STATISTICS AND INTERCORRELATIONS

The descriptive informations of the scales and subscales, together with the descriptive informations regarding the demographic variables and intercorrelations are displayed in Table 7.

Table 7. Descriptive Statistics and Intercorrelation Matrix

Variables	# of items	Mean	SD	Min-Max	1	2	3	4	5	6	7
1.Age	-										
2.Gender	-				.10						
3.Tenure	-				.94**	.04					
4.University tenure	-				.89**	.03	.94***				
5.Income	-				.33**	.02	.28**	.26**			
6.Org. Culture	37	3.04	.51	1.73-4.54	-.02	-.22*	-.02	.01	.03		
7.Involvement	9	2.92	.59	1.44-4.73	-.05	-.18*	-.04	.04	.01	.85***	
8.Consistency	9	2.99	.56	1.44-4.44	-.02	-.21*	-.03	-.01	-.01	.91***	.77***
9.Adaptability	10	3.08	.55	1.60-4.50	.03	-.09	.03	.02	-.02	.87***	.63***
10.Mission	9	3.14	.64	1.56-4.89	-.02	-.29**	-.03	-.05	.11	.86***	.58***
11.Org. Comm.	32	3.33	.53	1.66-4.50	.20*	.01	.19*	.26**	.03	.29**	.22*
12.Affective	9	3.85	.66	2-5	.10	-.08	.09	.14	.09	.36***	.21*
13.Continuance	9	2.98	.55	1-4.22	.08	-.01	.09	.18*	-.15	.11	.15
14.Normative	14	3.22	.67	1.5-4.71	.25**	.06	.24**	.29**	.08	.24**	.18
15.OCB	24	4.06	.37	3-5	.09	-.09	.12	.08	.03	.16	-.01
16.Altruism	5	4.01	.53	2.40-5	.09	-.11	.12	.07	-.03	.01	-.06
17.Civic Virtue	4	3.88	.58	2.25-5	.08	-.02	.10	.04	.01	.12	-.03
18.Courtesy	5	4.12	.44	2.60-5	-.06	-.06	-.01	-.03	-.04	.11	.01
19.Conscientiousness	5	4.20	.48	3-5	.08	-.05	.11	.11	.03	.08	-.03
20.Sportsmanship	5	4.05	.55	2.40-5	.12	-.08	.09	.10	.12	.23**	.08

Note. * $p < .05$, ** $p < .01$, *** $p < .001$.

Table 7. Descriptive Statistics and Intercorrelation Matrix (Cont'd)

Variables	9	10	11.	12	13	14	15	16	17	18	19	20
8.Consistency	.71** *	.70** *	.29**	.31** *	.13	.25**	.13	.03	.12	.08	.05	.18*
9.Adaptability		.69** *	.20*	.30** *	-.01	.17	.16	.01	.08	.15	.05	.28**
10.Mission			.31***	.41** *	.09	.24**	.25**	.07	.25**	.15	.16	.26**
11.Org. Comm.				.84** *	.67***	.93***	.35** *	.17	.33***	.17	.33** *	.26**
12.Affective					.37***	.69***	.42** *	.20*	.40***	.21*	.35** *	.35** *
13.Continuance						.46***	.14	.11	.09	.03	.20*	.08
14.Normative							.29**	.13	.29**	.16	.27**	.20*
15.OCB								.70***	.72***	.75***	.81** *	.61** *
16.Altruism									.37***	.58***	.45** *	.11
17.Civic Virtue										.37***	.53** *	.33** *
18.Courtesy											.52** *	.28** *
19.Conscientiousness												.41** *

Note. *p < .05, **p < .01, ***p < .001.

When the relationships between the demographic variables and the study variables were examined, it was seen that age had a significant positive association with global score of organizational commitment ($r = .20, p < .05$) and normative commitment ($r = .25, p < .01$). Gender received relatively negative associations with organizational culture; i.e., global score of organizational culture ($r = -.22, p < .05$), involvement ($r = -.18, p < .05$), consistency ($r = -.21, p < .05$), and mission ($r = -.29, p < .01$). Both tenure and university tenure displayed positive associations with global score of organizational commitment ($r = .19, p < .05$ and $r = .26, p < .01$, respectively) and normative commitment ($r = .24, p < .01$ and $r = .29, p < .01$, respectively). Besides, university tenure was found to be significantly related to continuance commitment ($r = .18, p < .05$). Finally, no significant association was found between income and study variables.

Regarding the intercorrelations among the study variables, the global score of organizational culture was found to be positively associated with global score of organizational commitment ($r = .29, p < .01$), affective commitment ($r = .36, p < .001$), normative commitment ($r = .24, p < .01$), and sportsmanship ($r = .23, p < .01$). Moreover, involvement was also found to be positively associated with global score of organizational commitment ($r = .22, p < .05$) and affective commitment ($r = .21, p < .05$). Similarly, a significant relationship was observed between adaptability and organizational commitment ($r = .20, p < .05$), affective commitment ($r = .30, p < .001$), and sportsmanship ($r = .28, p < .01$). Mission was observed to be significantly associated with many of the variables considering organizational commitment and citizenship behavior; such as the global score of organizational commitment ($r = .31, p < .001$), affective commitment ($r = .41, p < .001$), normative commitment ($r = .24, p < .01$), global score of organizational citizenship behavior ($r = .25, p < .01$), civic virtue ($r = .25, p < .01$), and sportsmanship ($r = .26, p < .01$).

Regarding organizational commitment, the global score was found to be positively associated with global score of organizational citizenship behavior ($r = .35, p < .001$), civic virtue ($r = .33, p < .001$), conscientiousness ($r = .33, p < .001$), and sportsmanship ($r = .26, p < .01$). Similarly, affective commitment was found to be positively related to global score of organizational citizenship behavior ($r = .42, p < .001$), altruism ($r = .20, p < .05$), civic virtue ($r = .40, p < .001$), courtesy ($r = .21, p < .05$), conscientiousness ($r = .35, p < .001$), and sportsmanship ($r = .35, p < .001$). Continuance commitment was only significantly associated with conscientiousness ($r = .20, p < .05$). Finally, normative was found to be associated with global score of organizational citizenship behavior ($r = .29, p < .01$), civic virtue ($r = .29, p < .01$), conscientiousness ($r = .27, p < .01$), and sportsmanship ($r = .20, p < .05$) (see Table 7).

5.7 SAMPLE DEMOGRAPHICS

The sample included 125 participants, 48 % female ($N = 60$) and 52 % male ($N = 65$), who were academicians from various departments at Middle East Technical University. Ages of the participants ranged between 30 and 70, with a mean of 46.37 and SD of 10.99. Finally, the tenure and university tenure of the participants ranged between 1 and 44, with means of 20.48 and 18.26, respectively and SD 11.68 and 11.04, respectively (see Table 7). The demographic characteristics can be seen in Appendix H.

5.8 DETERMINATION OF CONTROL VARIABLES

In the present study, all demographic variables were treated as potential control variables. Therefore, they were entered in the first step in all regression analyses testing for the hypotheses. The previous section describes the relationship between demographic variables and study variables (see Table 7).

5.9 HYPOTHESES TESTING

The major dependent variable of the present study is organizational citizenship behavior, which includes five dimensions (i.e., altruism, civic virtue, courtesy, conscientiousness, and sportsmanship). Therefore, the main analyses were conducted separately for each of these factors as being the dependent variables. Hypotheses 1 and 2 were examined together within these sections. Hypothesis 3 was examined in a separate section. Finally, hypothesis 4 was examined through Hypothesis 1 and 2.

5.9.1 Factors Associated with Organizational Citizenship Behavior (OCB)

In order to investigate the factors associated with OCB, four sequential hierarchical regression analyses were conducted, where control variables (age, gender, tenure, university tenure, income) were entered in the first step, organizational culture was entered in the second step, and organizational commitment was entered in the last step. In the former analyses (5.9.1.1 and 5.9.1.2), organizational culture was taken into account and organizational commitment and the factors of organizational commitment were entered in separate analyses, respectively. On the other hand, in the latter analyses (5.9.1.3 and 5.9.1.4) the factors of organizational culture were taken into account; organizational commitment and the factors of organizational commitment were entered in separate analyses, respectively.

5.9.1.1 Predictor Roles of Organizational Culture and Organizational Commitment on OCB

Considering the predictor roles of organizational culture and organizational commitment on OCB, the regression analysis did not reveal any significant association between control variables and OCB. Consequently, organizational culture was the first variable entered into the equation, and explained 2% of the variance ($F [1, 123] = 3.08, n.s$). However, organizational culture did not have a significant association with OCB. On the second step, organizational commitment entered into the equation and

the explained variance increased to 13% ($F_{\text{change}} [1, 122] = 8.80, p < .001$), and had a significant association with OCB ($\beta = .32, t [122] = 3.77, p < .001$), indicating that organizational commitment has a predictor role on OCB, when the effect of organizational culture was controlled (see Table 8).

Table 8. Predictor Roles of Organizational Culture and Organizational Commitment on OCB

	IV	df	F	β	t	pr	R²
1.	Organizational Culture	1, 123	3.08	.11	1.75	.16	.02
2.	Organizational commitment	1, 122	14.19***	.23	3.77***	.32	.13

Note: * $p < .05$, ** $p < .01$, *** $p < .001$.

5.9.1.2 Predictor Roles of Organizational Culture and Affective Commitment, Continuance Commitment and Normative Commitment on OCB

After entering the organizational culture in the first step (see 1.1.1), when the factors of organizational commitment entered into the equation the explained variance increased to 18% ($F_{\text{change}} [3, 120] = 7.54, p < .001$). Besides, a significant association was observed between affective commitment and OCB ($\beta = .31, t [120] = 3.55, p < .001$), indicating that affective commitment has a predictor role on OCB, when the effect of organizational culture was controlled (see Table 9).

Table 9. Summary of Regression Models Testing for Predictor Roles of Organizational Culture and Affective Commitment, Continuance Commitment and Normative Commitment on OCB

IV	df	F	β	t	pr	R ²
1.Organizational Culture	1, 123	3.08	.11	1.75	.16	.02
2.Organizational commitment	3, 120	7.54***				.18
Affective			.23	3.55***	.31	
Continuance			-.01	-.22	-.02	
Normative			.01	.09	.01	

Note: * $p < .05$, ** $p < .01$, *** $p < .001$.

5.9.1.3 Predictor Roles of Involvement, Consistency, Adaptability, Mission and Organizational Commitment on OCB

Considering the predictor roles of factors of organizational culture and organizational commitment on OCB, the regression analysis did not reveal any significant association between control variables and OCB. Consequently, factors of organizational culture were the first variables entered into the equation, and explained 10 % of the variance ($F [4, 120] = 3.44, p < .01$). Besides, a significant association was found between OCB and both involvement ($pr = -.19, \beta = -.19, t [120] = -2.21, p < .05$) and mission ($pr = .20, \beta = .18, t [120] = 2.36, p < .05$), indicating that while involvement contributed negatively, mission contributed positively to OCB. On the second step, organizational commitment entered into the equation and the explained variance increased to 19 % ($F_{change} [1, 119] = 12.95, p < .001$), and had a significant association with OCB ($pr = .30, \beta = .22, t [119] = 3.60, p < .001$), indicating that organizational commitment has a predictor role on OCB, when the effects of factors of organizational culture were controlled (see Table 10).

Table 10. Summary of Regression Models Testing for Predictor Roles of Involvement, Consistency, Adaptability, Mission and Organizational Commitment on OCB

IV	df	F	β	t	pr	R ²
1.Organizational Culture	4, 120	3.44**				.10
Involvement			-.19	-2.21*	-.19	
Consistency			.06	.58	.05	
Adaptability			.05	.56	.05	
Mission			.18	2.36*	.20	
2.Organizational Commitment	1, 119	12.95***	.22	3.60***	.30	.19

Note: * $p < .05$, ** $p < .01$, *** $p < .001$.

Moreover, it was observed that after controlling for the organizational commitment, a decrease in the significance of involvement was observed, ($pr = -.19$, $\beta = -.19$, $t [119] = -2.28$, $p < .05$). However, the sobel test did not confirm this reduction. Similarly, after controlling for the organizational commitment, mission lost its significance, ($pr = .15$, $\beta = .13$, $t [119] = 1.82$, $p = n.s.$). However, the sobel test did not confirm this reduction, ($z = .69$, $p = n.s.$). Therefore, the mediator role of organizational commitment between factors of organizational culture and OCB was not supported. Therefore Hypothesis 4 is not supported fully.

5.9.1.4 Predictor Roles of Involvement, Consistency, Adaptability, Mission and Affective Commitment, Continuance Commitment, Normative Commitment on OCB

After entering the factors of organizational culture in the first step (see 5.9.1.1.3), when the factors of organizational commitment entered into the equation the explained variance increased to 22 % ($F_{change} [3, 117] = 5.83$, $p < .001$). Besides, a significant association was observed between affective commitment and OCB ($pr = .24$, $\beta = .19$, $t [117] = 2.88$, $p < .01$), indicating that affective commitment has a predictor role on OCB, when the effects of factors of organizational culture were controlled (see Table 10).

Table 11. Summary of Regression Models Testing for Predictor Roles of Involvement, Consistency, Adaptability, Mission and Affective Commitment, Continuance Commitment, Normative Commitment on OCB

IV	df	F	β	t	pr	R ²
Organizational Culture	4, 120	3.44**				.10
Involvement			-.19	-2.21*	-.19	
Consistency			.06	.58	.05	
Adaptability			.05	.56	.05	
Mission			.18	2.36*	.20	
Organizational Commitment	3, 117	5.83***				.22
Affective			.19	2.88**	.24	
Continuance			.01	.22	.02	
Normative			.01	.20	.02	

Note: * $p < .05$, ** $p < .01$, *** $p < .001$.

Moreover, it was observed that after controlling for the factors of organizational commitment, a decrease in the significance of involvement was observed, ($pr = -.17$, $\beta = -.17$, $t [117] = -2.04$, $p < .05$). However, the sobel test did not confirm this reduction. Moreover, after controlling for the factors of organizational commitment, the mission lost its significance, ($pr = .11$, $\beta = .10$, $t [117] = 1.31$, $p = n.s.$). The sobel test confirmed this significant decrease ($z = 2.04$, $p < .05$). Therefore, the mediator role of affective commitment between mission and OCB was further analysed.

5.9.1.4.1 Mediator Role of Affective Commitment between Mission and OCB

In order to further investigate the mediator role of affective commitment between mission and OCB, the predictor role of mission on affective commitment was examined (the predictor roles of mission on OCB and affective commitment on OCB were analysed above). The regression analysis revealed that mission accounted for 18% of the variance on affective commitment, ($F_{change} [4, 120] = 6.41$, $p < .001$). Besides, a significant association between mission and affective commitment was observed, ($pr = .25$, $\beta = .40$, $t [120] = 3.06$, $p < .01$). Therefore, the mediator role of

affective commitment between mission and OCB was supported (see Table 12 and Figure 7).

Table 12. Summary of Regression Model Testing for Mediator Role of Affective Commitment between Mission and OCB

IV	DV	df	F	β	t	pr	R ²
1. Organizational Culture	OCB	4, 120	3.44**				.10
Involvement				-.19	-2.21*	-.19	
Consistency				.06	.58	.05	
Adaptability				.05	.56	.05	
Mission				.18	2.36*	.20	
2. Organizational commitment		3, 117	5.83***				.22
Affective (Aff.)				.19	2.88**	.24	
Continuance				.01	.22	.02	
Normative				.01	.20	.02	
Organizational Culture	Aff.	4, 120	6.41***				.18
Involvement				-.12	-.84	-.07	
Consistency				.13	.74	.06	
Adaptability				.02	.15	.01	
Mission				.40	3.06**	.25	

Note: * $p < .05$, ** $p < .01$, *** $p < .001$.

To sum up, in terms of organizational culture, involvement and mission are significantly related to OCB. Besides, when the effect of organizational culture is controlled, organizational commitment and affective commitment are found to be significantly associated with OCB. Finally, mission is found to predict affective commitment and a mediator role of affective commitment between mission and OCB is supported. Therefore, Hypothesis 1, Hypothesis 2, and Hypothesis 4 are partially supported which will be explained in detailed in the summary of hypotheses testing.

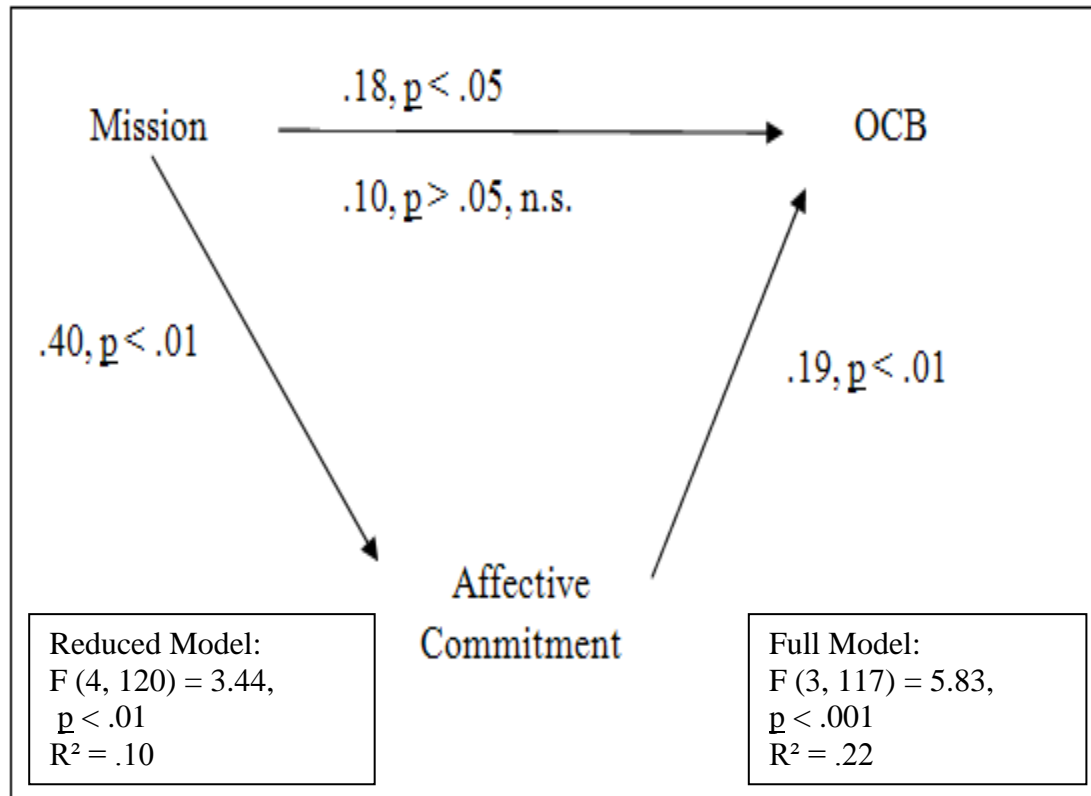


Figure 7. Mediator Role of Affective Commitment between Mission and OCB

Note: Summary of the mediation analysis including beta-weights, F values, and R^2 's for the model before affective commitment is included (Reduced Model) and after the inclusion of affective commitment (Full Model). The initial path between mission and OCB is indicated by beta-weight and p values on the top of the line connecting these variables, while the beta-weight and p values after affective commitment is included as the mediator is indicated by the values beneath the path.

5.9.2 Factors Associated with Altruism

In order to investigate the factors associated with altruism, four sequential hierarchical regression analyses were conducted, where control variables (age, gender, tenure, university tenure, income) were entered in the first step, organizational culture was entered in the second step, and organizational commitment was entered in the last step. In the former analyses (5.9.2.1 and 5.9.2.2), organizational culture was taken into

account and the global score of organizational commitment and the factors of organizational commitment were entered in separate analyses, respectively. On the other hand, in the latter analyses (5.9.2.3 and 5.9.2.4) the factors of organizational culture were taken into account, and organizational commitment and the factors of organizational commitment were entered in separate analyses, respectively.

5.9.2.1 Predictor Roles of Organizational Culture and Organizational Commitment on Altruism

Considering the predictor roles of organizational culture and organizational commitment on altruism, the regression analysis did not reveal any significant association between control variables and altruism. Consequently, organizational culture was the first variable entered into the equation. However, organizational culture was not observed to explain variance ($F [1, 123] = .02, n.s$). Besides, organizational culture did not have a significant association with altruism. On the second step, organizational commitment entered into the equation and the explained variance increased to 3 % ($F_{change} [1, 122] = 3.90, p < .05$), and had a significant association with altruism ($pr = .18, \beta = .18, t [122] = 1.20, p < .05$), indicating that organizational commitment has a predictor role on altruism, when the effect of organizational culture was controlled (see Table 13).

Table 13. Summary of Regression Models Testing for Predictor Roles of Organizational Culture and Organizational Commitment on Altruism

IV	df	F	β	t	pr	R ²
1.Organizational Culture	1,123	.02	.01	.15	.01	.
2.Organizational Commitment	1, 122	3.90*	.18	1.20*	.18	.03

Note: * $p < .05$, ** $p < .01$, *** $p < .001$.

5.9.2.2 Predictor Roles of Organizational Culture and Affective Commitment, Continuance Commitment, Normative Commitment on Altruism

After entering the organizational culture in the first step (see 5.9.2.1), when the factors of organizational commitment entered into the equation the explained variance increased to 2 %, however this increase was not observed to be significant, ($F_{\text{change}} [3, 120] = 1.94, p = \text{n.s.}$). Moreover, a significant association between factors of organizational commitment and altruism was not observed (see Table 14).

Table 14. Summary of Regression Models Testing for Predictor Roles of Organizational Culture and Affective Commitment, Continuance Commitment, Normative Commitment on Altruism

IV	df	F	β	t	pr	R ²
1.Organizational Culture	1,123	.02	.01	.15	.01	.
2.Organizational commitment	3, 120	1.94				.02
Affective			.19	1.83	.16	
Continuance			.04	.42	.04	
Normative			-.03	-.28	-.03	

Note: * $p < .05$, ** $p < .01$, *** $p < .001$.

5.9.2.3 Predictor Roles of Involvement, Consistency, Adaptability, Mission and Organizational Commitment on Altruism

Considering the predictor roles of factors of organizational culture and organizational commitment on altruism, the regression analysis did not reveal any significant association between control variables and altruism. Consequently, factors of organizational culture were the first variables entered into the equation. However, factors of organizational culture were not observed to significantly explain the variance ($F [4, 120] = .76, \text{n.s.}$). Besides, factors of organizational culture did not reveal significant associations with altruism. On the second step, organizational

commitment entered into the equation and the explained variance increased to 5%, however this change was again not significant ($F_{\text{change}} [1, 119] = 3.18, p = \text{n.s.}$). Moreover, organizational commitment did not reveal a significant association with altruism (see Table 15).

Table 15. Summary of Regression Models Testing for Predictor Roles of Involvement, Consistency, Adaptability, Mission and Organizational Commitment on Altruism

IV	df	F	β	t	pr	R²
1.Organizational Culture	4, 120	.76				.03
Involvement			-.19	-1.48	-.13	
Consistency			.11	.72	.07	
Adaptability			-.02	-.18	-.02	
Mission			.11	.92	.08	
2.Organizational Commitment	1, 119	3.18	.17	1.78	.16	.05

Note: * $p < .05$, ** $p < .01$, *** $p < .001$.

5.9.2.4 Predictor Roles of Factors of Involvement, Consistency, Adaptability, Mission and Affective Commitment, Continuance Commitment, Normative Commitment on Altruism

After entering the factors of organizational culture in the first step (see 5.9.2.1), when the factors of organizational commitment entered into the equation the explained variance increased to 6 %, however this increase was not observed to be significant, ($F_{\text{change}} [3, 117] = 1.51, p = \text{n.s.}$). Moreover, a significant association between factors of organizational commitment and altruism was not observed (see Table 16).

Table 16. Summary of Regression Models Testing for Predictor Roles of Involvement, Consistency, Adaptability, Mission and Affective Commitment, Continuance Commitment, Normative Commitment on Altruism

IV	df	F	β	t	pr	R ²
1.Organizational Culture	4, 120	.76				.03
Involvement			-.19	-1.48	-.13	
Consistency			.11	.72	.07	
Adaptability			-.02	-.18	-.02	
Mission			.11	.92	.08	
2.Organizational Commitment	3, 117	1.51				.06
Affective			.16	1.51	.14	
Continuance			.06	.59	.05	
Normative			-.03	-.28	-.03	

Note: * $p < .05$, ** $p < .01$, *** $p < .001$.

To sum up, organizational culture was not found to be significantly related to altruism. However, when the effect of organizational culture is controlled, organizational commitment was found to be significantly associated with altruism.

5.9.3 Factors Associated with Civic Virtue

In order to investigate the factors associated with civic virtue, four sequential hierarchical regression analyses were conducted, where control variables (age, gender, tenure, university tenure, income) were entered in the first step, organizational culture was entered in the second step, and organizational commitment was entered in the last step. In the former analyses (5.9.3.1 and 5.9.3.2), organizational culture was taken into account and organizational commitment and the factors of organizational commitment were entered in separate analyses, respectively. On the other hand, in the latter analyses (5.9.3.3 and 5.9.3.4) the factors of organizational culture were taken into account, and organizational commitment and the factors of organizational commitment were entered in separate analyses, respectively.

5.9.3.1 Predictor Roles of Organizational Culture and Organizational Commitment on Civic Virtue

Considering the predictor roles of organizational culture and organizational commitment on civic virtue, the regression analysis did not reveal any significant association between control variables and civic virtue. Consequently, organizational culture was the first variable entered into the equation, but did not significantly explain the variance on civic virtue, ($F [1, 123] = 1.84$, n.s). Moreover, organizational culture did not have a significant association with civic virtue. On the second step, organizational commitment entered into the equation and the explained variance increased to 11 % ($F_{\text{change}} [1, 122] = 12.67$, $p < .001$), and had a significant association with civic virtue ($\beta = .30$, $\beta = .35$, $t [122] = 3.56$, $p < .001$), indicating that organizational commitment has a predictor role on civic virtue, when the effect of organizational culture was controlled (see Table 17).

Table 17. Summary of Regression Models Testing for Predictor Roles of Organizational Culture and Organizational Commitment on Civic Virtue

IV	df	F	β	t	pr	R ²
1.Organizational Culture	1, 123	1.84	.14	.33	.03	.02
2.Organizational Commitment	1, 122	12.67**	.35	3.56***	.30	.11

Note: * $p < .05$, ** $p < .01$, *** $p < .001$.

5.9.3.2 Predictor Roles of Organizational Culture, and Affective Commitment, Continuance Commitment, Normative Commitment on Civic Virtue

After entering the organizational culture in the first step (see 3.1.1), when the factors of organizational commitment entered into the equation the explained variance increased to 17 % ($F_{\text{change}} [3, 120] = 7.18$, $p < .001$). Besides, a significant association was observed between affective commitment and civic virtue ($\beta = .27$, $\beta = .34$, $t [120]$

= 3.24, $p < .01$), indicating that affective commitment has a predictor role on civic virtue, when the effect of organizational culture was controlled (see Table 18).

Table 18. Summary of Regression Models Testing for Predictor Roles of Organizational Culture, and Affective Commitment, Continuance Commitment, Normative Commitment on Civic Virtue

IV	df	F	β	t	pr	R ²
1.Organizational Culture	1, 123	1.84	.14	.33	.03	.02
2.Organizational Commitment	3, 120	7.18***				.17
Affective			.34**	3.24	.27	
Continuance			-.09	-.93	-.08	
Normative			.06	.61	.05	

Note: * $p < .05$, ** $p < .01$, *** $p < .001$.

5.9.3.3 Predictor Roles of Involvement, Consistency, Adaptability, Mission and Organizational Commitment on Civic Virtue

Considering the predictor roles of factors of organizational culture and organizational commitment on civic virtue, the regression analysis did not reveal any significant association between control variables and civic virtue. Consequently, factors of organizational culture were the first variables entered into the equation, and explained 11% of the variance ($F [4, 120] = 3.82, p < .01$). Besides, a significant association was found between civic virtue and both involvement ($pr = -.19, \beta = -.30, t [120] = -2.21, p < .05$) and mission ($pr = .26, \beta = .36, t [120] = 2.98, p < .01$), indicating that while involvement contributed negatively, mission contributed positively to civic virtue. On the second step, organizational commitment entered into the equation and the explained variance increased to 18 % ($F_{change} [1, 119] = 10.14, p < .01$), and had a significant association with civic virtue ($pr = .26, \beta = .31, t [119] = 3.18, p < .01$), indicating that organizational commitment has a predictor role on civic virtue, when the effects of factors of organizational culture were controlled (see Table 19).

Table 19. Summary of Regression Models Testing for Predictor Roles of Involvement, Consistency, Adaptability, Mission and Organizational Commitment on Civic Virtue

IV	df	F	β	t	pr	R ²
1.Organizational Culture	4, 120	3.82**				.11
Involvement			-.30	-2.21*	-.19	
Consistency			.17	1.02	.09	
Adaptability			-.12	-.87	-.08	
Mission			.36	2.98**	.26	
2.Organizational Commitment	1, 119	10.14**	.31	3.18**	.26	.18

Note: * $p < .05$, ** $p < .01$, *** $p < .001$.

Moreover, it was observed that after controlling for the organizational commitment, a decrease in the significance of involvement was observed, ($pr = -.19$, $\beta = -.29$, $t [119] = -2.26$, $p < .05$). However, the sobel test did not confirm this reduction. Similarly, after controlling for the organizational commitment, a decrease in the significance of mission was observed, ($pr = .21$, $\beta = .29$, $t [119] = 2.49$, $p < .01$). However, the sobel test again did not confirm this reduction. Therefore, the mediator role of organizational commitment between factors of organizational culture and civic virtue was not supported.

5.9.3.4 Predictor Roles of Factors of Involvement, Consistency, Adaptability, Mission and Affective Commitment, Continuance Commitment, Normative Commitment on Civic Virtue

After entering the factors of organizational culture in the first step (5.9.3.1), when the factors of organizational commitment entered into the equation the explained variance increased to 22 % ($F_{change} [3, 117] = 5.17$, $p < .01$). Besides, a significant association was observed between affective commitment and civic virtue ($pr = .21$, $\beta = .28$, $t [117] = 2.60$, $p < .01$), indicating that affective commitment has a predictor role on civic virtue, when the effects of factors of organizational culture were controlled (see Table 20).

Table 20. Summary of Regression Models Testing for Predictor Roles of Factors of Involvement, Consistency, Adaptability, Mission and Affective Commitment, Continuance Commitment, Normative Commitment on Civic Virtue

IV	df	F	β	t	pr	R ²
1.Organizational Culture	4, 120	3.82**				.11
Involvement			-.30	-2.21*	-.19	
Consistency			.17	1.02	.09	
Adaptability			-.12	-.87	-.08	
Mission			.36	2.98**	.26	
2.Organizational Commitment	3, 117	5.17**				
Affective			.28	2.60**	.21	.22
Continuance			-.07	-.73	-.06	
Normative			.07	.68	.06	

Note: * $p < .05$, ** $p < .01$, *** $p < .001$.

Moreover, it was observed that after controlling for the factors of organizational commitment, involvement lost its significance, ($pr = -.16$, $\beta = -.25$, $t [117] = -1.90$, $p = n.s.$). However, the sobel test did not confirm this reduction. Similarly, after controlling for the factors of organizational commitment, a decrease in the significance of the mission was observed, ($pr = .16$, $\beta = .24$, $t [117] = 2.01$, $p < .05$). Furthermore, the sobel test confirmed this significant decrease ($z = 1.96$, $p < .05$). Therefore, the mediator role of affective commitment between mission and civic virtue was further analysed.

5.9.3.4.1 Mediator Role of Affective Commitment between Mission and Civic Virtue

In order to further investigate the mediator role of affective commitment between mission and civic virtue, the predictor role of mission on affective commitment was examined (the predictor roles of mission on civic virtue and and affective commitment on civic virtue were analysed above). Table 21 describes the association between mission and affective commitment. Besides, a significant associations between mission and affective commitment was observed. Therefore, the mediator role of

affective commitment between mission and civic virtue was supported (see Table 21 and Figure 8).

Table 21. Summary of Regression Model Testing for Mediator Role of Affective Commitment between Mission and Civic Virtue

	IV	DV	df	F	B	t	pr	R²
1.	Organizational Culture	Civic Virtue	4, 120	3.82**				.11
	Involvement				-.30	-2.21*	-.19	
	Consistency				.16	1.02	-.09	
	Adaptability				-.12	-.87	-.08	
	Mission				.39	2.98**	.26	
2.	Organizational commitment		3, 117	4.63***				.22
	Affective				.32	2.60**	.21	
	Continuance				-.07	-.73	-.06	
	Normative				.08	.68	.06	
	Organizational Culture	Affective Commitment	4, 120	6.41**				0.18
	Involvement				-.12	-.84	-.07	
	Consistency				.13	.74	.06	
	Adaptability				.02	.15	.01	
	Mission				.40	3.06**	.25	

Note: *p < .05, **p < .01, ***p < .001.

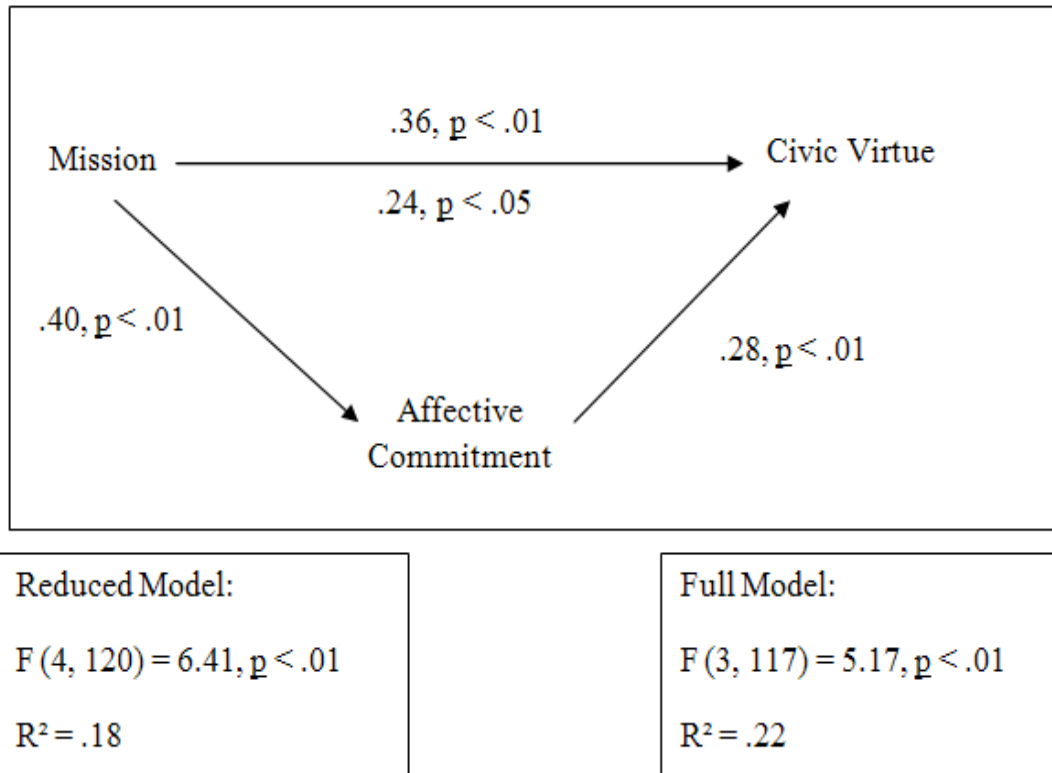


Figure 8. Mediator Role of Affective Commitment between Mission and Civic Virtue

Note: Summary of the mediation analysis including beta-weights, F values, and R^2 's for the model before affective commitment is included (Reduced Model) and after the inclusion of affective commitment (Full Model). The initial path between mission and civic virtue is indicated by beta-weight and p values on the top of the line connecting these variables, while the beta-weight and p values after affective commitment is included as the mediator is indicated by the values beneath the path

To sum up, in terms of organizational culture, involvement and mission are significantly related to civic virtue. Besides, when the effect of organizational culture is controlled, organizational commitment and affective commitment are found to be significantly associated with civic virtue. Finally, mission is found to predict affective

commitment and a mediator role of affective commitment between mission and civic virtue is supported.

5.9.4 Factors Associated with Courtesy

In order to investigate the factors associated with courtesy, four sequential hierarchical regression analyses were conducted, where control variables (age, gender, tenure, university tenure, income) were entered in the first step, organizational culture was entered in the second step, and organizational commitment was entered in the last step. In the former analyses (5.9.4.1 and 5.9.4.2), organizational culture was taken into account and organizational commitment and the factors of organizational commitment were entered in separate analyses, respectively. On the other hand, in the latter analyses (5.9.4.3 and 5.9.4.4) the factors of organizational culture were taken into account, and organizational commitment and the factors of organizational commitment were entered in separate analyses, respectively.

5.9.4.1 Predictor Roles of Organizational Culture and Organizational Commitment on Courtesy

Considering the predictor roles of organizational culture and organizational commitment on courtesy, the regression analysis did not reveal any significant association between control variables and courtesy. Consequently, organizational culture was the first variable entered into the equation. However, organizational culture was not observed to explain variance ($F [1, 123] = 1.59, n.s.$). Besides, organizational culture did not have a significant association with altruism. On the second step, organizational commitment entered into the equation and the explained variance increased to 3 %, however the change in the variance was not observed to be significant ($F_{\text{change}} [1, 122] = 2.58, p = n.s.$) (see Table 22).

Table 22. Summary of Regression Models Testing for Predictor Roles of Organizational Culture and Organizational Commitment on Courtesy

IV	df	F	β	t	pr	R²
1.Organizational Culture	1, 123	1.59	.10	1.26	.11	.01
2.Organizational Commitment	1, 122	2.58	.12	1.61	.14	.03

Note: * $p < .05$, ** $p < .01$, *** $p < .001$.

5.9.4.2 Predictor Roles of Organizational Culture and Affective Commitment, Continuance Commitment, Normative Commitment on Courtesy

After entering the organizational culture in the first step (see 5.9.4.1), when the factors of organizational commitment entered into the equation the explained variance increased to 5%, however this increase was not observed to be significant, ($F_{\text{change}} [3, 120] = 1.55, p = \text{n.s.}$). Moreover, a significant association between factors of organizational commitment and courtesy was not observed (see Table 23).

Table 23. Summary of Regression Models Testing for Predictor Roles of Organizational Culture and Affective Commitment, Continuance Commitment, Normative Commitment on Courtesy

V	df	F	β	t	pr	R²
1.Organizational Culture	1, 123	1.59	.10	1.26	.11	.01
2.Organizational commitment	3, 120	1.55				.05
Affective			.12	1.46	.13	
Continuance			-.05	-.65	-.06	
Normative			.03	.38	.03	

Note: * $p < .05$, ** $p < .01$, *** $p < .001$.

5.9.4.3 Predictor Roles of Involvement, Consistency, Adaptability, Mission and Organizational Commitment on Courtesy

Considering the predictor roles of factors of organizational culture and organizational commitment on courtesy, the regression analysis did not reveal any significant association between control variables and courtesy. Consequently, factors of organizational culture were the first variables entered into the equation. However, factors of organizational culture were not observed to significantly explain the variance ($F [4, 120] = 1.41, n.s$). Besides, factors of organizational culture did not reveal significant associations with courtesy. On the second step, organizational commitment entered into the equation and the explained variance increased to 6%, however this change was again not significant ($F_{\text{change}} [1, 119] = 2.46, p = n.s$). Moreover, organizational commitment did not reveal a significant association with courtesy (see Table 24).

Table 24. Summary of Regression Models Testing for Predictor Roles of Involvement, Consistency, Adaptability, Mission and Organizational Commitment on Courtesy

IV	df	F	β	t	pr	R²
1.Organizational Culture	4, 120	1.41				.05
Involvement			-.14	-1.31	-.12	
Consistency			.01	.07	.01	
Adaptability			.12	1.11	.10	
Mission			.10	1.07	.10	
2.Organizational Commitment	1, 119	2.46	.12	1.57	.14	.06

Note: * $p < .05$, ** $p < .01$, *** $p < .001$.

5.9.4.4 Predictor Roles of Factors of Involvement, Consistency, Adaptability, Mission and Affective Commitment, Continuance Commitment, Normative Commitment on Courtesy

After entering the factors of organizational culture in the first step (see 5.9.4.1), when the factors of organizational commitment entered into the equation the explained variance increased to 7 %, however this increase was not observed to be significant, ($F_{\text{change}} [3, 117] = 1.09, p = \text{n.s.}$). Moreover, a significant association between factors of organizational commitment and courtesy was not observed (see Table 25).

Table 25. Summary of Regression Models Testing for Predictor Roles of Involvement, Consistency, Adaptability, Mission and Affective Commitment, Continuance Commitment, Normative Commitment on Courtesy

IV	df	F	β	t	pr	R ²
1.Organizational Culture	4, 120	1.41				.05
Involvement			-.14	-1.31	-.12	
Consistency			.01	.07	.01	
Adaptability			.12	1.11	.10	
Mission			.10	1.07	.10	
2.Organizational commitment	3, 117	1.09				.07
Affective			.09	1.05	.09	
Continuance			-.02	-.28	-.03	
Normative			.04	.47	.04	

Note: * $p < .05$, ** $p < .01$, *** $p < .001$.

To sum up, organizational culture was not found to be significantly related to courtesy. Besides, organizational commitment was not found to be significantly associated with courtesy, when the effect of organizational culture is controlled.

5.9.5 Factors Associated with Conscientiousness

In order to investigate the factors associated with conscientiousness, four sequential hierarchical regression analyses were conducted, where control variables (age, gender,

tenure, university tenure, income) were entered in the first step, organizational culture was entered in the second step, and organizational commitment was entered in the last step. In the former analyses (5.9.5.1 and 5.9.5.2), organizational culture was taken into account and organizational commitment and the factors of organizational commitment were entered in separate analyses, respectively. On the other hand, in the latter analyses (5.9.5.3 and 5.9.5.4) the factors of organizational culture were taken into account, and organizational commitment and the factors of organizational commitment were entered in separate analyses, respectively.

5.9.5.1 Predictor Roles of Organizational Culture and Organizational Commitment on Conscientiousness

Considering the predictor roles of organizational culture and organizational commitment on conscientiousness, the regression analysis did not reveal any significant association between control variables and conscientiousness. Consequently, organizational culture was the first variable entered into the equation, but did not significantly explain the variance on conscientiousness, ($F [1, 123] = .64, n.s$). Moreover, organizational culture did not have a significant association with conscientiousness. On the second step, organizational commitment entered into the equation and the explained variance increased to 11 % ($F_{\text{change}} [1, 122] = 13.92, p < .001$), and had a significant association with conscientiousness ($\beta = .32, \beta = .30, t [122] = 3.73, p < .001$), indicating that global score of organizational commitment has a predictor role on conscientiousness, when the effect of organizational culture was controlled (see Table 26).

Table 26. Summary of Regression Models Testing for Predictor Roles of Organizational Culture and Organizational Commitment on Conscientiousness

IV	df	F	β	t	pr	R²
1.Organizational Culture	1, 123	.64	.07	.80	.07	.01
2.Organizational Commitment	1, 122	13.92***	.30	3.73***	.32	.11

Note: * $p < .05$, ** $p < .01$, *** $p < .001$.

5.9.5.2 Predictor Roles of Organizational Culture and Affective Commitment, Continuance Commitment, Normative Commitment on Conscientiousness

After entering the organizational culture in the first step (see 5.9.5.1), when the factors of organizational commitment entered into the equation the explained variance increased to 13 % ($F_{\text{change}} [3, 120] = 5.73, p < .001$). Besides, a significant association was observed between affective commitment and conscientiousness ($pr = .23, \beta = .24, t [120] = 2.66, p < .01$), indicating that affective commitment has a predictor role on conscientiousness, when the effect of organizational culture was controlled (see Table 27).

Table 27. Summary of Regression Models Testing for Predictor Roles of Organizational Culture and Affective Commitment, Continuance Commitment, Normative Commitment on Conscientiousness

IV	df	F	β	t	pr	R²
1.Organizational Culture	1, 123	.64	.07	.80	.07	.01
2.Organizational commitment	3, 120	5.73***				
Affective			.24	2.66**	.23	.13
Continuance			.06	.75	.06	
Normative			.02	.19	.02	

Note: * $p < .05$, ** $p < .01$, *** $p < .001$.

5.9.5.3 Predictor Roles of Involvement, Consistency, Adaptability, Mission and Organizational Commitment on Conscientiousness

Considering the predictor roles of factors of organizational culture and organizational commitment on conscientiousness, the regression analysis did not reveal any significant association between control variables and conscientiousness. Consequently, factors of organizational culture were the first variables entered into the equation, and explained 5 % of the variance. However, it did not turn out to be significant ($F [4, 120] = 1.55, p = n.s$). Besides, a significant association was not observed between factors of organizational culture and conscientiousness. On the second step, organizational commitment entered into the equation and the explained variance increased to 14 % ($F_{change} [1, 119] = 12.20, p < .001$), and had a significant association with conscientiousness ($pr = .30, \beta = .28, t [119] = 2.13, p < .05$), indicating that organizational commitment has a predictor role on conscientiousness, when the effects of factors of organizational culture were controlled (see Table 28).

Table 28. Summary of Regression Models Testing for Predictor Roles of Involvement, Consistency, Adaptability, Mission and Organizational Commitment on Conscientiousness

IV	df	F	β	t	pr	R²
1.Organizational Culture	4, 120	1.55				.05
Involvement			-.15	-1.28	-.11	
Consistency			.02	.17	.02	
Adaptability			-.04	-.33	-.03	
Mission			.21	2.08	.19	
2.Organizational Commitment	1, 119	12.20***	.28	3.49***	.30	.14

Note: * $p < .05$, ** $p < .01$, *** $p < .001$.

5.9.5.4 Predictor Roles of Factors of Involvement, Consistency, Adaptability, Mission and Affective Commitment, Continuance Commitment, Normative Commitment on Conscientiousness

After entering the factors of organizational culture in the first step (see 5.9.5.3), when the factors of organizational commitment entered into the equation the explained variance increased to 15 % ($F_{\text{change}} [3, 117] = 4.66, p < .01$). Besides, a significant association was observed between affective commitment and conscientiousness ($pr = .18, \beta = .20, t [117] = 2.13, p < .05$), indicating that affective commitment has a predictor role on conscientiousness, when the effects of factors of organizational culture were controlled (see Table 29).

Table 29. Summary of Regression Models Testing for Predictor Roles of Factors of Involvement, Consistency, Adaptability, Mission and Affective Commitment, Continuance Commitment, Normative Commitment on Conscientiousness

IV	df	F	β	t	pr	R ²
1.Organizational Culture	4, 120	1.55				.05
Involvement			-.15	-1.28	-.11	
Consistency			.02	.17	.02	
Adaptability			-.04	-.33	-.03	
Mission			.21	2.08	.19	
2.Organizational commitment	3, 117	4.66**				.15
Affective			.20	2.13*	.18	
Continuance			.08	.94	.08	
Normative			.03	.30	.03	

Note: * $p < .05$, ** $p < .01$, *** $p < .001$.

To sum up, organizational culture was not observed to be significantly associated with conscientiousness. However, when the effect of organizational culture is controlled, organizational commitment and affective commitment were found to be significantly associated with conscientiousness.

5.9.6 Factors Associated with Sportsmanship

In order to investigate the factors associated with sportsmanship, four sequential hierarchical regression analyses were conducted, where control variables (age, gender, tenure, university tenure, income) were entered in the first step, organizational culture was entered in the second step, and organizational commitment was entered in the last step. In the former analyses (5.9.6.1 and 5.9.6.2), organizational culture was taken into account and organizational commitment and the factors of organizational commitment were entered in separate analyses, respectively. On the other hand, in the latter analyses (5.9.6.3 and 5.9.6.4) the factors of organizational culture were taken into account, organizational commitment and the factors of organizational commitment were entered in separate analyses, respectively.

5.9.6.1 Predictor Roles of Organizational Culture and Organizational Commitment on Sportsmanship

Considering the predictor roles of organizational culture and organizational commitment on sportsmanship, the regression analysis did not reveal any significant association between control variables and sportsmanship. Consequently, organizational culture was the first variable entered into the equation, and explained 5 % of the variance on sportsmanship, ($F [1, 123] = 6.97, p < .01$). Moreover, organizational culture was observed to be significantly associated with sportsmanship, ($\beta = .16, \beta = .25, t [123] = 2.64, p < .01$). On the second step, organizational commitment entered into the equation and the explained variance increased to 9 % ($F_{\text{change}} [1, 122] = 5.34, p < .05$), and had a significant association with sportsmanship ($\beta = .20, \beta = .21, t [122] = 2.31, p < .05$), indicating that organizational commitment has a predictor role on sportsmanship, when the effect of organizational culture was controlled (see Table 30).

Table 30. Summary of Regression Models Testing for Predictor Roles of Organizational Culture and Organizational Commitment on Sportsmanship

IV	df	F	β	t	pr	R ²
1.Organizational Culture	1, 123	6.97**	.25	2.64**	.16	.05
2.Organizational commitment	1, 122	5.34*	.21	2.31*	.20	.09

Note: * $p < .05$, ** $p < .01$, *** $p < .001$.

Moreover, it was observed that after controlling for the organizational commitment, organizational culture lost its significance, ($pr = .16$, $\beta = .18$, $t [122] = 1.91$, $p = n.s.$). However, the sobel test did not confirm this reduction. Therefore, the mediator role of organizational commitment between organizational culture and sportsmanship was not supported.

5.9.6.2 Predictor Roles of Organizational Culture and Affective Commitment, Continuance Commitment, Normative Commitment on Sportsmanship

After entering the organizational culture in the first step (see 5.9.6.1), when the factors of organizational commitment entered into the equation the explained variance increased to 14 % ($F_{change} [3, 120] = 3.99$, $p < .01$). Besides, a significant association was observed between affective commitment and sportsmanship ($pr = .25$, $\beta = .30$, $t [120] = 2.96$, $p < .01$), indicating that affective commitment has a predictor role on sportsmanship, when the effect of organizational culture was controlled (see Table 31).

Table 31. Summary of Regression Models Testing for Predictor Roles of Organizational Culture and Affective Commitment, Continuance Commitment, Normative Commitment on Sportsmanship

IV	df	F	β	t	pr	R ²
1.Organizational Culture	1, 123	6.97**	.25	2.64**	.16	.05
2.Organizational commitment	3, 120	3.99**				.14
Affective			.30	2.96**	.25	
Continuance			-.04	-.45	-.04	
Normative			-.04	-.44	-.04	

Note: * $p < .05$, ** $p < .01$, *** $p < .001$.

Moreover, it was observed that after controlling for the factors of organizational commitment, organizational culture lost its significance, ($pr = .11$, $\beta = .13$, $t_{[120]} = 1.34$, $p = n.s.$). Furthermore, the sobel test confirmed this significant decrease ($z = 2.44$, $p < .05$). Therefore, the mediator role of affective commitment between organizational culture and sportsmanship was further analysed.

5.9.6.2.1 Mediator Role of Affective Commitment between Organizational Culture and Sportsmanship

In order to further investigate the mediator role of affective commitment between organizational culture and sportsmanship, the predictor role of organizational culture on affective commitment was examined (the predictor roles of organizational culture on sportsmanship and affective commitment on sportsmanship were analysed above). The regression analysis revealed that organizational culture accounted for 13 % of the variance on affective commitment, ($F_{change [1, 123]} = 17.79$, $p < .001$). Besides, a significant association between organizational culture and affective commitment was observed, ($pr = .36$, $\beta = .46$, $t_{[123]} = 4.22$, $p < .001$). Therefore, the mediator role of affective commitment between organizational culture and sportsmanship was confirmed (see Table 32 and Figure 9).

Table 32. Summary of Regression Model Testing for Mediator Role of Affective Commitment between Organizational Culture and Sportsmanship

IV	DV	df	F	β	t	pr	R²
1.Organizational Culture	Sports.	1, 123	6.97*	.25	2.64*	.16	.05
2.Organizational commitment		3, 120	3.99*				.14
Affective				.30	2.96*	.25	
Continuance				-.04	-.45	-.04	
Normative				-.04	-.44	-.04	
Organizational Culture	Aff.	1, 123	17.79**	.46	4.22	.36	.13

Note: * $p < .01$, ** $p < .001$.

Aff. for “Affective Commitment”

Sprts. for “Sportsmanship”

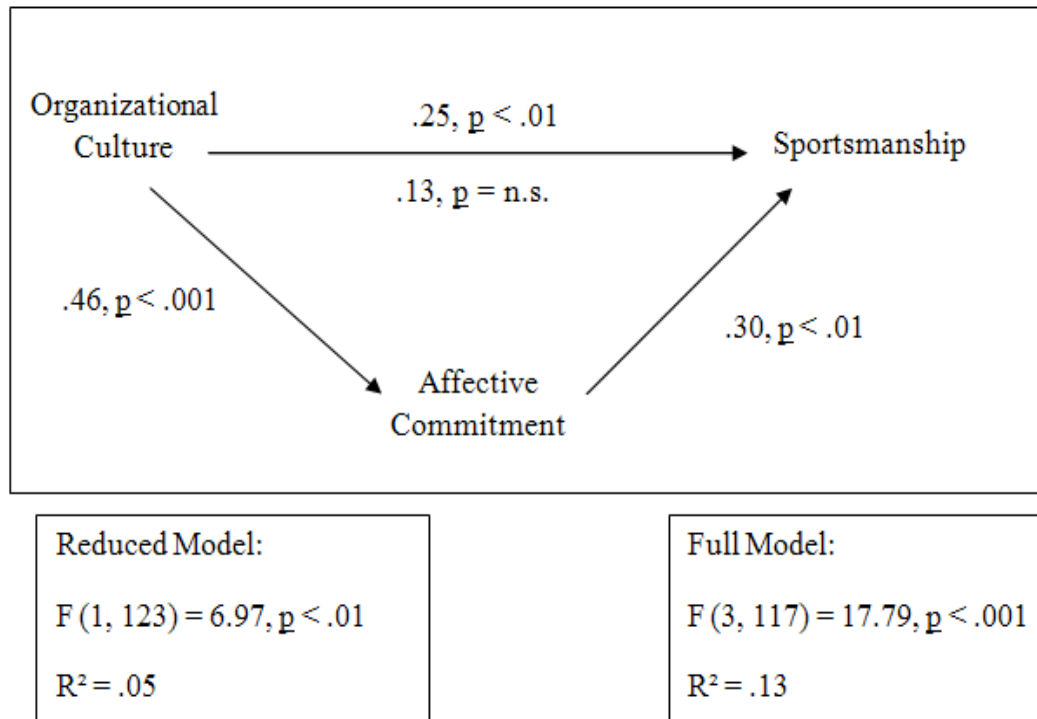


Figure 9. Mediator Role of Affective Commitment between Organizational Culture and Sportsmanship

Note: Summary of the mediation analysis including beta-weights, F values, and R^2 's for the model before affective commitment is included (Reduced Model) and after the inclusion of affective commitment (Full Model). The initial path between organizational culture and sportsmanship is indicated by beta-weight and p values on the top of the line connecting these variables, while the beta-weight and p values after affective commitment is included as the mediator is indicated by the values beneath the path.

5.9.6.3 Predictor Roles of Involvement, Consistency, Adaptability, Mission and Organizational Commitment on Sportsmanship

Considering the predictor roles of factors of organizational culture and organizational commitment on sportsmanship, the regression analysis did not reveal any significant association between control variables and sportsmanship. Consequently, factors of

organizational culture were the first variables entered into the equation, and explained 11 % of the variance ($F [4, 120] = 3.71, p < .01$). Besides, a significant association was found between adaptability and sportsmanship ($pr = .18, \beta = .28, t [120] = 2.09, p < .05$), indicating that adaptability contributed positively to sportsmanship. On the second step, organizational commitment entered into the equation and the explained variance increased to 15 % ($F_{change} [1, 119] = 5.67, p < .05$), and had a significant association with sportsmanship ($pr = .20, \beta = .22, t [119] = 2.38, p < .05$), indicating that organizational commitment has a predictor role on sportsmanship, when the effects of factors of organizational culture were controlled (see Table 33).

Table 33. Summary of Regression Model Testing for Predictor Roles of Involvement, Consistency, Adaptability, Mission and Organizational Commitment on Sportsmanship

IV	df	F	β	t	pr	R²
1.Organizational Culture	4, 120	3.71**				.11
Involvement			-.19	-1.51	-.13	
Consistency			.01	.06	.01	
Adaptability			.28	2.09*	.18	
Mission			.15	1.36	.12	
2.Organizational Commitment	1, 119	5.67*	.22	2.38*	.20	.15

Note: * $p < .05$, ** $p < .01$, *** $p < .001$.

After controlling for the organizational commitment, an increase in the significance of adaptability was observed, ($pr = .20, \beta = .30, t [119] = 2.31, p < .05$) however, the sobel test did not confirm this increase. Therefore, the mediator role of organizational commitment between adaptability and sportsmanship was not supported.

5.9.6.4 Predictor Roles of Factors of Involvement, Consistency, Adaptability, Mission and Affective Commitment, Continuance Commitment, Normative Commitment on Sportsmanship

After entering the factors of organizational culture in the first step (see 5.9.6.3), when the factors of organizational commitment entered into the equation the explained variance increased to 18 % ($F_{\text{change}} [3, 117] = 3.19, p < .05$). Besides, a significant association was observed between affective commitment and sportsmanship ($\beta = .21, \beta = .26, t [117] = 2.48, p < .05$), indicating that affective commitment has a predictor role on sportsmanship, when the effects of factors of organizational culture were controlled (see Table 34).

Table 34. Summary of Regression Model Testing for Predictor Roles of Involvement, Consistency, Adaptability, Mission and Affective Commitment, Continuance Commitment, Normative Commitment on Sportsmanship

IV	df	F	β	t	pr	R ²
1.Organizational Culture	4, 120	3.71**				.11
Involvement			-.19	-1.51	-.13	
Consistency			.01	.06	.01	
Adaptability			.28	2.09*	.18	
Mission			.15	1.36	.12	
2.Organizational commitment	3, 117	3.19*				.18
Affective			.26	2.48*	.21	
Continuance			.01	.07	.01	
Normative			-.03	-.32	-.03	

Note: * $p < .05$, ** $p < .01$, *** $p < .001$.

Moreover, it was observed that after controlling for the factors of organizational commitment, a decrease in the significance of the adaptability was observed, ($\beta = .17, \beta = .27, t [117] = 2.05, p < .05$). However, the sobel test did not confirm this significant decrease. Therefore, the mediator role of affective commitment between adaptability and sportsmanship was not supported.

To sum up, in terms of organizational culture, organizational culture and adaptability are significantly related to sportsmanship. Besides, when the effect of organizational culture is controlled, organizational commitment and affective commitment are found to be significantly associated with sportsmanship. Finally, organizational culture is found to predict affective commitment and a mediator role of affective commitment between organizational culture and sportsmanship is supported.

5.9.7 Predictor Role of Organizational Culture on Organizational Commitment

In order to investigate the role of organizational culture on organizational commitment eight separate hierarchical regression analyses were employed, where organizational commitment and factors of organizational commitment (affective commitment, continuance commitment, normative commitment) stood for the dependent variable separately in each analyses, and the organizational culture, as well as the factors of organizational culture (involvement, consistency, adaptability, mission) were entered as the independent variable.

When organizational culture entered into the regression equation, it was observed to explain 8 % of the variance ($F [1, 123] = 11.10, p < .001$). Besides, a significant association was found between organizational culture and organizational commitment ($pr = .19, \beta = .30, t [123] = 3.33, p < .001$), indicating that aggregate organizational culture contributed positively to organizational commitment (see Table35).

Table 35. Summary of Regression Models Testing for the Predictor Role of Organizational Culture on Organizational Commitment

IV	DV	df	F	β	t	pr	R ²
Organizational Culture	Organizational Commitment	1, 123	11.10 ***	.30	3.33 ***	.29	.08

Note: * $p < .05$, ** $p < .01$, *** $p < .001$.

Moreover, when the factors of organizational culture were entered into the regression equation, they were observed to explain 11 % of the variance ($F [4, 120] = 3.70, p < .01$). However, a significant association between factors of organizational culture and organizational commitment was not observed (see Table 36).

Table 36. Summary of Regression Models Testing for the Predictor Role of Involvement, Consistency, Adaptability, Mission on Organizational Commitment

IV	DV	df	F	β	t	pr	R ²
Organizational Culture	Organizational Commitment	4, 120	3.70 **				.11
	Involvement			-.02	-.12	-.01	
	Consistency			.20	1.28	.11	
	Adaptability			-.11	-.85	-.07	
	Mission			.21	1.92	.17	

Note: * $p < .05$, ** $p < .01$, *** $p < .001$.

5.9.7.1 Predictor Role of Organizational Culture on Affective Commitment

When the global score of organizational culture entered into the regression equation, it was observed to explain 13 % of the variance ($F [1, 123] = 17.79, p < .001$). Besides, a significant association was found between organizational culture and affective commitment ($pr = .36, \beta = .46, t [123] = 4.22, p < .001$), indicating that aggregate organizational culture contributed positively to affective commitment (see Table 37).

Table 37. Summary of Regression Models Testing for the Predictor Role of Organizational Culture on Affective Commitment

IV	DV	df	F	β	t	pr	R ²
Organizational Culture	Affective commitment	1, 123	17.79 ***	.46	4.22 ***	.36	.13

Note: * $p < .05$, ** $p < .01$, *** $p < .001$.

Moreover, when the factors of organizational culture were entered into the regression equation, they were observed to explain 18 % of the variance ($F [4, 120] = 6.41, p < .001$). Besides, a significant association was found between mission and affective commitment ($pr = .25, \beta = .40, t [120] = 3.06, p < .01$), indicating that mission contributed positively to affective commitment (see Table 38).

Table 38. Summary of Regression Models Testing for the Predictor Role of Involvement, Consistency, Adaptability, Mission on Affective Commitment

IV	DV	df	F	β	t	pr	R ²
Organizational Culture	Affective commitment	4, 120	6.41 ***				.18
Involvement				-	-.84	-	
				.12		.07	
Consistency				.13	.74	.06	
Adaptability				.02	.15	.01	
Mission				.40	3.06*	.25	
					*		

Note: * $p < .05$, ** $p < .01$, *** $p < .001$.

5.9.7.2 Predictor Role of Organizational Culture on Continuance Commitment

When the global score of organizational culture entered into the regression equation, it was observed to explain 1 % of the variance, which was not significant ($F [1, 123] = 1.39, p = n.s.$). Besides, a significant association between organizational culture and continuance was not observed (see Table 39).

Table 39. Summary of Regression Models Testing for the Predictor Role of Organizational Culture on Continuance Commitment

IV	DV	df	F	β	t	pr	R ²
Organizational Culture	Continuance Commitment	1, 123	1.39	.11	1.18	.11	.01

Note: * $p < .05$, ** $p < .01$, *** $p < .001$.

Moreover, when the factors of organizational culture were entered into the regression equation, they were observed to explain 5 % of the variance, which was again not significant ($F [4, 120] = 1.64, p = n.s.$). Besides, a significant association between factors of organizational culture and continuance was not observed (see Table 40).

Table 40. Summary of Regression Models Testing for the Predictor Role of Involvement, Consistency, Adaptability, Mission on Continuance Commitment

IV	DV	df	F	β	t	pr	R ²
Organizational Culture	Continuance Commitment	4, 120	1.64				.05
	Involvement			.16	1.23	.11	
	Consistency			.12	.73	.07	
	Adaptability			-.26	-1.88	-.17	
	Mission			.08	.66	.06	

Note: * $p < .05$, ** $p < .01$, *** $p < .001$.

5.9.7.3 Predictor Role of Organizational Culture on Normative Commitment

When the global score of organizational culture entered into the regression equation, it was observed to explain 6 % of the variance ($F [1, 123] = 7.53, p < .01$). Besides, a significant association was found between organizational culture and normative, ($pr = .24, \beta = .32, t [123] = 2.74, p < .01$), indicating that aggregate organizational culture contributed positively to normative commitment(see Table 41).

Table 41. Summary of Regression Models Testing for the Predictor Role of Organizational Culture on Normative Commitment

IV	DV	df	F	β	t	pr	R ²
Organizational Culture	Normative Commitment	1, 123	7.53**	.32	2.74	.24	.06

Note: * $p < .05$, ** $p < .01$, *** $p < .001$.

Moreover, when the factors of organizational culture were entered into the regression equation, they were observed to explain 8 % of the variance ($F [4, 120] = 2.51, p < .05$). However, a significant association between factors of organizational culture and normative was not observed (see Table 42).

Table 42. Summary of Regression Models Testing for the Predictor Role of Involvement, Consistency, Adaptability, Mission on Affective Commitment

IV	DV	df	F	β	t	pr	R ²
Organizational Culture	Normative Commitment	4, 120	2.51*				.08
Involvement				-.06	-.36	-.03	
Consistency				.28	1.45	.13	
Adaptability				-.10	-.60	-.05	
Mission				.18	1.24	.11	

Note: * $p < .05$, ** $p < .01$, *** $p < .001$.

To sum up, while organizational culture was significantly associated with organizational commitment, affective commitment, and normative commitment, in terms of factors of organizational culture, a significant relationship was observed only between mission and affective commitment which means Hypothesis 3 is partially supported.

5.10 SUMMARY OF HYPOTHESES TESTING

In this thesis, three influential concepts which are Organizational Citizenship Behavior with its five dimensions of altruism, courtesy, conscientiousness, sportsmanship, and civic virtue, Organizational Culture with its four dimensions of involvement, consistency, adaptability, and mission, and Organizational Commitment with its dimensions of affective, continuance, and normative commitments are studied in order to investigate the relationship between these variables in an academic environment. The research was conducted at METU with 128 academicians. In order to measure the concepts, three survey instruments were used; Organizational Citizenship Behavior

Scale, Organizational Culture Scale, and Organizational Commitment Scale. Four hypothesis with their subtitles were tested via hierarcihal regression analyses using 125 questionnaires.

Hypothesis 1 is tested to analyze the relationship between organizational culture and its dimensions with OCB and its dimensions. It was expected that organizational culture with its dimensions will predict OCB. When organizational culture influence the organization, the employees will tend display OCB more frequently. Result of the studies showed that organizational culture does not predict OCB; whereas, involvement contributed to OCB negatively and mission contributed to OCB positively. On the other hand, it could not be found a significant relationship among consistency, adaptability, and OCB. In terms of the dimensions of OCB, it is found out that organizational culture contributed to sportsmanship positively, involvement contributed to civic virtue negatively, adaptability contributed to sportsmanship positively, and mission contributed to civic virtue positively.

Table 43. Overview of Hypothesis Testing- H1

Hypothesis	Description	Result
H1a	Involvement dimension of organizational culture predicts OCB.	Supported for negative effect of involvement to OCB and dimension of civic virtue.
H1b	Consistency dimension of organizational culture predicts OCB.	Not supported.
H1c	Adaptability dimension of organizational culture predicts OCB.	Not supported.
H1d	Mission dimension of organizational culture predicts OCB.	Supported for dimension of civic virtue of OCB and for aggregate OCB.
H1e	Organizational culture predicts OCB.	Not supported for aggregate OCB, supported for sportsmanship dimension of OCB.

Hypothesis 2 is tested to investigate the relationship between organizational commitment and its dimensions with OCB and its dimensions. In organizational behavior literature, it is supported that an employee who is committed is more inclined to display OCB. Therefore, this hypothesis attempted to test this relationship. Main analyses showed that organizational commitment and affective commitment have predictor roles on OCB; however, the results indicated that there is no significant relationship between continuance commitment, normative commitment and OCB. On the other hand, the analyses conducted to dimensions of OCB showed that organizational commitment has a predictor role on altruism, civic virtue, conscientiousness, and sportsmanship but does not have any significant relationship

with courtesy. Moreover, affective commitment has a predictor role on civic virtue, conscientiousness, and sportsmanship. However, it is found out that there is no significant relationship among continuance commitment, normative commitment and dimensions of OCB.

Table 44. Overview of Hypothesis Testing- H2

Hypothesis	Description	Result
H2a	Affective commitment predicts OCB.	Supported for aggregate OCB and civic virtue, conscientiousness, sportsmanship dimensions of OCB.
H2b	Continuance commitment predicts OCB.	Not supported for OCB and its dimensions.
H2c	Normative commitment predicts OCB.	Not supported for OCB and its dimensions.
H2d	Organizational commitment predicts OCB.	Supported for aggregate OCB, altruism, civic virtue, conscientiousness, and sportsmanship dimensions of OCB.

Hypothesis 3 was tested to analyze the relationship between organizational culture and its dimensions and OCB and its dimensions. In limited literature, it is suggested that organizational culture could exert a considerable influence in organizations, particularly the area of commitment. Therefore, this hypothesis tended to test this relationship. The results indicated that aggregate organizational culture was significantly associated with organizational commitment and affective commitment and normative commitment dimensions. On the other hand, among the dimensions of two concepts, only mission and affective commitment has a significant relationship.

Table 45. Overview of Hypothesis Testing- H3

Hypothesis	Description	Result
H3a	Involvement dimension of organizational culture predicts organizational commitment.	Not supported.
H3b	Consistency dimension of organizational culture predicts organizational commitment.	Not supported.
H3c	Adaptability dimension of organizational culture predicts organizational commitment.	Not supported.
H3d	Mission dimension of organizational culture predicts organizational commitment.	Supported for affective commitment dimensions of organizational commitment.
H3e	Organizational culture predicts organizational commitment.	Supported for organizational commitment and affective, and normative commitment dimension.

In Hypothesis 4, it is aimed to analyse whether organizational commitment transmits the effect of organizational culture to the dependent variable, OCB. The results indicated that only affective commitment has the mediation role. In order to investigate the mediator role of affective commitment between mission and OCB, the predictor roles of mission on affective commitment and predictor role of affective commitment on OCB were examined. Besides, significant associations between mission and affective commitment, affective commitment and OCB were observed. Therefore, the mediator role of affective commitment between mission and OCB was supported. Secondly, in order to investigate the mediator role of affective commitment

between mission and civic virtue, the predictor roles of mission on affective commitment and predictor role of affective commitment on civic virtue were examined. Besides, a significant associations between mission and affective commitment, affective commitment and OCB were observed. Therefore, the mediator role of affective commitment between mission and civic virtue was supported. Finally, in order to investigate the mediator role of affective commitment between organizational culture and sportsmanship, the predictor role of organizational culture on affective commitment and the predictor role of affective commitment on sportsmanship were examined. Besides, a significant association between organizational culture and affective commitment, affective commitment and sportsmanship were observed. Therefore, the mediator role of affective commitment between organizational culture and sportsmanship was confirmed.

Table 46. Overview of Hypothesis Testing- H4

Hypothesis	Description	Result
H4	Organizational commitment will mediate the relationship between Organizational culture and organizational commitment.	Supported for the mediation role of affective commitment between mission and OCB, mission and civic virtue, organizational culture and sportsmanship.

CHAPTER VI

6 DISCUSSION AND CONCLUSION

The final chapter of the thesis includes the discussion of the results, limitations of the conducted search. At the last section of the chapter, implication for the future study is provided.

6.1 DISCUSSION

The aim of this study is to explore the relationship between organizational citizenship behavior, organizational culture, and organizational commitment with the analysis of mediating effect of organizational commitment between organizational citizenship behavior and organizational culture.

This study supported that organizational culture and its dimensions of involvement, adaptability, consistency, and mission predict OCB. The analyses showed that the aggregate organizational culture do not predict aggregate OCB but the dimension of sportsmanship only. However, there are predictable relationships between dimensions and the constructs. In this research, involvement was found to be negatively related to OCB which means an employee who has a higher involvement displays less OCB, which is a contradictory situation with the literature. This result may have been a consequence of the sample. Involvement includes building human capability, ownership and responsibility which are related to effectiveness, providing a description of collective behavior, systems and meanings lead to individual conformity. Therefore, an employee who has a higher involvement may feel himself/herself engaged and aligned to the organization and do not need to go beyond this line and display extra-role behaviors. Since, he/she assumes that he/she has already been doing his/her job in the cultural context through the indices of empowerment, team

orientation, and capacity development. Moreover, in literature, academicians have not been chosen for the research of these relationships. There may be several reasons that underlie this result and it can be research in future studies which will be detailed in the section of implications for future study. Moreover, involvement was found to predict the civic virtue dimension of OCB. There could not be found a relationship between consistency and adaptability dimensions of organizational culture and OCB. Lastly, mission is the only dimension predicts aggregate OCB and also civic virtue. The reason why mission is the only dimension predicted OCB can be seen in the nature of the academicians in METU. Since METU is a long-standing university since 1956, the academicians accepted the mission of METU. They realized the need for a direction for the university. In view of these findings, it can be said that dimension of civic virtue may be worthwhile to further investigate its association with organizational culture. Organ & Ryan (1995) defined civic virtue as responsible and constructive involvement in the issues and management of the organization. Therefore, culture may be a supportive factor that triggers OCB. For organizational culture-organizational citizenship behaviors relation, it can be said that when an employee has higher involvement and mission, the employee is more like to exhibit civic virtue behaviors; participating actively in organizational governance (e.g., attend meetings, engage in policy debates, express one's opinion about what strategy the organization ought to follow, etc.); monitoring its environment for threats and opportunities (e.g., keep up with changes in the sector that might affect the organization); and looking out for its best interests (e.g., reporting fire hazards or suspicious activities, locking doors, etc.), even at great personal cost. Moreover, if an employee is having a strong organizational culture, the employee tends to display sportsmanship behaviors, with willingness to tolerate the inevitable inconveniences and impositions of work without complaining.

The culture theory developed by Denison & Mishra (1995) supported the relationship between each dimension of organizational culture and organizational effectiveness as well as work related organizational outcomes. They argued that high involvement lead

to a sense of psychological ownership and commitment to the organization and its goals. In this study, however, mission and involvement were found to have strong relationships but involvement with a negative effect. For the negative effect of involvement on OCB, it can be said that the academicians are highly involved in their jobs and they learned everything very quickly. They become professional in their job very soon and they do not have a job with boundaries. They perform as academicians all the time and at all the places, e.g. conferences they are attending both internal and abroad. Therefore, the more they get involved in their jobs, the less they become committed and display OCB. The reason why involvement has a negative effect on OCB can be explained as above.

In this study, secondly, the effect of organizational commitment on OCB was analyzed. According to literature, organizational commitment was regarded as an antecedent of OCB (Organ & Ryan, 1995; Podsakoff et. al, 2000). Since, it is assumed that employees who are psychologically attached to his/her organization will more likely to sacrifice for the sake of the organization which is an expression for OCB. Therefore, this study attempted to observe the effect of organizational commitment with the dimension of affective, continuance, and normative commitment on OCB. It is supported that organizational commitment predicts OCB. Results showed that neither continuance commitment nor normative commitment predict OCB and its dimensions. On the other hand, affective commitment was found to be having strong relationship with aggregate OCB and its all dimensions except courtesy and altruism. Williams & Anderson (1991) differentiated behaviors directed towards individuals, called OCBI, and behaviors directed towards the organization, called OCBO. OCBI, for example, might include altruism (Williams & Anderson, 1991), as well as the other helping behaviors such as courtesy, peacekeeping, and cheerleading. OCBO might entail conscientiousness (Williams & Anderson, 1991), as well as perhaps civic virtue and sportsmanship (e.g., Coleman & Borman, 2000). Thus, it can be said that affective commitment predicted the behaviors directed towards the organization, OCBO. This

tendency is also valid for the effect of aggregate organizational commitment on aggregate OCB and its dimensions except courtesy. The results conflict with the literature findings and our hypothesis. Organizational commitment was found to be a predictor of citizenship behaviors as suggested in the citizenship behavior literature (e.g., Bateman & Organ, 1983; Smith et al., 1983). However, affective commitment was emphasized in the organizational behavior literature as a predictor of OCB by Meyer & Allen, 1991. It was supported that affective commitment related to many different work behaviors. In this study, both organizational commitment as an aggregate variable and affective commitment as a separate variable had a significant impact on OCB. The reason behind why only affective commitment predict OCB may be it has a voluntary-based nature; whereas, normative commitment cause a feeling of obligations for employees to work, and continuance commitment serves ‘side-bets’ for employees in which situation they can lost their investment if they changed their job. In this study, most of the academicians were emphasizing that they do not feel any obligation nor ‘side-bets’ while they are working in METU. The chosen sample and university may also be other reasons why affective commitment has higher effect.

Even though independent variable in this research is OCB, the relationship between organizational culture and organizational commitment is analyzed. There are several researches regarding organizational commitment, organizational culture, and its effects on OCB in the organizational behavior literature. However, the number of the researches on the relationship between organizational culture and organizational commitment is not too many. According to these rare studies (Lock & Crawford, 1999; Moon, 2000; Silverthorne, 2004; Jo & Joo, 2011), organizational culture is associated with organizational commitment. In this study, it is supported that organizational culture with its dimensions predicts organizational commitment with its dimensions. The results indicated that only the mission dimension of organizational culture predicts affective commitment. It is also concluded that the effects of aggregate organizational culture on aggregate organizational commitment, affective, and

normative commitment were supported. Mission is asking to organizations whether the employees know where they are going. Mission enables significant long-term direction for the organizations. It can be assumed that a university may have a strong mission which is especially has its roots since 1956. The findings may refer to academicians' possession of strategic direction and intent, goals and objectives, and a vision which are indices of dimension of mission.

In this study, it is found out that organizational culture predicts OCB partially; organizational commitment predicts OCB partially; and organizational culture predicts organizational commitment partially. Referring to these relationships and the literature review supporting that organizational commitment's mediating effect should be investigated; in this study, the mediating effect of organizational commitment on the relationship between organizational culture and OCB was analyzed. The results showed that only affective commitment has a mediating effect between mission and civic virtue; mission and aggregate OCB; and aggregate organizational culture and sportsmanship. It is worthwhile to focus on the effect of affective commitment among other dimensions of organizational commitment. It has been argued that only affective commitment had a predictor role on OCB; mission and aggregate organizational culture also predicted affective commitment. Taking into account these findings, it can be said that the voluntary basis of affective commitment may link organizational culture and OCB. Firstly, affective commitment mediates the relationship between mission, which provides a significant long-term direction for the organizations, and civic virtue that refers behaviors which include participation to bureaucratic life of the organization. An employee who has a strong mission will more likely to display civic virtue, and affective commitment increased this relationship. A strong mission may lead an employee to remain in the organization because he/ she want to do so. Sequentially, this employee will tend to participate in bureaucratic life or the decision-making process of the organization more intensely. Secondly, this tendency is valid for the mediating role of affective commitment between mission and aggregate OCB. An

employee with a strong mission tends to exhibit more OCB with the increasing-based effect of affective commitment. Lastly, it has been supported that organizational culture predicted affective commitment, and affective commitment predicted sportsmanship. Realizing these findings, mediating role of affective commitment can be found in the tendency of an employee who has a strong organizational culture to attach to his/her job more voluntarily, therefore, he/she will be more volunteer to forbear such as negative acts, filling petty grievance against the organization, tolerating the inconveniences and annoyances of organizational life without complaining and filing grievances.

This thesis contributes to the research on the relationship between organizational citizenship behavior, organizational culture, and organizational commitment; organizational commitment is analyzed with its mediating effect on the relationship between organizational culture and OCB. This thesis;

- is the first attempt to analyze these concepts in an academic environment.
- is an attempt among the minor number of studies on relationship between organizational culture and organizational commitment
- supported the variables with OCB scale, organizational culture, organizational commitment scales which was previously tested.
- used the factor analysis for testing the scales' reliability for academic environment.

6.2 LIMITATIONS

The results of this thesis should be taken into account by realizing some of potential limitations. First one is that this study is handled in a public university in a defined time. In cross-sectional studies, the findings are specific to one sample, which is academicians in METU for this study; therefore, the results may not be generalizable. To manage this limitation, a longitudinal design may be preferred, since there is not a

causal relationship between variables in this study due to the lack of longitudinal research.

Common method variance is another limitation in this study since the data were collected from the participants with the use of self-reporting evaluation. The relationship between OCB and organizational culture and organizational commitment may have been affected by common method variance. Even though, it is observed that most participants evaluated themselves fairly during the survey period, manager reports or peer evaluations may be used to compare the difference.

Moreover, structural equation model could be used to test the hypothesis since it constructs latent variables; variables which are not measured directly, but are estimated in the model from several measured variables each of which is predicted to 'tap into' the latent variables. In our study, these latent variables are organizational culture, organizational commitment, and OCB. This allows the modeler to explicitly capture the unreliability of measurement in the model, which in theory allows the structural relations between latent variables to be accurately estimated.

In this study, only one public university was chosen to investigate the research model. However, other universities may be added to enrich the findings. Moreover, private universities may also be added to research to compare OCB, organizational culture, and organizational commitment between in a public university and private university.

Choosing academicians for sampling and summer school period for data collection was another limitation for this study. From 250 questionnaires, only 125 of them have been returned, with a return ratio of %50. The reasons underlying this low ratio may be the length of the survey. Since the questionnaire attempts to measure three concepts, it was completed approximately in 20 minutes and academicians could not return the questionnaire at that moment. If the questionnaire was more concise, the return ratio

may be more which in turn will result in more data and therefore more reliable results. Secondly, annual leave of the academicians in June- July period limited the number of accessed academicians.

Lastly, some of the academicians did not prefer to participate in the survey since they found the questions too private about their professional life. They were suspicious about the confidentiality of the questionnaire and the study.

6.3 IMPLICATIONS FOR FUTURE STUDY

This study is a source for future studies that will attempt to investigate the relationship between organizational culture, organizational commitment, and organizational citizenship behavior. Especially the relationship between organizational commitment and organizational culture is an area should be focused on since there are not several researches on this topic.

Referring to the limitations for this study, a longitudinal research can be designed in order to observe the relationship between OCB, organizational commitment, and organizational culture. Additionally, a private university can be added to the future analysis in order to compare the tendencies towards displaying organizational commitment and OCB, and having a strong culture or not. For instance, in this study, only affective commitment was found to have strong relationship with OCB and organizational culture, indicating that normative commitment and continuance commitment are related to material part of organizational culture. In future studies, with the addition of a private university, the effect of normative and continuance commitment may have strong relationships as well.

The research findings showed that involvement has a negative effect on OCB which conflicts with the literature. In future studies, it can be attempted to investigate why such a relationship occurred; whether it is a consequence of conducting the research in

a university or not. Involvement can be investigated separate from organizational culture and it can be made a matrix that includes the effect of high involvement and low involvement on low commitment or high commitment which will result in displaying OCB less or more. Secondly, it can be searched if any re-arrangement in the scales is necessary for academicians' understanding.

The differentiation among the dimensions of OCB can be realized in a future study. OCB-Organization and OCB-Individual can be detailed and the effect of organizational commitment and organizational culture can be explored regarding to these two tendencies. For instance, mission and affective commitment are significant variables in this study. These relationships may be further analysed and explore whether they have a predictor role on OCB-Organization or OCB-Individual.

This thesis studied the relationship between organizational citizenship behavior, organizational commitment, and organizational culture with the mediating role of organizational commitment between organizational culture and organizational citizenship behavior. This study aims to trigger researchers to realize that organizational culture is an important tool that enhances organization citizenship behavior and leads employees to attach their organizations more. On the other hand, it should also be realized that having committed employees with a strong culture becomes an important goal for organizations to be able to see citizenship behaviors.

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APPENDICES

APPENDIX A. OCB AND OUTCOMES RESEARCH

Author(s)	OCB measure(s)	Outcome measure	Findings
Studies measuring and analysing OCB and outcome variables at the group level			
Schnake & Hogan, 1995	Executive ratings of frequency of OCB in organization	Executive ratings of six dimensions of organization effectiveness Objective financial performance (e.g. net income, total assets)	OCB courtesy and civic virtue were positively related to organizational flexibility OCB sportsmanship was positively related to customer relations and employee relations OCB sportsmanship was positively related to organizational efficiency
George & Bettenhausen, 1990	Sales associates rated his/her store on customer service (i.e. helping customers, prosocial behaviour)	Total store sales during a 2-month period	Group prosocial behaviour was positively related to store sales performance
Podsakoff, Ahearne, & MacKenzie, 1997	Work group member ratings of work unit OCB	Quantity of performance: amount of paper produced as a percentage of total machine capacity for the year Quality of performance: percentage of paper produced that was either rejected by the paper mill's quality control personnel or by the customer	Helping behaviour and sportsmanship were positively related with quantity of performance Helping behaviour was negatively related to the percentage of paper produced that was rejected (i.e. quality of performance)
Studies measuring and analysing OCB and outcome variables at the individual level			
MacKenzie, Podsakoff, & Fetter, 1991	Manager ratings of salesperson OCB	Salesperson annual commissions Number of applications written by each salesperson % of quota attained by each salesperson Manager ratings of salesperson sales	Manager ratings of salespersons' in-role performance is affected as by salespersons' OCB as by objective indicators of in-role performance

APPENDIX A. OCB AND OUTCOMES RESEARCH (CONT'D)

Author(s)	OCB measure(s)	Outcome measure	Findings
MacKenzie, Podsakoff, & Fetter, 1993	Manager ratings of individual OCB	Salesperson annual commissions Number of applications written by each salesperson % of quota attained by each salesperson Manager ratings of individual overall performance	Study 1: Altruism, civic virtue and objective performance were significantly related to manager ratings of overall performance Study 2: Conscientiousness, sportsmanship and objective sales performance were significantly related to managerial ratings of overall performance
MacKenzie & Podsakoff, 1999	Sample 1: Manager ratings of salesperson OCB Sample 2: General manager ratings of manager OCB	Sales agents' total commissions Number of policies sold per agent Manager ratings of agents' overall performance General manager ratings of managers' overall performance Managers' sales productivity	OCB was significantly related to performance ratings for both salespersons and managers; however, OCB was a stronger predictor of the performance ratings Impact of objective performance on performance was identical for both samples
Skarlicki & Latham, 1995	Peer ratings of individual OCB	Number of publications, and student ratings of teaching effectiveness	OCBO (directed at the organization) was negatively related to number of publications OCBI (directed at colleagues) was positively related to number of publications

APPENDIX A. OCB AND OUTCOMES RESEARCH (CONT'D)

Author(s)	OCB measure(s)	Outcome measure	Findings
Studies measuring OCB and outcome variables at the individual level and analysing at the group level			
MacKenzie & Podsakoff, 1992	Manager ratings of individual OCB, averaged by group for analysis	Agent's total annual commissions (averaged to unit for analysis) Number of applications written (averaged to unit for analysis) Unit level performance from company records (weighted average of four measures including: (1) the amount of new business brought in by an agent, (2) the amount of dollars the agents exceeded sales quotas, (3) average number of policies sold per agent weeks worked, and (4) total number of policies sold by agents)	Average agent civic virtue, average agent sportsmanship, average unit commission, and average number of policies sold were all positively and significantly related to overall unit performance
Walz & Niehoff, 1996	Store manager ratings of individual OCB averaged across units for analysis	Area manager ratings of overall store performance Objective effectiveness measures, including customer satisfaction, food and labour cost, operating efficiency ratio, customer complaints, revenue, and quality of performance (e.g. speed of service, accuracy of order, cleanliness)	OCB dimensions of helping, civic virtue, and sportsmanship were negatively correlated with customer complaints Helping and sportsmanship were negatively correlated with food cost Helping was positively correlated with operating efficiency, revenue, customer satisfaction, and quality of performance
Koys, 2001	Manager and at least one assistant manager ratings of employee OCB, aggregated to the unit (store) level for analysis	Customer satisfaction survey aggregated to unit level for analysis Two unit-level profitability measures from company records	Year 1 unit-level OCB is significantly related to Year 2 organization effectiveness Year 1 unit-level OCB is significantly related to Year 2 unit-level customer satisfaction

**APPENDIX B. ORGANIZATIONAL CITIZENSHIP BEHAVIOR
DIMENSIONS**

Author(s)	Number of Dimensions	Dimensions	Definitions
Bateman and Organ (1983)	1	OCB	Any of those gestures that lubricate the social machinery of the organization but that do not directly inhere in the usual notion of task performance.
Smith, Organ, and Near (1983)	2	Altruism	Behavior that is directly and intentionally aimed at helping a specific person in face-to-face situations.
		Generalized Compliance	Impersonal form of conscientiousness that does not provide immediate help to any one specific person, but rather indirectly helpful to others involved in the system.
Podsakoff, MacKenzie, Moorman, and Fetter (1990)	5	Altruism	Discretionary behaviors on the part of employees that have the effect of helping a specific other with an organizationally relevant problem.
		Conscientiousness	Discretionary behaviors on the part of the employee that go well beyond the minimum role requirements of the organization in the areas of attendance, obeying rules and regulations, taking breaks, and so forth.
		Sportsmanship	Willingness of the employee to tolerate less than ideal circumstances without complaining - to "avoid complaining, petty grievances, railing against real or imagined slights, and making federal cases out of small potatoes."
		Courtesy	Discretionary behavior on the part of an individual aimed at preventing work-related problems with other from occurring.
		Civic Virtue	Behavior on the part of an individual that indicates that he/she responsibly participates in, is involved in, or is concerned about the life of the company.
Williams and Anderson (1991)	2	OCBO	Behaviors that benefit the organization in general
		OCBI	Behaviors that immediately benefit specific individuals and indirectly through this means contribute to the organization.
Morrison (1994)	5	Altruism	Discretionary behaviors on the part of employees that have the effect of helping a specific other with an organizationally relevant problem.
		Conscientiousness	Discretionary behaviors on the part of the employee that go well beyond the minimum role requirements of the organization in the areas of attendance, obeying rules and regulations, taking breaks, and so forth.
		Sportsmanship	Willingness of the employee to tolerate less than ideal circumstances without complaining - to "avoid complaining, petty grievances, railing against real or imagined slights, and making federal cases out of small potatoes."
		Keeping up with changes	Keeping informed about organizational events and changes.
		Involvement	Participation in organizational functions.

**APPENDIX B. ORGANIZATIONAL CITIZENSHIP BEHAVIOR DIMENSIONS
(CONT'D)**

Motowidlo and Van Scotter (1994)	5		Volunteering to carry out task activities that are not formally part of the job
			Persisting with extra enthusiasm when necessary to complete own task activities completely
			Helping and cooperating with others
			Following organizational rules and procedures even when it is personally inconvenient
			Endorsing, supporting, and defending organizational objectives
Podsakoff and MacKenzie (1994)	6	Altruism	Voluntary actions that help another person with a work-related problem.
		Courtesy	Actions that help prevent work-related problems with other from occurring.
		Cheerleading	Encouraging and reinforcing coworkers' accomplishments and professional development.
		Peacekeeping	Actions that help prevent, resolve, or mitigate unconstructive personal conflict.
		Civic Virtue	Behavior on the part of an individual that indicates that he/she responsibly participates in, is involved in, or is concerned about the life of the company.
		Sportsmanship	Willingness of the employee to tolerate less than ideal circumstances without complaining - to "avoid complaining, petty grievances, railing against real or imagined slights, and making federal cases out of small potatoes."
Van Dyne, Graham, and Dienesch (1994)	3	Loyalty	Identification with and allegiance to an organization, transcending the parochial interests of individuals, work groups, and departments.
		Obedience	Acceptance of the necessity and desirability of rational rules and regulations governing organizational structure, job descriptions, and personal policies.
		Participation	Interest in organizational affairs guided by ideal standards of virtue, validated by an individual's keeping informed, and expressed through full and responsible involvement in organizational governance.
Moorman and Blakely (1995)	4	Interpersonal helping	Helping co-workers in their jobs when such help is needed.
		Individual Initiative	Communications to others in the workplace to improve individual and group performance.
		Personal Industry	The performance of specific tasks above and beyond the call of duty.
		Loyal Boosterism	The promotion of the organizational image to outsiders.

**APPENDIX B. ORGANIZATIONAL CITIZENSHIP BEHAVIOR DIMENSIONS
(CONT'D)**

Van Scotter and Motowidlo (1996)	2	Interpersonal Facilitation	Interpersonally oriented behaviors that contribute to organizational goal accomplishment.
		Job Dedication	Self-disciplined behaviors such as following rules, working hard, and taking the initiative to solve a problem at work.
Farh, Earley, and Lin (1997)	5	Identification with the Company	Discretionary behavior that indicates that one responsibly participates in, is involved in, or is concerned about the life of the organization.
		Altruism toward Colleagues	Discretionary behavior that has the effect of helping others around him or her with an organizationally relevant task or problem.
		Conscientiousness	Discretionary behaviors on the part of the employee that go well beyond the minimum role requirements of the organization in the areas of attendance, obeying rules and regulations, taking breaks, working hard, and so forth.
		Interpersonal Harmony	Discretionary behavior by an employee to avoid pursuing personal power and gain with detrimental effects on others in the organization.
		Protecting Company Resources	Discretionary behavior by an employee to avoid negative behaviors that abuse company policies and resources for personal use.
Van Dyne and Lepine (1998)	3	Helping	Cooperative behavior that is noncontroversial.
		Voice	Making innovative suggestions for change and recommending modifications to standard procedures even when others disagree.
		In-Role Behavior	Fulfilling responsibilities that are part of the job, meeting performance expectations.
Morrison and Phelps (1999)	4	In-Role Behavior	Fulfilling responsibilities that are part of the job, meeting performance expectations.
		Civic Virtue	Behavior on the part of an individual that indicates that he/she responsibly participates in, is involved in, or is concerned about the life of the company.
		Altruism	Discretionary behaviors on the part of employees that have the effect of helping a specific other with an organizationally relevant problem.
		Taking Charge	Felt responsibility, self-efficacy, perceptions of top management openness.

**APPENDIX B. ORGANIZATIONAL CITIZENSHIP BEHAVIOR DIMENSIONS
(CONT'D)**

Podsakoff, MacKenzie, Paine, and Bachrach (2000)	7	Helping	Voluntary behaviors that help others or prevent the occurrence of work-related problems.
		Sportsmanship	Willing to tolerate inconvenience at work without complaining.
		Loyalty	Protecting the organization and spreading good will, and supporting and defending the organizational objectives.
		Compliance	Acceptance of the organization's rules, policies, and procedures.
		Individual Initiative	Activity that goes far beyond the minimally required or expected levels.
		Civic Virtue	Overall commitment to the organization.
		Self-development	Improving knowledge, skills, and abilities.
Coleman and Borman (2000)	3	Interpersonal Citizenship Performance	Benefiting other organizational members.
		Organizational Citizenship Performance	Benefiting the organization.
		Job-task Citizenship Performance	Extra effort, persistence in the job, dedication to the job, and the desire to maximize one's own job performance.

APPENDIX C. TABLE OF DEFINITIONS OF ORGANIZATIONAL COMMITMENT

Affective Orientation

The attachment of an individual's fund of affectivity and emotion to the group. (Kanter, 1968)

An Attitude or an orientation toward the organization, which link or attaches the identity of the person to the organization. (Sheldon, 1971)

The process by which the goals of the organization and those of the individual become increasingly integrated or congruent. (Hall, Schneiner, & Nygren, 1970)

A partisan, affective attachment to the goals and values of the organization, to one's role in relation to goals and value, and to the organization for its own sake, apart from its purely instrumental worth. (Buchanan, 1974)

The relative strength of individual's identification with and involvement in a particular organization. (Mowday, Porter & Steer, 1982)

Cost Based

Profit associated with continued participation and a "cost" associated with leaving. (Kanter, 1968)

Commitment comes into being when a person, by making a side bet, links extraneous interests with a consistent line of activity. (Becker, 1960)

A structural phenomenon, which occurs as a result of individual-organizational transaction and alterations in side bets or investments over time. (Hrebiniak & Alutto, 1972)

Obligation or Moral Responsibility

Commitment behaviors are socially accepted behaviors that exceed formal and/or normative expectations relevant to the object of commitment. (Wiener & Gechman, 1977)

The totality of internalized normative pressures to act in a way, which meets organizational goals and interests. (Wiener, 1982)

The committed employee considers it morally right to stay in the company, regardless of how much status enhancement or satisfaction the firm gives him or her over the years. (Marsh & Mannari, 1977)

Source: Meyer & Allen, 1997.

APPENDIX D. QUESTIONNAIRE IN TURKISH



1956

ORTA DOĞU TEKNİK ÜNİVERSİTESİ - İşletme Bölümü
MIDDLE EAST TECHNICAL UNIVERSITY - Department of Business Administration

İnönü Bulvarı 06531 Ankara, TURKEY
B.30.2.ODT.0.13.11.00./

Sayın ODTÜ Personeli,

Ekteki anket örgütsel kültür, örgütsel vatandaşlık davranışı ve örgütsel bağlılığı incelemeye yönelik ***bilimsel bir projenin önemli bir parçasıdır***. Anketi doldurarak bu projeye katkıda bulunmanızı rica ediyoruz. Vereceğiniz cevapların doğruluğu çalışmamız için büyük önem taşımaktadır. ***İsim vermeniz gerekmeyeceği gibi tüm cevaplarınız gizli tutulacaktır***. Çalışmanın sonuçları hakkında bilgi taleplerinizi telefon veya e-posta aracılığıyla yapabilirsiniz.

İlginiz ve vaktinizi ayırdığınız için teşekkür ederiz.

Saygılarımızla,

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 ba@ba.metu.edu.tr
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1. BÖLÜM

A. Yaşınız? _____

B. Cinsiyetiniz?

Erkek

Kadın

C. Mesleğiniz? _____

D. Unvanınız? _____

E. Belirttiğiniz meslekteki hizmet süreniz? (asistanlık-tüm akademik süreciniz dahil)

F. Bu üniversitedeki çalışma süreniz? _____

G. Çalıştığınız fakülte? _____

H. Kişisel aylık gelir aralığınız?

1000TL'den az

1000-1999TL

2000-3999TL

4000-4999TL

5000-5999TL

6000-6999TL

7000-7999TL

8000TL veya daha fazla

2.BÖLÜM

Aşağıdaki cümleler kişilerin çalıştıkları üniversite hakkındaki genel iş-görme prensipleri, iş ortamlarında en çok uygulanan yönetim ilkeleri ve iş faaliyetleri açısından çalışanların düşüncelerini yansıtmaktadır. Lütfen bu cümlelere şu anda çalıştığınız üniversite açısından ne ölçüde katıldığınızı belirtiniz. Her soru için katılım derecenizi belirten rakamı daire içine alınız.

		Hiç katılmıyorum	Katılmıyorum	Ne katılıyorum ne katılmıyorum	Katılıyorum	Tamamen katılıyorum
1	Çalışanların çoğunluğu yaptıkları işle bütünleşmişlerdir.	1	2	3	4	5
2	Çalışanlar arasında yeterli ölçüde bilgi paylaşımı olduğundan, gerektiğinde herkes istenilen bilgiye ulaşabilmektedir.	1	2	3	4	5
3	İş planları yapılırken, tüm çalışanlar karar verme sürecine belli ölçüde dahil edilmektedir.	1	2	3	4	5
4	Farklı bölümler (departmanlar) arasında işbirliği yapılamamaktadır.	1	2	3	4	5
5	Takım çalışması yapılması, bütün iş faaliyetlerinde esas alınmaktadır.	1	2	3	4	5
6	Tüm çalışanlar kendi görevleri ile üniversitenin amaçları arasındaki ilişkiyi kavramıştır.	1	2	3	4	5
7	Çalışanlara kendi işlerini planlamaları için gerekli yetki verilmektedir.	1	2	3	4	5
8	Çalışanlarımızın iş-görme kapasiteleri sürekli bir gelişim göstermektedir.	1 154	2	3	4	5

		Hiç katılmıyorum	Katılmıyorum	Ne katılıyorum ne katılmıyorum	Katılıyorum	Tamamen katılıyorum
9	Çalışanların iş-görme becerilerini artırmak için gereken her şey yapılmaktadır.	1	2	3	4	5
10	Yöneticiler söylediklerini uygulamaktadırlar.	1	2	3	4	5
11	İş-görme yöntemlerimize yol gösteren net ve tutarlı bir değerler sistemimiz vardır.	1	2	3	4	5
12	İşlerin yürütülmesinde davranışlarımızı yönlendiren ve doğru ile yanlışın ayırt edilmesini sağlayan (<i>etik</i>) değerler yoktur.	1	2	3	4	5
13	İş faaliyetlerinde bir anlaşmazlık meydana geldiğinde, her bir çalışan tatmin edici bir çözüm bulmak için çok gayret göstermektedir.	1	2	3	4	5
14	Bu üniversitede güçlü bir işletme kültürü vardır.	1	2	3	4	5
15	Problematik konularda dahi kolayca bir görüş birliği sağlanabilmektedir.	1	2	3	4	5
16	Çalışanlarımız üniversitenin farklı bölümlerinde de olsalar iş faaliyetleri açısından ortak bir bakış açısını paylaşabilmektedir.	1	2	3	4	5
17	Üniversitenin farklı bölümleri tarafından yürütülen projeler kolayca koordine edilmektedir.	1	2	3	4	5

		ç katılmıyorum	Katılmıyorum	katılıyorum ne katılmıyorum	Katılıyorum	Tamamen katılıyorum
18	Başka bölümden bir kişiyle çalışmak, adeta farklı bir üniversiteden birisiyle çalışmak gibidir.	1	2	3	4	5
19	İş-görme tarzımız oldukça esnek ve değişime açıktır.	1	2	3	4	5
20	Diğer üniversitelerin faaliyetlerine ve eğitim alanındaki değişimlere bağlı olarak yönetim, uygun stratejiler geliştirilebilmektedir.	1	2	3	4	5
21	Eğitim alanındaki yenilik ve gelişimler, yönetim tarafından izlenmekte ve uygulanmaktadır.	1	2	3	4	5
22	Araştırma alanındaki yenilik ve gelişimler, yönetim tarafından izlenmekte ve uygulanmaktadır	1	2	3	4	5
23	Öğrencilerin istek ve önerileri, iş faaliyetlerinde sıklıkla değişiklikler yapılmasına yol açabilmektedir.	1	2	3	4	5
24	Tüm çalışanlar, öğrencilerin ve öğretim üyelerinin istek ve ihtiyaçlarını anlamaya özen göstermektedir.	1	2	3	4	5
25	Öğrenci ve öğretim üyeleri istemleri (talepleri) eğitim faaliyetlerimizde genellikle dikkate alınmamaktadır.	1	2	3	4	5

		Hiç katılmıyorum	Katılmıyorum	Ne katılıyorum ne katılmıyorum	Katılıyorum	Tamamen katılıyorum
26	Herhangi bir başarısızlıkla karşılaşıldığında bu, yönetim tarafından, gelişim ve öğrenme için bir fırsat olarak değerlendirilir.	1	2	3	4	5
27	Yenilikçilik ve yapılan işlerde risk almak, yönetimce istenmekte ve ödüllendirilmektedir.	1	2	3	4	5
28	Çalışanların işleriyle ilgili olarak öğrenmeleri (yeni bilgiler edinmesi) önemli bir amaçtır.	1	2	3	4	5
29	Uzun-dönemli bir iş programı ve belli bir gelişim planımız mevcuttur.	1	2	3	4	5
30	Çalışanların yaptıkları işlere yön verebilecek net, açık bir üniversite misyonumuz vardır.	1	2	3	4	5
31	Üniversitenin geleceğine yönelik olarak belirlenmiş stratejik bir iş-planlaması yoktur.	1	2	3	4	5
32	Üniversitenin faaliyet amaçlarına ilişkin olarak çalışanlar arasında tam bir uzlaşma vardır.	1	2	3	4	5
33	Yöneticiler, üniversitemizin temel hedefleri doğrultusunda hareket edebilmektedirler.	1	2	3	4	5

		İç katılmıyorum	Katılmıyorum	Ne katılmıyorum ne katılmıyorum	Katılıyorum	Tamamen katılıyorum
34	Çalışanlar, uzun dönemde üniversitenin başarılı olabilmesi için yapılması gerekenleri bilmektedir.	1	2	3	4	5
35	Çalışanlar, geleceğe yönelik olarak belirlenmiş olan üniversitemiz vizyonunu paylaşmaktan uzaktır.	1	2	3	4	5
36	Yöneticilerimiz uzun dönemli bir bakış açısına sahiptirler.	1	2	3	4	5
37	Kısa dönemli iş talepleri(proje, araştırma, danışmanlık, eğitim), vizyonumuzdan ödün vermeden karşılanabilmektedir.	1	2	3	4	5

3. BÖLÜM

Aşağıdaki cümleler kişilerin çalıştıkları üniversite hakkındaki duygu ve fikirlerini yansıtmaktadır. Lütfen bu cümlelere şu anda çalıştığınız üniversite açısından ne ölçüde katıldığınızı belirtiniz. Her soru için katılım derecenizi belirten rakamı daire içine alınız.

		Hiç katılmıyorum	Katılmıyorum	Ne katılıyorum ne katılmıyorum	Katılıyorum	Tamamen katılıyorum
1	Meslek hayatımın kalan kısmını bu üniversitede geçirmek beni çok mutlu eder.	1	2	3	4	5
2	Daha iyi bir imkan çıkarsa mevcut üniversitemden ayrılmamın ayıp olmadığını düşünüyorum.	1	2	3	4	5
3	Çalıştığım üniversiteye karşı güçlü bir aidiyet hissim yok.	1	2	3	4	5
4	İstesem de çalıştığım üniversiteden şu anda ayrılmak benim için çok zor olurdu.	1	2	3	4	5
5	Bu üniversitenin benim için çok kişisel (özel) bir anlamı var.	1	2	3	4	5
6	Bu üniversiteden ayrılıp burada kurduğum kişisel ilişkileri bozmam doğru olmaz.	1	2	3	4	5
7	Çalıştığım üniversitemden şu anda ayrılmak istediğime karar versem hayatımın çoğu alt üst olur.	1	2	3	4	5
8	Yeni bir üniversiteye ya da eğitim kurumuna alışmak benim için zor olur.	1	2	3	4	5

		Hiç katılmıyorum	Katılmıyorum	Ne katılıyorum ne katılmıyorum	Katılıyorum	Tamamen katılıyorum
9	Bu üniversitenin meselelerini gerçekten kendi meselelerim gibi hissediyorum.	1	2	3	4	5
10	Bu üniversiteye kendimi duygusal olarak bağlı hissetmiyorum.	1	2	3	4	5
11	Buradaki işimi kendi özel işim gibi hissediyorum.	1	2	3	4	5
12	Başka bir üniversitenin buradan daha iyi olacağını garantisiz yok, burayı hiç olmazsa biliyorum.	1	2	3	4	5
13	Şu an çalıştığım üniversiteme çok şey borçluyum.	1	2	3	4	5
14	Bu üniversiteden ayrılıp başka bir yerde sıfırdan başlamak istemezdim.	1	2	3	4	5
15	Buradaki insanlara karşı yükümlülük hissettiğim için üniversitemden şu anda ayrılmam.	1	2	3	4	5
16	Biraz daha fazla para için mevcut üniversitemi değiştirmeyi ciddi olarak düşünmezdim.	1	2	3	4	5
17	Kendimi mevcut üniversitemde ailenin bir parçası gibi hissetmiyorum.	1	2	3	4	5
18	Benim için avantajlı olsa da mevcut üniversitemden şu anda ayrılmamın doğru olmadığını hissediyorum.	1	2	3	4	5

		ç katılmıyorum	Katılmıyorum	Ne katılıyorum e katılmıyorum	Katılıyorum	Tamamen katılıyorum
19	Bu üniversiteye sadakat göstermenin görevim olduğunu düşünüyorum.	1	2	3	4	5
20	Üniversitem maddi olarak zor durumda olsa bile onu asla bırakmam.	1	2	3	4	5
21	Bu üniversiteden ayrılmanın olumsuz sonuçlarından biri alternatif işlerin olmamasıdır.	1	2	3	4	5
22	Bu üniversiteye gönül borcu hissediyorum.	1	2	3	4	5
23	Bu üniversitenin bir çalışanı olmanın gurur verici olduğunu düşünüyorum.	1	2	3	4	5
24	Mevcut işverenimle kalmak için hiçbir manevi yükümlülük hissetmiyorum.	1	2	3	4	5
25	Bu üniversiteyi bırakmayı düşünemeyecek kadar az iş seçeneğim olduğunu düşünüyorum.	1	2	3	4	5
26	Bu üniversitenin amaçlarını benimsiyorum.	1	2	3	4	5
27	Bu üniversite sayesinde ekmek parası kazanıyorum, karşılığında sadakat göstermeliyim.	1	2	3	4	5
28	Eğer bu üniversiteye kendimden bu kadar çok vermiş olmasaydım başka yerde çalışmayı düşünebilirdim.	1	2	3	4	5

		Hiç katılmıyorum	Katılmıyorum	Ne katılıyorum ne katılmıyorum	Katılıyorum	Tamamen katılıyorum
29	Mevcut üniversitemden ayrılp birlikte çalıştığım insanları yarı yolda bırakmak istemem.	1	2	3	4	5
30	Mevcut üniversitemden şimdi ayrılısam kendimi suçlu hissederim.	1	2	3	4	5
31	Zaman geçtikçe mevcut üniversitemden ayrılmanın zorlaştığını hissediyorum.	1	2	3	4	5
32	Bu üniversite benim sadakatimi hak ediyor.	1	2	3	4	5

4.BÖLÜM

Aşağıdaki maddeler kendinizin iş ortamındaki duygu ve düşüncelerini anlamaya yöneliktir. Aşağıdaki ifadelerin kendi davranışlarınızı ne oranda yansıttığını belirleyip daire içine alınız.

		İç katılmıyorum	Katılmıyorum	Ne katılıyorum ne katılmıyorum	Katılıyorum	Tamamen katılıyorum
1	İş yükü ağır olan kişilere yardım ederim.	1	2	3	4	5
2	“Ağlamayan bebeğe meme verilmez” tabirindeki bebek tavırlarını sergilerim.	1	2	3	4	5
3	Aldığım paranın hakkını vermem gerektiğine inanırım.	1	2	3	4	5
4	Önemsiz konular hakkında yakınlık çok zaman harcarım.	1	2	3	4	5
5	Çalışma arkadaşlarıma sorun çıkartmaktan kaçınırım.	1	2	3	4	5
6	Gelişmeleri düzenli olarak takip eder ve haberdar olurum.	1	2	3	4	5
7	Pireyi deve yapma eğilimindeyimdir.	1	2	3	4	5
8	Hareketlerimin arkadaşlarıma üzerinde yaratabileceği etkiyi göz önünde bulundururum.	1	2	3	4	5
9	Zorunlu olmasa da önemli olan toplantılara katılırım.	1	2	3	4	5
10	Arkadaşlarıma yardım etmeye her zaman hazırım.	1	2	3	4	5

		İç katılmıyorum	Katılmıyorum	Ne katılıyorum ne katılmıyorum	Katılıyorum	Tamamen katılıyorum
11	Katılması zorunlu olmadığı halde üniversitenin imajının yararına olacak faaliyetlere katılırım.	1	2	3	4	5
12	Üniversiteyle ilgili duyuruları, mesajları ve diğer yazılı materyalleri takip eder ve okurum.	1	2	3	4	5
13	İşe gelememiş arkadaşlarıma yardım ederim.	1	2	3	4	5
14	Başkalarının hakkını ihlal etmem.	1	2	3	4	5
15	İşle ilgili sorunları olan arkadaşlarıma kendi isteğimle yardım ederim.	1	2	3	4	5
16	Olumlu şeyler yerine daima yanlışlar üzerine odaklanırım.	1	2	3	4	5
17	Diğer çalışanlarla ilgili olabilecek sorunları engellemek için önlemler alırım.	1	2	3	4	5
18	İşe devamlılığım ortalamanın üstündedir.	1	2	3	4	5
19	Üniversitenin yaptıkları ile ilgili daima bir kusur bulurum.	1	2	3	4	5
20	Davranışlarımdan diğer insanların işlerini nasıl etkilediğini göz önüne alırım.	1	2	3	4	5
21	Fazladan molalar vermem.	1	2	3	4	5
22	Kimse görmese de üniversitenin kurallarına ve düzenlemelerine uyarım.	1	2	3	4	5

		Hiç katılmıyorum	Katılmıyorum	Ne katılıyorum ne katılmıyorum	Katılıyorum	Tamamen katılıyorum
23	Zorunlu olmadığı halde işe yeni başlayanların uyum sağlamalarına yardımcı olurum.	1	2	3	4	5
24	En vicdanlı çalışanlardan birisiyimdir.	1	2	3	4	5

APPENDIX E. ORGANIZATIONAL CITIZENSHIP BEHAVIOR SCALE

Aşağıdaki maddeler kendinizin iş ortamındaki duygu ve düşüncelerini anlamaya yöneliktir. Aşağıdaki ifadelerin kendi davranışlarınızı ne oranda yansıttığını belirleyip daire içine alınız.

		Hiç katılmıyorum	Katılmıyorum	Orta derecede katılıyorum ne katılmıyorum	Katılıyorum	Hiç katılmıyorum
1	İş yükü ağır olan kişilere yardım ederim.	1	2	3	4	5
2	“Ağlamayan bebeğe meme verilmez” tabirindeki bebek tavırlarını sergilerim.	1	2	3	4	5
3	Aldığım paranın hakkını vermem gerektiğine inanırım.	1	2	3	4	5
4	Önemsiz konular hakkında yakınen çok zaman harcarım.	1	2	3	4	5
5	Çalışma arkadaşlarıma sorun çıkartmaktan kaçınırım.	1	2	3	4	5
6	Gelişmeleri düzenli olarak takip eder ve haberdar olurum.	1	2	3	4	5
7	Pireyi deve yapma eğilimindeyimdir.	1	2	3	4	5
8	Hareketlerimin arkadaşlarımin üzerinde yaratabileceği etkiyi göz önünde bulundururum.	1	2	3	4	5
9	Zorunlu olmasa da önemli olan toplantılara katılırım.	1	2	3	4	5
10	Arkadaşlarıma yardım etmeye her zaman hazırım.	1	2	3	4	5

		Hiç katılmıyorum	Katılmıyorum	Ne katılıyorum ne katılmıyorum	Katılıyorum	Tamamen katılıyorum
11	Katılması zorunlu olmadığı halde üniversitenin imajının yararına olacak faaliyetlere katılırım.	1	2	3	4	5
12	Üniversiteyle ilgili duyuruları, mesajları ve diğer yazılı materyalleri takip eder ve okurum.	1	2	3	4	5
13	İşe gelememiş arkadaşlarıma yardım ederim.	1	2	3	4	5
14	Başkalarının hakkını ihlal etmem.	1	2	3	4	5
15	İşle ilgili sorunları olan arkadaşlarıma kendi isteğimle yardım ederim.	1	2	3	4	5
16	Olumlu şeyler yerine daima yanlışlar üzerine odaklanırım.	1	2	3	4	5
17	Diğer çalışanlarla ilgili olabilecek sorunları engellemek için önlemler alırım.	1	2	3	4	5
18	İşe devamlılığım ortalamanın üstündedir.	1	2	3	4	5
19	Üniversitenin yaptıkları ile ilgili daima bir kusur bulurum.	1	2	3	4	5
20	Davranışlarımın diğer insanların işlerini nasıl etkilediğini göz önüne alırım.	1	2	3	4	5
21	Fazladan molalar vermem.	1	2	3	4	5
22	Kimse görmese de üniversitenin kurallarına ve düzenlemelerine uyarım.	1	2	3	4	5

		Hiç katılmıyorum	Katılmıyorum	Ne katılıyorum ne katılmıyorum	Katılıyorum	Tamamen katılıyorum
23	Zorunlu olmadığı halde işe yeni başlayanların uyum sağlamalarına yardımcı olurum.	1	2	3	4	5
24	En vicdanlı çalışanlardan birisiyimdir.	1	2	3	4	5

APPENDIX F. ORGANIZATIONAL COMMITMENT SCALE

Aşağıdaki cümleler kişilerin çalıştıkları üniversite hakkındaki duygu ve fikirlerini yansıtmaktadır. Lütfen bu cümlelere şu anda çalıştığınız üniversite açısından ne ölçüde katıldığınızı belirtiniz. Her soru için katılım derecenizi belirten rakamı daire içine alınız.

		Hiç katılmıyorum	Katılmıyorum	Ne katılmıyorum ne katılmıyorum	Katılıyorum	Tamamen katılıyorum
1	Meslek hayatımın kalan kısmını bu üniversitede geçirmek beni çok mutlu eder.	1	2	3	4	5
2	Daha iyi bir imkan çıkarsa mevcut üniversitemden ayrılmamın ayıp olmadığını düşünüyorum.	1	2	3	4	5
3	Çalıştığım üniversiteye karşı güçlü bir aidiyet hissim yok.	1	2	3	4	5
4	İstesem de çalıştığım üniversiteden şu anda ayrılmak benim için çok zor olurdu.	1	2	3	4	5
5	Bu üniversitenin benim için çok kişisel (özel) bir anlamı var.	1	2	3	4	5
6	Bu üniversiteden ayrılıp burada kurduğum kişisel ilişkileri bozmam doğru olmaz.	1	2	3	4	5
7	Çalıştığım üniversitemden şu anda ayrılmak istediğime karar versem hayatımın çoğu alt üst olur.	1	2	3	4	5
8	Yeni bir üniversiteye ya da eğitim kurumuna alışmak benim için zor olur.	1	2	3	4	5

		Hiç katılmıyorum	Katılmıyorum	Ne katılıyorum ne katılmıyorum	Katılıyorum	Tamamen katılıyorum
9	Bu üniversitenin meselelerini gerçekten kendi meselelerim gibi hissediyorum.	1	2	3	4	5
10	Bu üniversiteye kendimi duygusal olarak bağlı hissetmiyorum.	1	2	3	4	5
11	Buradaki işimi kendi özel işim gibi hissediyorum.	1	2	3	4	5
12	Başka bir üniversitenin buradan daha iyi olacağını garantisiz yok, burayı hiç olmazsa biliyorum.	1	2	3	4	5
13	Şu an çalıştığım üniversiteme çok şey borçluyum.	1	2	3	4	5
14	Bu üniversiteden ayrılıp başka bir yerde sıfırdan başlamak istemezdim.	1	2	3	4	5
15	Buradaki insanlara karşı yükümlülük hissettiğim için üniversitemden şu anda ayrılmam.	1	2	3	4	5
16	Biraz daha fazla para için mevcut üniversitemi değiştirmeyi ciddi olarak düşünmezdim.	1	2	3	4	5
17	Kendimi mevcut üniversitemde ailenin bir parçası gibi hissetmiyorum.	1	2	3	4	5
18	Benim için avantajlı olsa da mevcut üniversitemden şu anda ayrılmanın doğru olmadığını hissediyorum.	1	2	3	4	5

		Hiç katılmıyorum	Katılmıyorum	Ne katılıyorum ne katılmıyorum	Katılıyorum	Tamamen katılıyorum
19	Bu üniversiteye sadakat göstermenin görevim olduğunu düşünüyorum.	1	2	3	4	5
20	Üniversitem maddi olarak zor durumda olsa bile onu asla bırakmam.	1	2	3	4	5
21	Bu üniversiteden ayrılmanın olumsuz sonuçlarından biri alternatif işlerin olmamasıdır.	1	2	3	4	5
22	Bu üniversiteye gönül borcu hissediyorum.	1	2	3	4	5
23	Bu üniversitenin bir çalışanı olmanın gurur verici olduğunu düşünüyorum.	1	2	3	4	5
24	Mevcut işverenimle kalmak için hiçbir manevi yükümlülük hissetmiyorum.	1	2	3	4	5
25	Bu üniversiteyi bırakmayı düşünemeyecek kadar az iş seçeneğim olduğunu düşünüyorum.	1	2	3	4	5
26	Bu üniversitenin amaçlarını benimsiyorum.	1	2	3	4	5
27	Bu üniversite sayesinde ekmek parası kazanıyorum, karşılığında sadakat göstermeliyim.	1	2	3	4	5
28	Eğer bu üniversiteye kendimden bu kadar çok vermiş olmasaydım başka yerde çalışmayı düşünebilirdim.	1	2	3	4	5

		Hiç katılmıyorum	Katılmıyorum	Ne katılıyorum ne katılmıyorum	Katılıyorum	Tamamen katılıyorum
29	Mevcut üniversitemden ayrılp birlikte çalıştığım insanları yarı yolda bırakmak istemem.	1	2	3	4	5
30	Mevcut üniversitemden şimdi ayrılısam kendimi suçlu hissedirim.	1	2	3	4	5
31	Zaman geçtikçe mevcut üniversitemden ayrılmanın zorlaştığını hissediyorum.	1	2	3	4	5
32	Bu üniversite benim sadakatimi hak ediyor.	1	2	3	4	5

APPENDIX G. ORGANIZATIONAL CULTURE SCALE

Aşağıdaki cümleler kişilerin çalıştıkları üniversite hakkındaki genel iş-görme prensipleri, iş ortamlarında en çok uygulanan yönetim ilkeleri ve iş faaliyetleri açısından çalışanların düşüncelerini yansıtmaktadır. Lütfen bu cümlelere şu anda çalıştığınız üniversite açısından ne ölçüde katıldığınızı belirtiniz. Her soru için katılım derecenizi belirten rakamı daire içine alınız.

		Hiç katılmıyorum	Katılmıyorum	Ne katılıyorum ne katılmıyorum	Katılıyorum	Tamamen katılıyorum
1	Çalışanların çoğunluğu yaptıkları işle bütünleşmişlerdir.	1	2	3	4	5
2	Çalışanlar arasında yeterli ölçüde bilgi paylaşımı olduğundan, gerektiğinde herkes istenilen bilgiye ulaşabilmektedir.	1	2	3	4	5
3	İş planları yapılırken, tüm çalışanlar karar verme sürecine belli ölçüde dahil edilmektedir.	1	2	3	4	5
4	Farklı bölümler (departmanlar) arasında işbirliği yapılamamaktadır.	1	2	3	4	5
5	Takım çalışması yapılması, bütün iş faaliyetlerinde esas alınmaktadır.	1	2	3	4	5
6	Tüm çalışanlar kendi görevleri ile üniversitenin amaçları arasındaki ilişkiyi kavramıştır.	1	2	3	4	5
7	Çalışanlara kendi işlerini planlamaları için gerekli yetki verilmektedir.	1	2	3	4	5
8	Çalışanlarımızın iş-görme kapasiteleri sürekli bir gelişim göstermektedir.	1	2	3	4	5

		Hiç katılmıyorum	Katılmıyorum	Ne katılıyorum ne katılmıyorum	Katılıyorum	Tamamen katılıyorum
9	Çalışanların iş-görme becerilerini artırmak için gereken her şey yapılmaktadır.	1	2	3	4	5
10	Yöneticiler söylediklerini uygulamaktadırlar.	1	2	3	4	5
11	İş-görme yöntemlerimize yol gösteren net ve tutarlı bir değerler sistemimiz vardır.	1	2	3	4	5
12	İşlerin yürütülmesinde davranışlarımızı yönlendiren ve doğru ile yanlışın ayırt edilmesini sağlayan (<i>etik</i>) değerler yoktur.	1	2	3	4	5
13	İş faaliyetlerinde bir anlaşmazlık meydana geldiğinde, her bir çalışan tatmin edici bir çözüm bulmak için çok gayret göstermektedir.	1	2	3	4	5
14	Bu üniversitede güçlü bir işletme kültürü vardır.	1	2	3	4	5
15	Problematik konularda dahi kolayca bir görüş birliği sağlanabilmektedir.	1	2	3	4	5
16	Çalışanlarımız üniversitenin farklı bölümlerinde de olsalar iş faaliyetleri açısından ortak bir bakış açısını paylaşabilmektedir.	1	2	3	4	5
17	Üniversitenin farklı bölümleri tarafından yürütülen projeler kolayca koordine edilmektedir.	1	2	3	4	5

		Hiç katılmıyorum	Katılmıyorum	Orta katılıyorum ne katılmıyorum	Katılıyorum	Tamamen katılıyorum
18	Başka bölümden bir kişiyle çalışmak, adeta farklı bir üniversiteden birisiyle çalışmak gibidir.	1	2	3	4	5
19	İş-görme tarzımız oldukça esnek ve değişime açıktır.	1	2	3	4	5
20	Diğer üniversitelerin faaliyetlerine ve eğitim alanındaki değişimlere bağlı olarak yönetim, uygun stratejiler geliştirilebilmektedir.	1	2	3	4	5
21	Eğitim alanındaki yenilik ve gelişimler, yönetim tarafından izlenmekte ve uygulanmaktadır.	1	2	3	4	5
22	Araştırma alanındaki yenilik ve gelişimler, yönetim tarafından izlenmekte ve uygulanmaktadır	1	2	3	4	5
23	Öğrencilerin istek ve önerileri, iş faaliyetlerinde sıklıkla değişiklikler yapılmasına yol açabilmektedir.	1	2	3	4	5
24	Tüm çalışanlar, öğrencilerin ve öğretim üyelerinin istek ve ihtiyaçlarını anlamaya özen göstermektedir.	1	2	3	4	5
25	Öğrenci ve öğretim üyeleri istemleri (talepleri) eğitim faaliyetlerimizde genellikle dikkate alınmamaktadır.	1	2	3	4	5

		Hiç katılmıyorum	Katılmıyorum	Ne katılıyorum ne katılmıyorum	Katılıyorum	men katılıyorum
26	Herhangi bir başarısızlıkla karşılaştığında bu, yönetim tarafından, gelişim ve öğrenme için bir fırsat olarak değerlendirilir.	1	2	3	4	5
27	Yenilikçilik ve yapılan işlerde risk almak, yönetimce istenmekte ve ödüllendirilmektedir.	1	2	3	4	5
28	Çalışanların işleriyle ilgili olarak öğrenmeleri (yeni bilgiler edinmesi) önemli bir amaçtır.	1	2	3	4	5
29	Uzun-dönemli bir iş programı ve belli bir gelişim planımız mevcuttur.	1	2	3	4	5
30	Çalışanların yaptıkları işlere yön verebilecek net, açık bir üniversite misyonumuz vardır.	1	2	3	4	5
31	Üniversitenin geleceğine yönelik olarak belirlenmiş stratejik bir iş-planlaması yoktur.	1	2	3	4	5
32	Üniversitenin faaliyet amaçlarına ilişkin olarak çalışanlar arasında tam bir uzlaşma vardır.	1	2	3	4	5
33	Yöneticiler, üniversitemizin temel hedefleri doğrultusunda hareket edebilmektedirler.	1	2	3	4	5

		Hiç katılmıyorum	Katılmıyorum	Ne katılıyorum ne katılmıyorum	Katılıyorum	Tamamen katılıyorum
34	Çalışanlar, uzun dönemde üniversitenin başarılı olabilmesi için yapılması gerekenleri bilmektedir.	1	2	3	4	5
35	Çalışanlar, geleceğe yönelik olarak belirlenmiş olan üniversitemiz vizyonunu paylaşmaktan uzaktır.	1	2	3	4	5
36	Yöneticilerimiz uzun dönemli bir bakış açısına sahiptirler.	1	2	3	4	5
37	Kısa dönemli iş talepleri(proje, araştırma, danışmanlık, eğitim), vizyonumuzdan ödün vermeden karşılanabilmektedir.	1	2	3	4	5

APPENDIX H. DEMOGRAPHIC CHARACTERISTICS OF PARTICIPANTS

Characteristic	Category	Frequency	Percentage
Gender	Female	60	48.00
	Male	65	52.00
Faculty	Education	11	8.80
	Arts & Science	46	36.80
	Eco. & Adm. Science	27	21.60
	Architecture	4	3.20
	Engineering	37	29.60
Income	1000-1999 TL	37	29.60
	2000-2999 TL	66	52.80
	3000-3999 TL	0	0
	4000- 4999TL	16	12.80
	5000- 5999 TL	3	2.40
	6000-6999 TL	0	0
	7000- 7999 TL	0	0
	Over 8000 TL	3	2.40
Title	Instructor (Dr.)	17	8.80
	Assistant Professor	32	36.80
	Associate Professor	27	21.60
	Professor	49	3.20