

AN INTEGRATIVE MODEL OF JOB CHARACTERISTICS, JOB
SATISFACTION, ORGANIZATIONAL COMMITMENT, AND
ORGANIZATIONAL CITIZENSHIP BEHAVIOR

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ABSTRACT

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Existing literature indicates that job characteristics, job satisfaction, organizational commitment, and organizational citizenship behavior are very important for effective organizational functioning. Previous research on citizenship behaviors made limited contribution to the literature, since it ignored the relationships between job characteristics and citizenship behaviors together with the influences of job satisfaction and organizational commitment. The present study attempted to test a new integrative model of the relationships among job characteristics, job satisfaction, organizational commitment, and organizational citizenship behaviors. The main purpose of the present study was to examine the effects of job characteristics on organizational citizenship behaviors. While examining the role of job characteristics, the mediating roles of job satisfaction and organizational commitment were taken into account in order to better understand how job characteristics affect the exhibition of citizenship behaviors. The secondary purpose was to investigate the effects of job characteristics on job satisfaction and organizational commitment, and the effects of job satisfaction and organizational commitment on citizenship behaviors.

A sample of 300 employees from 60 companies was selected. The data was collected at the location of the firms by using a survey instrument. The employees rated the items that measured task characteristics, job satisfaction, and organizational commitment. Later, the information on organizational citizenship behavior of employees was collected from the employees' supervisors. Hierarchical regression analyses were performed on the data.

In general, the findings showed that some job characteristics might be the antecedents of job satisfaction and the aggregate variable job scope was positively associated with organizational commitment, and these work attitudes predicted organizational citizenship behaviors positively. Specifically, in line with the expectations, the job characteristics of task identity, autonomy, and aggregate job scope were positively associated with the work attitude of job satisfaction. The aggregate job scope was positively associated with the work attitude of organizational commitment although no single job characteristic was significantly associated with organizational commitment. In turn, job satisfaction and organizational commitment were positively associated with the citizenship dimensions of courtesy and sportsmanship. In addition to these, organizational commitment was positively associated with the citizenship dimension of conscientiousness and aggregate citizenship behavior. However, no significant direct association was found between job characteristics and citizenship behaviors. Therefore it was not possible to test the intervening effects of work attitudes on the relationships between job characteristics and citizenship behaviors.

The study's results are discussed together with the implications, strengths and limitations. Some suggestions for future research are made.

Keywords: Job Characteristics Model, Job Satisfaction, Organizational Commitment, Organizational Citizenship Behavior, Contextual Performance

ÖZ

İŞ ÖZELLİKLERİ, İŞ DOYUMU, ÖRGÜTSEL BAĞLILIK VE ÖRGÜTSEL VATANDAŞLIK DAVRANIŞININ BÜTÜNLEŞİK BİR MODELİ

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Mevcut yazın, iş özellikleri, iş doyumunu, örgütsel bağlılık ve örgütsel vatandaşlık davranışının, örgütlerin işlevselliğinde etkililiği sağlamak açısından çok önemli olduklarını göstermektedir. Geçmişte yapılan vatandaşlık davranışları araştırmaları yazına sınırlı bir katkı yapmışlardır çünkü iş özellikleri ile vatandaşlık davranışları arasındaki ilişkileri, iş doyumunu ve örgütsel bağlılığın bu ilişkilere etkileriyle beraber incelememişlerdir. Bu tez, iş özellikleri, iş doyumunu, örgütsel bağlılık ve örgütsel vatandaşlık davranışları arasındaki ilişkilerin bütünleşik yeni bir modelini test etmektedir. Bu çalışmanın temel amacı, iş özelliklerinin örgütsel vatandaşlık davranışlarına etkilerini araştırmaktır. İş özelliklerinin rolünü incelerken, iş özelliklerinin vatandaşlık davranışlarını nasıl etkilediğini daha iyi anlamak için iş doyumunu ve örgütsel bağlılığın aracı rolleri de dikkate alınmıştır. Araştırmanın diğer amacı ise, iş özelliklerinin iş doyumunu ve örgütsel bağlılık üzerindeki etkilerini analiz etmek, iş doyumunu ve örgütsel bağlılığın vatandaşlık davranışları üzerindeki etkilerini araştırmaktır.

60 firmanın 300 çalışanından oluşan bir örneklem seçilmiştir. Bilgiler firmaların yerlerinde anket yoluyla toplanmıştır. Çalışanlardan

iş özellikleri, iş doyumu ve örgütsel bağlılığı ölçen maddeleri cevaplandırmaları istenmiştir. Daha sonra, çalışanların amirlerinden, çalışanların örgütsel vatandaşlık davranışı bilgileri alınmıştır. Veriler aşamalı bağlanım yöntemiyle analiz edilmişlerdir.

Bulgular genelde bazı iş özelliklerinin iş doyumunun yordayıcıları olabileceklerini, toplam iş kapsamının örgütsel bağlılık ile pozitif ilişkili olduğunu ve bu iş tutumlarının örgütsel vatandaşlık davranışlarını yordadığını göstermektedir. Özelde, beklentilere uygun olarak, iş özelliklerinden iş bütünlüğü, özerklik ve toplam iş kapsamı iş doyumu ile pozitif ilişkilidir. Hiçbir iş özelliği örgütsel bağlılık ile anlamlı bir şekilde ilişkili olmamasına rağmen toplam iş kapsamı örgütsel bağlılık ile pozitif ilişkilidir. İş doyumu ve örgütsel bağlılık vatandaşlık boyutlarından nezaket tabanlı bilgilendirme ve gönüllülük/centilmenlik ile pozitif ilişkilidirler. Bunlara ek olarak, örgütsel bağlılık, vatandaşlık boyutu vicdanlılık ve toplam vatandaşlık davranışı ile pozitif ilişkilidir. Fakat iş özellikleri ile vatandaşlık davranışları arasında herhangi anlamlı doğrudan bir ilişki bulunamamıştır. Dolayısıyla, iş tutumlarının iş özellikleri ve vatandaşlık davranışları arasındaki ilişkilerdeki aracı rolleri de incelenememiştir.

Elde edilen verilerin kuramsal ve uygulamaya yönelik doğurguları ele alınmaktadır. Çalışmanın güçlü yönleri ve sınırlılıkları ile birlikte ileriki çalışmalar için bazı önerilerde bulunmaktadır.

Anahtar Kelimeler: İş Özellikleri Modeli, İş Doyumu, Örgütsel Bağlılık, Örgütsel Vatandaşlık Davranışı, Bağlamsal Performans

To the memory of my beloved mother, Sevim Ünüvar

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CHAPTER I

INTRODUCTION

A major concern of managers is motivating employees to cooperate for business success (Smith, Carroll & Ashford, 1995), and this is becoming more difficult and challenging due to the uncertain nature of the work environment. In today's complex business world, an employee performs his or her activity crossing over different functions within the organization. This places added demands on workers at all levels in organizations. Performance of numerous tasks and an in-depth understanding of technologies are demanded by organizations (Snow, Miles & Coleman, 1992). Cooperation and innovation beyond formal job descriptions are important needs for organizations since it is impossible from the point of view of organizations to predict all of the behaviors they will need from their employees while adapting to changes in the environment that surrounds them (Organ, Podsakoff & MacKenzie, 2006). Flexibility is needed to adjust to changes. As a result, organizations look for problem-solvers and initiative-takers that will go the "unexpected extra mile" (Kanter, 1989, p. 91) and cope with uncertainties. Informal relationships based on voluntary, adaptable and self-defined behaviors are expected much more than organizationally mandated contractual obligations (Smith et al., 1995).

The work behaviors needed by organizations beyond traditional role-related behaviors (e.g., work output, quantity, quality) are described by the term organizational citizenship behavior (OCB) (Bateman & Organ, 1983; Smith, Organ & Near, 1983). Organizational citizenship behaviors are defined as "individual behaviors that are discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promote the effective functioning of the organization" (Organ et al., 2006, p.

3). 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.

Extra-role behaviors promote the efficiency and effectiveness necessary for productive organizations (Organ et al., 2006). OCB results in higher organizational performance through enhancing coworker and manager productivity, freeing resources up from maintenance functions, improving coordination between team members and across work groups, enhancing the organization's ability to adapt to environmental changes (Podsakoff, MacKenzie, Paine & Bachrach, 2000). Such a positive relationship between OCB and organizational effectiveness is found in many scientific empirical studies (e.g., Bachrach, Powell & Bendoly, 2004; Karambayya, 1990; MacKenzie, Podsakoff & Ahearne, 1998; Podsakoff & MacKenzie, 1994; Walz & Niehoff, 1996).

1.1. SIGNIFICANCE OF THE STUDY

The potential positive relationship between OCB and organizational effectiveness caused many research studies to investigate the predictors of OCB. Identifying motivators of OCB has been an important area of investigation. Although some antecedents of OCB such as personalities (e.g., Borman, Penner, Allen & Motowidlo, 2001; Smith et al., 1983), motives (e.g., Finkelstein & Penner, 2004), leadership (e.g., Wayne, Shore, Bommer & Tetrick, 2002), and organizational characteristics (e.g., Rhoades & Eisenberger, 2002) have been thoroughly investigated, few studies have examined the impact of job characteristics on OCB. Research exploring task-related influences upon OCB is needed so as to fill this gap in organizational citizenship behavior research (Organ et al., 2006). Further,

few studies have investigated the effects of work attitudes such as job satisfaction and organizational commitment on the relationships between job characteristics and OCBs (Organ et al., 2006).

In the organizational citizenship behavior literature, there has been much discussion on personal characteristics to understand behavior such as personality and values. However, aspects of the work environment are overlooked while trying to understand incumbent behaviors through personal characteristics (Namm, 2003). Empirical evidence shows that dispositional factors do not relate to OCB as strongly as work attitudes (Organ & Ryan, 1995). The job characteristics theory explains employee behavior by means of the work environment (Hackman & Oldham, 1980). Job characteristics are candidates to predict organizational citizenship behaviors because they influence work attitudes of job satisfaction and organizational commitment, which in turn may lead to OCB. Few researchers have attempted to link job characteristics to OCB through the work attitudes of job satisfaction (for an exception see, Namm, 2003) and organizational commitment. The relationships between job characteristics and OCBs have not been examined sufficiently together with the intervening influences of job satisfaction and organizational commitment.

The OCB literature is deficient when previous research on the impacts of job satisfaction and organizational commitment on the relationships between job characteristics and OCBs is considered. There have been discussions in the literature during the past decade about the importance of job satisfaction and organizational commitment in the determination of OCB (Alotaibi, 2001; Kidwell, Mossholder & Bennett, 1997; Parnell & Crandall, 2003). Organizational researchers claim that work attitudes are strong predictors of citizenship behaviors (Bateman & Organ, 1983; Smith et al., 1983). Organ (1988b) suggests that job satisfaction might be a determinant of citizenship behavior. However, such a relationship may be more complex than originally expected. Namm (2003) investigated the relationship between job characteristics and OCB through job satisfaction as

a mediator. This study found that job satisfaction was not needed to explain the relationship between job characteristics and OCB. Various measures of job satisfaction share different relationships with OCB. For instance, job satisfaction may be made up of a large fairness component according to Moorman (1991). Moorman argued that “When perceptions of fairness were measured separately from job satisfaction, job satisfaction was not related to citizenship” (1991, p. 851). The impact of multidimensional organizational commitment upon OCB is not known. The extant organizational behavior literature has not investigated, to date, various types of organizational commitment (affective, continuance, normative) as each relates to job characteristics and OCB. It is observed that there is an emphasis on affective commitment without giving equal attention to other components of organizational commitment (Meyer & Allen, 1984).

Therefore, it is important to note that previous research on citizenship behaviors made a limited contribution to organizational behavior literature, since it mainly investigated OCB regardless of its contextual predictors. The means to motivate a job incumbent in a work environment to attain organizational goals is an important investigation area of job design. However few studies examined the relationships among job design, job satisfaction, organizational commitment, and citizenship behaviors.

This dissertation extends citizenship behaviors research by combining job design with job satisfaction and organizational commitment to explain OCB. The aim of the present study is to analyze the relationships between job characteristics and OCBs by means of job satisfaction and organizational commitment. The present study will provide important information regarding the relative impact of job characteristics on OCBs, the influences of job characteristics on work attitudes, work attitudes’ predictive role on OCBs, and the interplay among these concepts.

1.2. RELEVANCE OF THE TURKISH CONTEXT

Culture and values have an inevitable impact upon attitudes and behaviors of job incumbents (Hofstede, 1980). Attitudes, thoughts, norms, values, behaviors, job role definitions are different between people in different nations (Lam, Hui & Law, 1999). Most research in the organizational behavior literature has been done within the North American cultural context (Aycan, Kanungo, Mendonca, Yu, Deller, Stahl & Kurshid, 2000). The North American context puts constraints upon both theories and practical solutions of organizational problems (Mengüç, 2000). However, it is important to be aware of the impact of national culture on organizational behavior due to the increasing demands of the globalised and liberalized business environment (Aycan et al., 2000).

The context of the North American culture may have influenced job characteristics, job satisfaction, organizational commitment, and OCB. Settings, subjects, and measures adapted to the North American culture are prevalent in previous research studies. It is not known well whether these North American-centered characteristics, attitudes and behaviors will apply to other countries/cultures (Mengüç, 2000). Therefore, the investigation of the interrelationships among job characteristics, job satisfaction, organizational commitment, and citizenship behaviors in the Turkish business environment is meaningful. The effectiveness of western-style rational work and management practices applied in Turkey can be increased if they are researched in the Turkish business environment with a context sensitive approach (Ölmez, Sümer & Soysal, 2004).

Potential benefits are existent to Turkish managers, foreign-owned Turkish subsidiaries, and strategic alliances between foreign-owned nationals and existing Turkish firms through testing the applicability of North America-based theories and/or models on Turkish employees (Mengüç, 2000). This dissertation will contribute to the generalization of the results of North America-based research on job characteristics, job satisfaction, organizational commitment and OCB to a new cultural setting

and stimulate researchers to begin to think about how antecedents may relate to OCB across national boundaries.

1.3. RESEARCH QUESTIONS

The research question of this study is “*Are job characteristics, job satisfaction, and organizational commitment predictors of organizational citizenship behaviors?*” Based on the theoretical foundation mentioned above, the following research questions are addressed with the proposed research model presented in Figure 1:

1. Do job characteristics predict OCBs?
2. Do job characteristics predict job satisfaction?
3. Do job characteristics predict organizational commitment?
4. Does job satisfaction predict OCBs?
5. Does organizational commitment predict OCBs?
6. Does job satisfaction mediate the relationship between job characteristics and organizational citizenship behaviors?
7. Does organizational commitment mediate the relationship between job characteristics and organizational citizenship behaviors?

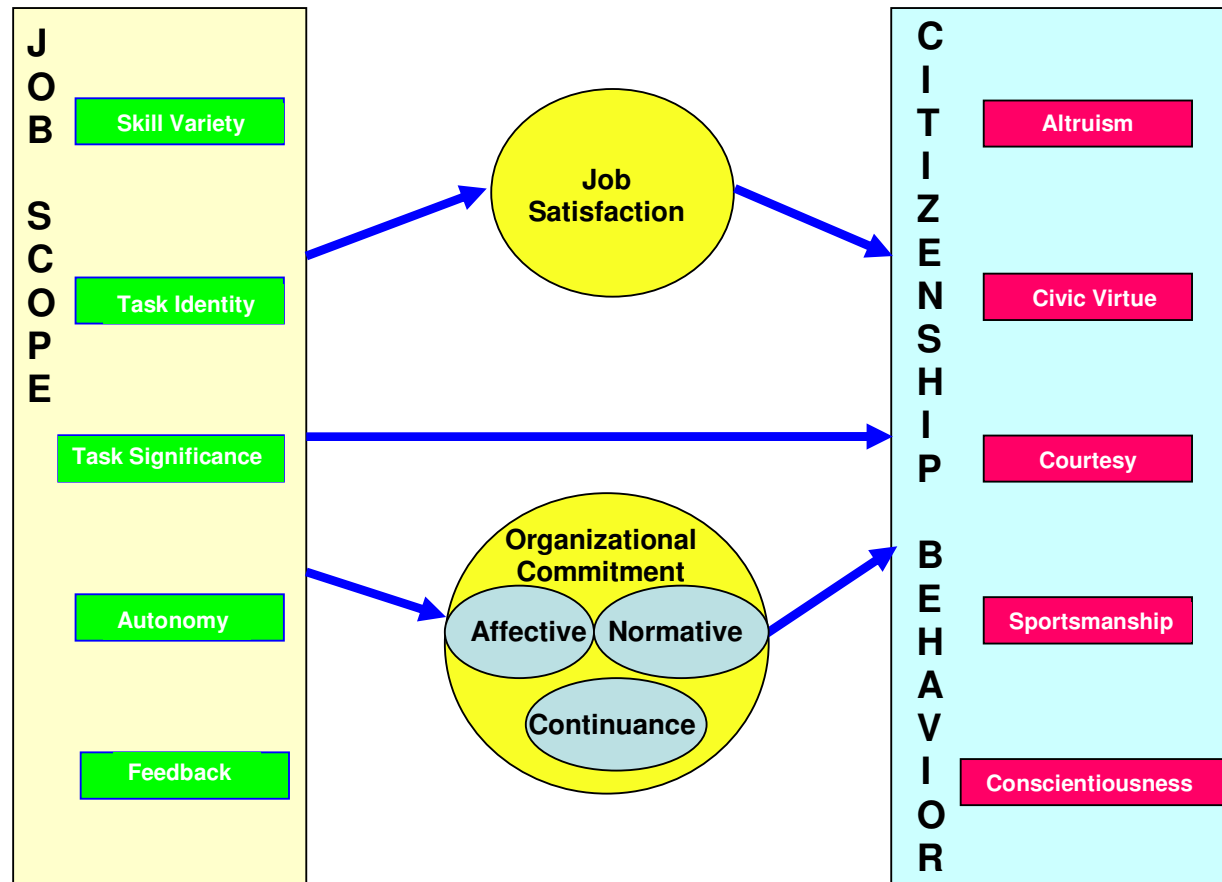


Figure 1. Proposed Model

CHAPTER II

LITERATURE REVIEW

This chapter provides a review of research on OCB, job characteristics, job satisfaction, and organizational commitment. The literature review is organized as follows. First, the original definition of OCB is discussed, followed by the critiques of original definition and a discussion of constructs related to OCB such as prosocial organizational behavior, extra-role behavior, and contextual performance. Next the dimensions, antecedents and consequences of OCB are discussed. The chapter continues with a detailed examination of literature on job characteristics theory, and ends with reviews of the literature on job satisfaction and organizational commitment.

2.1. ORGANIZATIONAL CITIZENSHIP BEHAVIOR: THE ORIGINS

Smith et al. (1983) and Bateman and Organ (1983) originally conceptualized organizational citizenship behavior based on the works of Barnard (1968, first publication was in 1938), Katz (1964), and Katz and Kahn (1966). Sixty eight years ago, Barnard proposed that the informal cooperative system of an organization was facilitating the execution of the formal system. He emphasized on “willingness to cooperate” since he considered such a will as an essential component of formal organizational functioning. This emphasis was the first notice of the construct later called OCB (Barnard, 1968). Barnard related OCB to the informal organization. This approach put him away from the dominant view on the structuring of organizations in that period, namely “Classical Management Theory”. According to classical theorists, while job incumbents could not collaborate at work, Barnard considered the formal organization as the consequence of

organizing. According to Barnard (1968), the formal structure was deficient and far from perfection, and cooperation was the most important requirement of the organization that must supplement the formal structure for an effective work environment.

Katz (1964) noticed that organizations needed cooperation to perform efficiently and effectively and stated that “an organization which depends solely upon its blueprints for prescribed behavior is a fragile social system” (Katz, 1964, p. 132) that would break down. OCB was inevitable for an organization to survive. Katz appreciated the importance of acts beyond the line of duty before Bateman and Organ’s (1983) conceptualization of organizational citizenship behavior (OCB).

Katz (1964, p. 132) wrote,

Within every work group in a factory, within any division in a government bureau, or within any department of a university are countless acts of cooperation without which the system would break down. We take these everyday acts for granted, and a few, if any, form the role prescriptions for any job.

Katz and Kahn (1966) suggested innovative and spontaneous behaviors that went beyond role requirements fostered organizational functioning and effectiveness. They identified three areas of behavior with which organizations were concerned (Katz & Kahn, 1966, p. 337): 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 functions”. According to Organ et al. (2006), the last area includes employees cooperating with other employees to protect or enhance the organizational system, and to promote favorable work environments.

Organ (1988a) defined organizational citizenship behavior as

Individual behavior that is discretionary, not explicitly recognized by the formal 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 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 (p. 4).

Organ's college professor example reflects the idea lying behind OCB exactly. He claims that college professors who are preparing for their courses, teaching, doing research, and writing are not by construction exhibiting OCB, no matter how well their teaching and research are judged by others. Such a professor is performing in-role responsibilities of his or her job with respect to his or her contractual obligations to the organization. However, a professor showing citizenship behaviors such as picking up trash from the classroom, rearranging the chairs for a more functional classroom setting, protecting the organization's technological resources, or perhaps engaging in a conversation in the community that will promote the organization in a positive manner, or even arranging a movie night for the students before finals week is performing citizenship behaviors. A crucial point for citizenship behavior that needs to be underlined in this example is that the professor is not paid extra for engaging in citizenship behavior and the punishment of the professor for lack of engagement in OCBs is not possible from the point of view of the university.

Organizational citizenship behavior is a group of organizationally beneficial behaviors and gestures that can be neither enforced on the basis of formal role obligations nor elicited by contractual guarantee of recompense (Organ, 1990, p. 46).

This definition has 3 critical components: First, the employee's job requirements do not comprise citizenship behavior. Second, there are no formally guaranteed rewards for citizenship behavior. Third, citizenship behavior is contributing to organizational effectiveness when cumulated across people and time. OCB is an extra-role behavior based on helping colleagues or showing conscientiousness for the organization (Finkelstein &

Penner, 2004). Employers or managers cannot enforce OCB and cannot promise specific or immediate incentives to employees for performing OCBs (Organ et al., 2006).

2.1.1. Critiques of the Original OCB Definition

Organ's (1988a) conceptualization of OCB has attracted discussion and criticism in the organizational behavior literature. Some researchers such as Morrison (1994) argued that OCB should be defined as part of the job. A study by Morrison (1994) revealed that 17 of 20 OCB items reflecting the five dimensions of Organ (1988a) were considered by respondents as "in-role". She claimed that researchers should understand how job incumbents conceptualized their responsibilities, and whether they defined given behaviors as in-role or extra-role, to understand the phenomenon of OCB. In other words, OCB is not a clear-cut construct because the boundary between in-role and extra-role behavior is ill-defined and varied from one employee to the next and between employees and supervisors.

The second requirement of OCB was also challenged: OCB was not directly or formally compensated by the organization's formal reward system. Some studies argue that OCB may lead to monetary compensation as in-role performance in performance appraisals (e.g., MacKenzie, Podsakoff & Fetter, 1991; Podsakoff & MacKenzie, 1994; Werner, 1994). MacKenzie and his colleagues (1991) obtained managerial assessments of their performance for 259 insurance agents. They found that managers' evaluations of salespersons' performance were determined by the salespersons' citizenship behaviors. Podsakoff and MacKenzie (1994) investigated the effects of OCBs on agency performance using objective performance data for 116 agencies in a major insurance company. OCBs accounted for a substantial proportion of the variance ($R^2 = 48\%$) in managers' evaluations. Ratings given by 116 supervisors evaluating

secretarial performance were strongly influenced by citizenship behaviors in the study of Werner (1994).

Organ (1997) considered these criticisms and confessed that “it no longer seems fruitful to regard OCB as ‘extra-role’, ‘beyond the job’, or ‘unrewarded’ by the formal system” (p. 85). He noted that roles were shaped as a function of expectations and argued,

It seems odd that what would be considered OCB today would be regarded as something else next month, or that what a supervisor thinks is OCB is assessed as in-role behavior by peers and subordinates (Organ, 1997, p. 88).

Secondly, Organ noted the impossibility of the requirement for OCB to be not rewarded in developing business environments. He argued that “very few rewards are contractually guaranteed for any behavior, including technical performance or brilliant innovation” (Organ, 1997, p.89). Consequently, of the three principal requirements of OCB, only one is left – that it contributes to organizational effectiveness. The working definition of contextual performance is adopted (Motowidlo & Van Scotter, 1994), while still naming it OCB, because the name of contextual performance is considered by Organ as “cold, gray, and bloodless” (Organ, 1997, p. 91). He redefined OCB as “a behavior that contributes to the maintenance and enhancement of the social and psychological context that supports task performance” (Organ, 1997, p. 91).

2.1.2. Related Constructs

Since the inception of OCB, many related studies have been done, and new concepts have emerged. This section discusses three important constructs that are related to OCB. These are prosocial organizational behavior (Brief & Motowidlo, 1986), extra-role behavior (Van Dyne, Cummings & Parks, 1995), and contextual performance (Borman & Motowidlo, 1997).

2.1.2.1. Prosocial Organizational Behavior

Prosocial organizational behavior (POB) was defined as behavior that was

performed by an individual directed toward an individual, group, or organization with whom he or she interacts while carrying out his or her organizational role, and performed with the intention of promoting the welfare of the individual, group, or organization (Brief & Motowidlo, 1986, p. 711).

Two major problems with the construct of prosocial organizational behavior have been observed. First, although the idea lying behind prosocial organizational behavior is the intent to benefit others and the organization, the consequences of prosocial organizational behavior can be functional or dysfunctional to the organization (Brief & Motowidlo, 1986). Whistle-blowing and voicing behaviors are such kinds of prosocial behaviors that reflect both functional and dysfunctional sides. For instance, an employee may blow the whistle in order to report some unethical practices by his/her employer to outsiders. While such an action may be considered functional from the point of view of the shareholders or public, this employee will be seen as a troublemaker by management. This is a major difference between OCB and prosocial organizational behavior, since OCBs are said to contribute to organizational effectiveness. The second problem with prosocial organizational behavior is its breadth (Brief & Motowidlo, 1986). The definition comprises a wide range of behaviors that are important for organizational functioning. It is not possible to find a clear-cut description of prosocial behavior in the organizational behavior literature and it is impossible to distinguish prosocial organizational behaviors from other forms of extra-role behaviors such as OCB. Overlap of prosocial behaviors with other concepts is also observed (Baruch, O’Creevy, Hind & Vigoda-Gadot, 2004). OCB is more focused and covers the behaviors included in prosocial organizational behavior.

2.1.2.2. Extra-Role Behavior

Another related construct is *extra-role behavior* (ERB). Van Dyne and his colleagues (1995) argue that observers differ across person and times as to what is exactly in-role or extra-role, and therefore it is somewhat arbitrary in many instances as to what is actually extra-role. However, they defend the viability of extra-role behavior as a construct and insist that extra-role behavior and in-role behavior are useful theoretical building blocks. *Extra-role behavior* was defined as

behavior that benefits the organization and/or is intended to benefit the organization, which is discretionary and which goes beyond existing role expectations (Van Dyne, Cummings & Parks, 1995, p. 218).

Van Dyne and colleagues (1995) further highlight three consequences of such a distinction: first, the behavior must be intentional, second, the intention must be positive, and finally, the behavior must be disinterested from the standpoint of the employee which means that extra-role behavior does not result in formal reward or punishment.

According to Van Dyne et al. (1995), OCB is one type of extra-role behavior. However, it is not clear whether the current conceptualization of OCB (Organ, 1997) fits into the requirements of extra-role behavior. Because of the unclear nature of the concept of role, Organ (1997) avoids referring to OCB as extra-role.

2.1.2.3. Contextual Performance

Contextual Performance (CP) is a result of the distinction between task and contextual performance (Borman & Motowidlo, 1997). Task performance is defined as the effectiveness with which job incumbents perform activities that contribute to the organization's technical core. This can be done either directly by implementing a part of the organization's technical process, or indirectly by providing the organization with needed resources. Contextual performance reflects behaviors that do not support the technical core itself so much as they support the broader organizational,

social, and psychological environment in which the technical core must function.

Contextual performance is distinguished from task performance in three ways (Borman & Motowidlo, 1997). First, task behaviors vary considerably across jobs, whereas contextual behaviors are typically consistent across jobs. Second, task behaviors are role-prescribed, and contextual behaviors typically are not. In other words, performing job tasks is very specific to the type of job. Third, the antecedents of task performance more likely have to do with cognitive ability, whereas antecedents of contextual performance are more likely to involve personality variables. The argument for distinguishing task from contextual performance is that 1) both should contribute independently to the individual's overall worth to the organization and 2) each should correlate with different employee abilities or characteristics.

Borman and Motowidlo (1997) propose five categories of contextual performance, including volunteering to carry out activities that are not formally part of the job, persisting with extra enthusiasm when necessary to complete own task activities that are not formally part of the job, assistance to others, following rules and prescribed procedures regardless of personal inconvenience, and openly promoting and defending organizational goals. Such a definition resembles OCB, even though it is different from the original conceptualization of OCB, since contextual performance does not require the behavior to be extra-role, nor that it be unrewarded. Van Scotter and Motowidlo (1996) further classify these elements of contextual performance into two main facets: interpersonal facilitation, which includes cooperative, considerate, and helpful acts that assist co-workers' performance, and job dedication, which includes self-disciplined, motivated acts such as working hard, taking initiative, and following rules to support organizational objectives.

What is different from OCB is that contextual performance as defined does not require that the behavior is extra-role (discretionary) nor that it is not rewarded. The defining quality is that it is non-task, or more to the point, that it contributes to the maintenance and/or enhancement of the context of work (Organ, 1997, p. 90).

Organ acknowledges that it is not clear what is meant by “social and psychological environment”, nor it is clear what is meant by “support” to such environment. Even the most trivial actions in organizations might somehow, in one way or another, have an impact on the social and psychological environment. Thus, defining OCB as the way Borman and Motowidlo (1997) defined contextual performance may result in even more confusion (Organ, 1997).

Researchers and theorists find OCB to be the best way to conceptualize and measure contextual performance. For example, Hui, Lam and Law (2000) used OCB measures to predict promotion. OCB was related to promotion. Employees who perceived OCB to be instrumental to their promotion were more likely to perform OCB before the promotion decision. If they were not promoted, there was a decline in their OCB performance. Lee and Allen (2002) investigated the role of affect and cognitions in predicting OCB. Job affect was associated more strongly with OCB directed at individuals, whereas job cognitions correlated more strongly with OCB directed at the organization. There is an increase in usage of OCB measures to conceptualize and measure contextual performance in recent years (Organ et al., 2006).

According to Organ and his colleagues (2006), the research in the name of both constructs of OCB and contextual performance can be merged with considerable coherence and continuity given that the measures of OCB and contextual performance are so similar. Therefore, Organ (1997) agreed on defining OCB along the same lines as contextual performance, avoiding any reference to job requirements or system rewards.

2.1.3. Dimensions of Organizational Citizenship Behavior

Originally, two types of citizenship behavior were proposed: (1) Altruism, or helping others, and (2) Generalized compliance, following the rules and procedures of the organization (Smith et al., 1983). Later, Organ (1988a) identified a multiple dimensions of OCB based on prior research (Bateman & Organ, 1983; Smith et al., 1983). There are five dimensions that compose the OCB construct. The five dimensions of OCB are altruism, civic virtue, courtesy, sportsmanship, and conscientiousness.

Altruism reflects behaviors that aim at helping certain people in an organization with a relevant task or problem, such as showing a new employee how to use a machine.

Civic virtue refers to responsible participation in the political life of the organization. Participating to organizational meetings, following organizational developments, and offering opinions to the organization appropriately are examples of civic virtue.

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

Sportsmanship is the forbearance of doing some action such as filing petty grievance against the organization. Organ (1988a, p. 11) distinguishes it by stating that,

Anyone who has served as a supervisor or administrator knows immediately how sportsmanship contributes to organizational effectiveness: it maximizes the total amount of stamina- especially the stamina of administrators that can be devoted to constructive purposes. Every time a grievance is processed, executive resources are consumed, regardless of whether the plaintiff secures a satisfactory outcome. Those resources, then, are diverted from the more productive activities of planning, scheduling, problem-solving, and organizational analysis.

Conscientiousness is synonymously used with general compliance. It means employees going beyond the call of duty or minimum requirements of the organization. It indicates surpassing the minimum levels of compliance in areas such as care for organizational resources, use of company time, attendance, cleanliness, and punctuality.

Organ's new conceptualization adds sportsmanship, courtesy, and civic virtue to the original two OCB factors, and changes the label generalized compliance to conscientiousness. Organ (1988a, p. 10) explained this change,

My own view now is that compliance too often connotes servile obedience to authority figures and fails to convey what is just as likely to be inner-directed, even nonconformist in character. Hence my preference is for conscientiousness.

Researchers attempted to combine elements of OCB into subgroups, thinking that the behavioral dimensions of OCB might be correlated with each other. According to Williams and Anderson (1991), citizenship behavior could be classified in two main categories as shown in Appendix A: organizational citizenship behavior–organization (OCBO) and organizational citizenship behavior–individual (OCBI). In this classification, citizenship behavior–organization represents behaviors that benefit the organization while citizenship behavior–individual comprises behaviors that benefit individuals. Citizenship behavior–organization is in line with the conscientiousness dimension of Organ's OCB while citizenship behavior–individual is in line with altruism. An employee helping a fellow employee to complete a project, perform a task, or solve a problem will be performing citizenship behavior–individual (Moorman, Blakely & Niehoff, 1998). Lepine, Erez, and Johnson (2002) argued that sportsmanship and civic virtue might also be considered as citizenship behavior–organization, and courtesy might be evaluated as citizenship behavior–individual.

Morrison (1994) suggested a five-dimension construct of OCB that was made of altruism, conscientiousness, sportsmanship, keeping up with

changes and involvement dimensions as shown in Appendix A. The altruism, conscientiousness, and sportsmanship dimensions are similar to Organ's altruism, conscientiousness, and sportsmanship dimensions while her conceptualization of the "keeping up with changes" and "involvement" dimensions together coincide with Organ's civic virtue dimension. However, the courtesy dimension is not included in Morrison's reconceptualization.

Podsakoff et al. (2000) identified seven common themes from the many different reported dimensions of organizational citizenship behavior as shown in Appendix A. These included (1) Helping behavior, (2) Sportsmanship, (3) Organizational loyalty/loyal boosterism, (4) Organizational compliance, (5) Individual initiative, (6) Civic virtue, and (7) Self-development. Helping behaviors are voluntary behaviors that help others or prevent the occurrence of work-related problems. This definition includes Organ's altruism dimension. The second part of the definition includes Organ's concept of courtesy where an employee takes steps to prevent problems for co-workers. Enhancing individual and group productivity, freeing up resources, increasing coordination, aiding in the maintenance of a work climate are some of the important results of helping behaviors.

Sportsmanship is a form of citizenship where a person is willing to tolerate inconvenience at work without complaining. Podsakoff and colleagues (2000) expanded this definition: They suggested that employees displaying sportsmanship were maintaining a positive attitude, were willing to "sacrifice their personal interest for the good of the work group" (p. 517), and were enduring personal inconveniences without complaint in order to conserve organizational resources.

Loyal boosterism refers to protecting the organization and spreading goodwill, and supporting and defending the organizational objectives (Podsakoff et al., 2000). Moorman and Blakely (1995) found this dimension

to be separate from other forms. However, Moorman, Blakely, and Niehoff (1998) failed to find this distinction.

The concept of organizational compliance was studied under the terms or constructs of general compliance by Smith et al. (1983), organizational obedience by Van Dyne, Graham and Dienesch (1994), and following organizational rules and procedures by Borman and Motowidlo (1997), and conscientiousness by Organ (1988a). Organizational compliance describes a person's acceptance of the organization's rules, policies and procedures. This person is referred to as an especially good citizen. An employee exhibiting this form of OCB uses his/her time effectively for the good of the organization, respects company resources, and faithfully adheres to policies and procedures (Organ & Ryan, 1995).

Individual initiative is described as a task role activity that goes far beyond the minimally required or expected levels that it becomes viewed as voluntary. Innovation, enthusiasm, extra responsibilities that go beyond the call of duty characterize this dimension (Podsakoff et al., 2000). The dimension is similar to Organ's (1988a) conscientiousness construct, Moorman and Blakely's (1995) personal industry and individual initiative constructs, Borman and Motowidlo's (1997) "persisting with enthusiasm" and "volunteering to carry out task activities" constructs, Morrison and Phelps's (1999) "taking charge at work" construct, and some aspects of Van Scotter and Motowidlo's (1996) "job dedication" construct. Because individual initiative is difficult to distinguish from required in-role tasks, many researchers do not include this dimension in their studies.

Overall commitment to the organization is termed civic virtue. Actively participating in the governance of the organization and being vigilant for changes in the industry that will threaten the organization characterize civic virtue. Van Dyne, Graham and Dienesch (1994) called this dimension "organizational participation."

A key dimension of citizenship behavior as identified by George and Brief (1992) is self-development, originating from Katz's (1964) work on

citizenship behavior. Katz proposed that individual self-development was an important component of citizenship. Improving knowledge, skills, and abilities characterizes this dimension. By seeking to develop themselves personally, the employees enhance the organization. According to Podsakoff et al. (2000, p. 525),

Self-development has not received any empirical confirmation in the citizenship literature. However, it does appear to be discretionary form of employee behavior that is conceptually distinct from the other citizenship behavior dimensions, and might be expected to improve organizational effectiveness through somewhat different mechanisms than the other forms of citizenship behavior.

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

In the summary table, provided in Appendix A, it is possible to examine the nature of OCB dimensions in the studies mentioned above with the author names, proposal dates, number of dimensions, and detailed definitions. The five-dimension framework of OCB developed by Organ (1988a) provides a scientific way of categorizing various citizenship behaviors since other proposed OCB constructs did not have enough empirical support in the literature (Organ et al., 2006; Schnake & Dumler, 2003). Organ's five-dimension framework was first measured by Podsakoff et al. (1990). Later, many other studies were carried out using this multidimensional construct (e.g., MacKenzie, Podsakoff & Fetter, 1991; Moorman, 1991; Moorman, Niehoff & Organ, 1993; Niehoff & Moorman,

1993; Podsakoff & MacKenzie, 1994; Podsakoff, MacKenzie & Bommer, 1996a; Podsakoff, MacKenzie & Bommer, 1996b; Tansky, 1993). It served as the basis for a large number of studies in the organizational behavior literature in recent years (e.g., Allison, Voss & Dryer, 2001; Koys, 2001; Organ et al., 2006). Therefore, this five-dimension framework will be used in the present study.

2.1.4. Antecedents of Organizational Citizenship Behavior

Researchers have attempted to determine attitudes or situational factors that correlate with OCB since OCB has a potential value to the organization. There are four major categories of antecedents of OCBs: Individual (or employee) characteristics (Alotaibi, 2001; Organ, 1994; Organ & Konovsky, 1989; Organ & Lingl, 1995; Organ & Ryan, 1995; Parnell & Crandall, 2003; Penner, Midili & Kegelmeyer, 1997), task characteristics (Podsakoff, Niehoff, MacKenzie & Williams, 1993; Podsakoff & MacKenzie, 1995; Podsakoff et al., 1996a), organizational characteristics (Kidwell, Mossholder & Bennett, 1997; Lambert, 2000), and leadership behaviors (Kent & Chelladurai, 2001; MacKenzie, Podsakoff, & Rich, 2001; Podsakoff, MacKenzie, & Bommer, 1996b). These categories of antecedents of OCB are discussed in the following sections.

2.1.4.1. Individual Characteristics

Employee characteristics are the most frequently studied antecedents of organizational citizenship behavior (Organ et al., 2006). Individual characteristics can be divided into two subcategories as employee attitudes and employee dispositions.

2.1.4.1.1. Employee Attitudes

Employee attitudes include job satisfaction, perceptions of fairness, and organizational commitment. Meta-analytic reviews of Organ and Ryan (1995), and Podsakoff et al. (2000) showed that employee attitudes are related to OCB.

An important employee attitude that is associated with OCB performance is job satisfaction. The relationship between job satisfaction and job performance has been explored with no significant finding for many years (Organ et al., 2006). Organ (1977, p. 52) argued that the "satisfaction-causes-performance notion deserves more judicious consideration than recently accorded" and "results of empirical research hardly lend a ringing confirmation". The trade-off for the maximization of job satisfaction or job performance is a traditional belief. According to this view, they are mutually exclusive. No empirical finding has offered evidence to support the relationship between job satisfaction and performance for a quarter century (Organ et al., 2006). The obligation of a choice between high job productivity and job satisfaction has disturbed researchers. The definition of performance in the organizational behavior literature was not considered sufficient until the introduction of citizenship behaviors (Bateman & Organ, 1983). OCB research is considered as a new innovative approach to performance. Bateman and Organ (1983) reported a positive correlation between satisfaction and performance when performance was defined as citizenship. OCB is a desired attribute of job incumbents influencing the organization's effectiveness. Researchers are given an enhanced mean to operationalize a variety of incumbent's contributions to organization through citizenship behavior as a performance construct.

Satisfaction is an important construct for OCB (Williams & Anderson, 1991). Employees who are satisfied with their jobs will be more likely to perform more discretionary behaviors that benefit the organization than those who are not. While job satisfaction is considered as an important predictor of OCB, it also influences employee absenteeism, turnover, organizational sabotage, stress, and health (Parnell & Crandall, 2003; Spector, 1997). The perception of an employee about the factors of a work context such as job, pay, promotion, managers, and co-workers

determines the employee's satisfaction level in the organization (Spector, 1997).

The relationship between satisfaction and OCB has been investigated for a long time and there are quite straightforward findings from a theoretical point of view. Job satisfaction has always been considered as predicting a large part of the OCB phenomenon. However the importance of job satisfaction has accelerated since the findings showing strong relationships between job performance and OCB (Bateman & Organ, 1983; Smith et al., 1983). According to Organ and Lingl (1995), 15 studies resulted in a significant statistical relationship between OCB and job satisfaction.

Another important antecedent of OCB within the employee attitudes subcategory is employee fairness perceptions. Fairness in the organization is conceptualized as organizational justice (Williams, Pitre & Zainuba, 2002). It has been observed that the deficiency in the perceptions of fairness in the workplace results in anti-citizenship and deviant workplace behaviors (Lee & Allen, 2002; Robinson & Bennett, 1995) whereas job incumbents who consider the organization as fair to them are inclined to exhibit OCB (Williams, Pitre & Zainuba, 2002). When a worker finds his or her organization unjust towards him or her, he or she begins to fulfill the requirements of the job only at the contractual level. As a result of the perceptions of unfairness, an employee may perform at a level below than what is required. The consequence of unfairness perceptions is that employees give up engaging in citizenship behavior. At most, they perform as contractual employees. Such feelings of inequity lead to the job incumbents to quit work in search of fairness in a different work setting. Give up working reflects employees' desire so as to reposition themselves in different work contexts where more just work environments are expected (Leung, Smith, Wang & Sun, 1996). Therefore, citizenship behavior becomes their only defense mechanism in unfair situations because it is the only behavior that employees have

complete power over giving or withholding (Moorman, 1991). Since organizations do not formally recognize OCB in terms of pay or recognition, citizenship behavior can be considered as a double-edged sword. While it is possible to contribute to organizational effectiveness through exhibiting citizenship behaviors, there is no risk of lay off, on the other hand, for an employee who opts not to engage in these behaviors to benefit the organization.

Individuals sensitive to equity are easily motivated to perform since they feel guilty and may work harder to have their inputs catch up to their rewards when their outcomes outweigh their inputs (Moorman, 1991). The increase of their inputs would foster the exhibition of OCBs such as helping co-workers or doing extra work beyond their job description. Meanwhile, when the situation is inputs outweighing outcomes, these individuals would perceive that they are treated unfairly. The resulting feeling of being taken advantage of or anger would force them to use OCB as their defense mechanism and they would stop exhibiting citizenship behaviors (Leung et al., 1996).

There are studies assessing the role of organizational commitment on organizational citizenship behaviors (e.g., O'Reilly & Chatman, 1986; Parnell & Crandall, 2003). Commitment is considered as a psychological attachment to the organization (Meyer & Allen, 1997), and has been hypothesized to be positively related to OCB-type behaviors (Meyer, Allen & Smith, 1993). The meta-analytic work of Organ and Ryan (1995) supported the view that commitment related to organizational citizenship behavior as well as satisfaction. Organizationally committed individuals “are willing to give something of themselves in order to contribute to the organization’s well-being” (Mowday et al., 1982, p. 27). Organizational commitment is expected to be correlated with citizenship behavior as a result of this cumulated evidence. However, it is not clear whether commitment will prove relatively more important than other known variables when considered within the proposed model of this dissertation.

A more detailed analysis of the commitment literature is given in Section 2.4.

2.1.4.1.2. Dispositions

Conscientiousness, agreeableness, and affectivity constitute the dispositional variables subcategory of antecedents of OCB (Borman, Penner, Allen & Motowidlo, 2001; Organ & Ryan, 1995, Podsakoff et al., 2000). Particular personality traits might foster the engagement of employees in more OCB. The desire of employees to contribute to organizational functioning results in an assumption that there may be a set of dispositional variables that cause one's disposition to OCB. Organ and Ryan (1995) cited this proposition as one of the main tenets of their study and found limited support for direct associations between dispositional variables and OCB. Traits such as agreeableness, positive affectivity, negative affectivity, and conscientiousness are likely to predispose people to certain orientations vis-à-vis coworkers and managers, which in turn, increases the likelihood of receiving treatment that they recognize as satisfying, supportive, fair, and worthy of commitment. Thus, as the result of their meta-analysis did not show substantial relationships between the aforementioned dispositional traits, Organ and Ryan (1995) proposed that these sets of dispositional variables could best be seen as indirect contributors to OCB rather than direct contributors.

However, Penner et al. (1997), and Borman et al. (2001) came up with different findings regarding personality variables in the prediction of OCB. Penner et al. (1997) measured people's predisposition to feel concern about the welfare of others by a scale of prosocial personality orientation and found very strong significant correlations with the altruism dimension of OCB. Dispositional variables such as prosocial personality orientation and individual motives were shown to be related to OCB. Borman et al. (2001) suggested higher correlations than those of Organ and Ryan (1995) and indicated that personality, in particular

conscientiousness, was correlated higher with citizenship performance than with task performance.

The importance of personality variables is observed in another interesting stream of research. Several researchers investigated OCB through a functional approach to behavior (e.g., Rioux & Penner, 2001). The function or purpose of the behavior is important from the functional point of view to OCB and a person's unique goals and needs are considered as the motivators of human behavior. A scale formed by organizational concern, prosocial values, and impression management was used to observe the antecedents of OCB in the study of Rioux and Penner (2001). The results suggested that engagement in OCB was related to people's certain motives, such as prosocial values and organizational concern. Therefore, it is possible to argue that individual motives might drive OCB.

According to the study of Konovsky and Organ (1996), the Big Five of personality was not a promising approach to OCB when conscientiousness was considered separately. The dispositional trait of conscientiousness accounted for unique variances in the OCB dimensions of altruism, civic virtue, and conscientiousness. Thus, conscientiousness was the only important dispositional variable in Konovsky and Organ (1996)'s study.

2.1.4.2. Task Characteristics

The little research on task characteristics is mostly developed within the substitutes for leadership literature. Some task characteristics are found to be consistently related to OCB (Podsakoff, Niehoff, MacKenzie & Williams, 1993; Podsakoff, MacKenzie & Bommer, 1996b).

Farh and his colleagues considered the effects of task characteristics on OCB since they thought that the correlation between satisfaction and OCB might reflect a more fundamental relationship between OCB and one or more of the strong correlates of satisfaction. They conducted a study with

195 Taiwanese Ministry of Communications workers (Farh et al., 1990). They found that task scope accounted for more unique variance in both altruism and compliance dimensions of OCB. The effects of job attributes were particularly strong in predicting compliance, although they expected the effects to be more evident in altruism.

In the substitutes for leadership theories of Kerr and Jermier (1978), task related variables of routine and intrinsically satisfying tasks were found to be associated with OCB in the form of altruism (Podsakoff et al., 1993). Task feedback, task routinization, and intrinsically satisfying tasks are the three forms of task characteristics that have been investigated (Podsakoff et al., 2000).

Task feedback, which characterizes the knowledge of employees about how well they are performing their jobs, was found to be positively related to the civic virtue dimension of OCB (Organ et al., 2006; Podsakoff, MacKenzie & Bommer, 1996b). The value of the information given to the employee through task feedback is the reason behind such a relationship. Task-provided feedback is important since it is possible to have information about performance immediately and more accurately (Kerr & Jermier, 1978). Tasks that provide feedback are more self-rewarding and give enhanced opportunities for improving performance. Task routinization, which means having a repetitive job, is negatively related to OCB (Organ, et al., 2006; Podsakoff et al., 1996b). Routine tasks prevent employees from helping their coworkers and the organization. Therefore, an inverse relation occurs between task routinization and OCB. Intrinsically satisfying tasks are linked to OCB as well in the substitutes for leadership literature (Podsakoff et al., 1996b) because of the underlying antecedent, job satisfaction. An employee who gets satisfaction from his/her task at work is more inclined to perform citizenship behaviors. Employees that perform intrinsically satisfying tasks find the performance of job-related activities to be more rewarding, and as a result, they expend greater effort to achieve their goals (Organ et al., 2006).

2.1.4.3. Organizational Characteristics

Organizational characteristics are organizational formalization, organizational inflexibility, group cohesiveness, and perceived organizational support (Organ et al., 2006). Two of them, group cohesiveness and perceived organizational support, are found to be significantly correlated with organizational citizenship behaviors (Podsakoff et al., 2000). While group cohesiveness is positively related to altruism, courtesy, conscientiousness, sportsmanship, and civic virtue, perceived organizational support is positively correlated with altruism. None of the other organizational characteristics show a consistent relationship to OCB (Organ et al., 2006).

A strong relationship is suggested between perceived organizational support and citizenship behavior (Kaufman, Stamper & Tesluk, 2001, Rhoades & Eisenberger, 2002; Wayne et al., 2002). Such a significant relationship between perceived organizational support and citizenship behavior benefits the organization as a whole. It suggests that employees are seeking a balance in their exchange with the organization by showing OCB with respect to the amount of support they perceive from the organization.

2.1.4.4. Leadership Behaviors

The last category of antecedents to OCB is leadership behaviors. These behaviors are investigated under three main theories: the transformational theory, the transactional theory, and the leader-member exchange (LMX) theory.

Transformational leadership behaviors include articulating a vision, providing an appropriate model, fostering the acceptance of group goals, high performance expectations, and intellectual stimulation. Transformational leadership behaviors are correlated with OCB since transformational leaders put new goals for employees in order to motivate them to perform above expectations. The performance of jobs based on the sole expectation of getting rewards is eliminated through transformational

leadership behaviors (MacKenzie et al., 2001; Podsakoff et al., 1996b). Positive relationships were found between individualized support and civic virtue, and high performance expectations and sportsmanship. Relationship was also found between articulating a vision and sportsmanship, and high performance expectations and courtesy (Podsakoff et al., 1996b).

Transactional leadership behaviors include contingent reward behavior, contingent punishment behavior, noncontingent reward behavior, and noncontingent punishment behavior. The relationship between transactional leadership and OCB is based on the relationship between fairness of rewards and OCB. Positive relationships were found between contingent reward behavior and the altruism and sportsmanship dimensions of OCB (MacKenzie et al., 2001) since fair treatment of employees through contingent rewards upon performance results in the performance of citizenship behaviors.

Leaders create in-groups and out-groups, and subordinates with in-group status would have higher performance ratings, less turnover, and greater satisfaction with their supervisor according to leader-member exchange (LMX) theory (Dansereau, Cashman & Graen, 1973). Employees who are involved in higher quality LMX are more inclined to reciprocate by performing citizenship behaviors (Settoon, Bennett & Liden, 1996), since they receive special benefits and opportunities from their supervisors such as trust, support, promotions, and desired assignments. Many studies find consistent relationships between LMX quality and employee OCB (Organ et al., 2006).

Perceived leader supportiveness has also been considered in the OCB literature. The relationship between leader supportiveness and OCB is explained through a pattern of exchange (Smith et al., 1983). Norms of reciprocity make performance of OCB more likely since employees try to reciprocate their supervisors' OCB in such a pattern of exchange. When supervisors treat employees fairly, organizational citizenship behavior is inevitable for employee reciprocation (Organ et al., 2006). Supportive

supervisor behaviors are themselves OCB behaviors aimed at helping an employee. The supervisor might influence subordinates to perform helping behaviors by acting as a role model.

Therefore, job attitudes and various types of leader behaviors appear to be the antecedents of OCBs according to the literature evidence. Job satisfaction and organizational commitment are positively related to citizenship behaviors. Leaders play a key role in determining citizenship behavior. With the exception of conscientiousness, dispositional variables generally are not found to be significantly related to the dimensions of OCBs.

2.1.5. Consequences of Organizational Citizenship Behavior

According to Organ et al. (2006), organizational effectiveness is enhanced over time through citizenship behaviors. Seven reasons are listed by Podsakoff et al. (2000) in order to explain why OCBs might influence organizational performance. OCBs might contribute to organizational success by (a) enhancing coworker and managerial productivity, (b) freeing up resources so they can be used for more productive purposes, (c) reducing the need to devote scarce resources to purely maintenance functions, (d) helping to coordinate activities both within and across work groups, (e) strengthening the organizations' ability to attract and retain the best employees, (f) increasing the stability of the organization's performance, and (g) enabling the organization to adapt more effectively to environmental changes.

The consequences of citizenship behaviors are investigated in two primary areas (Organ et al., 2006): (1) the effects of OCBs on managerial evaluations of performance and judgments regarding pay raises, promotions, etc., and (2) the effects of OCBs on organizational performance and success.

Managers value citizenship behaviors in their employees and consider these behaviors as supplements to objective measures when

evaluating their employees (Bachrach et al., 2004; Barksdale & Werner, 2001; MacKenzie, Podsakoff & Fetter, 1991, 1993; MacKenzie, Podsakoff & Paine, 1999; Podsakoff & MacKenzie, 1994; Van Scotter, Motowidlo & Cross, 2000). The results of MacKenzie and colleagues (1993) show that (1) Different citizenship behaviors are recognized by supervisors, and considered distinct from sales productivity, (2) Overall evaluations of managers are substantially determined through the combination of OCBs and sales productivity rather than sales productivity alone, and (3) OCBs consistently account for a larger portion of the variance in managerial evaluations than do sales productivity. In-role performance accounts for approximately 5% to 8% of the overall variance in performance evaluations, while citizenship behaviors account for five to ten times greater than the amount typically accounted for by in-role performance. The combined average influence of citizenship behaviors and in-role performance accounts for a total of 55% of the variance in overall performance evaluations. Citizenship behaviors account for substantially more variance in performance evaluations than objective performance according to these data. Therefore, managers indeed value citizenship behaviors and take them into consideration when evaluating their employees.

Citizenship behaviors positively impact organizational effectiveness (Koys, 2001; Podsakoff, Ahearne & MacKenzie, 1997; Podsakoff & MacKenzie, 1994; Walz & Niehoff, 1996). In these studies, the researchers used samples including regional restaurant chains, insurance agency units, paper mill work crews, pharmaceutical sales teams, and limited-menu restaurant employees. The results provide support for the hypotheses that organizational citizenship behaviors are related to organizational effectiveness.

Koys (2001) showed that OCB had an impact on profitability in a restaurant chain. Year 1's OCB predicted Year 2's organizational effectiveness. In the study of Podsakoff and MacKenzie (1994), the impact of OCB on a composite index of unit performance was examined. The index

was comprised of a weighted average of four measures, including the (a) amount of “new business” brought in by the agents, (b) amount the agents exceeded the previous year’s median agent production level for the company, (c) average number of policies sold per agent weeks worked, and (d) total number of policies sold by agents. They found that OCBs accounted for 17% of the variance of the composite index of unit performance.

Podsakoff et al. (1997) examined the effects of OCBs on both the quantity and quality of the paper produced by 40 work crews at a paper mill. OCBs accounted for nearly 26% of the variance in production quantity, and almost 17% in production quality. Walz and Niehoff (1996) tested the relations between OCBs and a variety of performance measures in limited-menu restaurants. OCBs predicted the objective criterion variables such as operating efficiency, revenue, customer satisfaction, quality of performance, and food cost. Managers of high performing limited-menu restaurants rated higher levels of OCB in their employees while lower levels of OCB were associated with low performing limited-menu restaurants. Variance explained by the OCB dimensions ranged from lows of 15% for operating efficiency, to highs of 43% for food cost percentage and 39% for customer satisfaction.

Several explanations were provided in this section so as to show why OCB is important for organizational effectiveness. The empirical evidence suggests that citizenship behaviors are related to a variety of important organizational outcomes (Organ et al., 2006). Therefore, identifying predictors of OCB must be given priority in organizational behavior research in order to determine specific organizational mechanisms that are responsible from the occurrence of OCB-type behaviors, and consequently, enhance organizational functioning.

The dissertation continues with the literature reviews of the theories of job characteristics, job satisfaction, and organizational commitment in

order to complete the general framework of the model that will be proposed in the hypothesis development section.

2.2. JOB CHARACTERISTICS THEORY

There have been many attempts of researchers in the organizational behavior literature to determine whether job scope, job design or characteristics of a job are related to employee behavior (e.g., Boonzaier, Bernhard & Braam, 2001; De Jong, Mandy & Jansen, 2001). Hackman and Lawler (1971) suggested that certain job characteristics, such as skill variety, task identity, autonomy, and feedback motivated employees in their job performance. According to this study, job enrichment could affect job satisfaction, as well as work performance and employee withdrawal. The development of job characteristics theory (Hackman & Oldham, 1980) is a result of this study. Job characteristics theory was built upon the premise that specific core job characteristics must exist in work settings so as to create job outcomes of high job satisfaction, high job performance, and low turnover. Hackman and Oldham (1980) measured how job characteristics, such as skill variety, task identity, task significance, autonomy, and feedback, influenced employee satisfaction, motivation, and performance in this model.

Skill variety is the degree to which a job requires a variety of different activities in carrying out the work, involving the use of a number of different skills and talents of the person for successful completion. For example, low skill variety exists when an assembly-line worker is performing the same two tasks repetitively, or when a body shop worker is spraying paint eight hours a day. When such routine work environments are compared with other job environments that are made of a variety of tasks with many different skills and abilities such as an owner-operator of a garage who is doing electrical repair, rebuilding engines, doing body work, and interacting with customers, the importance of skill variety as a motivating core job characteristic is highlighted. The more skills are

involved, the more meaningful is the job. Skill variety can be enhanced in several ways such as job rotation, enrichment, and enlargement.

Task identity is the degree to which a job requires completion of a “whole” and identifiable piece of work that is doing a job from beginning to end with a visible outcome (Hackman & Oldham, 1980, p.78). For example, one corporation changed its customer service processes so that when a customer calls with a problem, one employee, called a customer care advocate, handles most or all facets of the problem from maintenance to repair. As a result, more than 40% of customer problems are resolved by one person while the customer is still on the line. Previously, less than 1% of the customer problems were resolved immediately because the customer service representative had to complete paperwork and forward it to operations, which then followed a number of separate steps using different people to resolve problems. In the new system, the customer care advocate can more closely solve a customer’s problem and find his/her job more meaningful due to the experience of task identity at work. The same situation is valid for a cabinet maker who is designing a piece of furniture, selecting the wood, building the object, and finishing it to perfection.

Task significance is the degree to which the job has a substantial impact on the lives of other people, whether those people are in the immediate organization or in the world at large. A job is more meaningful if it is important to other people for some reason. For instance, a soldier might experience more fulfillment when defending his or her country from a real threat than when merely training to stay ready in case such a threat arises. In the earlier example, the customer care advocate’s task has significance because it affects customers considerably.

Autonomy is the degree to which the job provides substantial freedom, independence, and discretion to the individual in scheduling the work and in determining the procedures to be used in carrying it out. More autonomy leads to a greater feeling of personal responsibility for the work. Efforts to increase autonomy might lead to job enrichment. Giving more

freedom and authority so the employee could perform the job and increasing an employee's accountability for work by reducing external control are some of the means related to actions that increase autonomy. Since the results of job performance would depend on the employees' own efforts and decisions, a sense of responsibility occurs.

Feedback is the degree to which carrying out the work activities required by the job provides the individual with direct and clear information about the effectiveness of his or her performance. Feedback is intrinsically motivating because it helps employees to understand the effectiveness of their performance and contributes to their overall knowledge about the work. An electronics factory worker who is assembling a radio and then testing it to determine if it operates properly, an accountant when an accounting period is closed without any difficulty, or a salesperson when a sale is completed are examples of employees receiving task feedback.

Meaningful work is the result of the combination of the first three dimensions of skill variety, task identity, and task significance. The incumbent views the job as being important, valuable, and worthwhile when such a scope exists in a job. According to the model of Hackman and Oldham (1980), when job incumbents know (knowledge of results) that they individually (experienced responsibility) have carried out well on a task that is important to them (experienced meaningfulness), they obtain intrinsic rewards from a motivational point of view. The higher the presence of these three psychological states in the workplace, the greater will be employees' motivation, performance, satisfaction, commitment, and the lower their turnover. Psychological responses, such as motivation and satisfaction, to core job characteristics exhibit a stronger relationship than performance. The reason for this is the assumption of the job characteristics model: if jobs are redesigned to provide employees with higher levels of intrinsic motivation, employee performance will improve. However, factors beyond job characteristics might influence behavior. Therefore, there is a stronger potential for the job characteristics to influence psychological reactions

(such as job satisfaction and intrinsic motivation) than performance. Incentive systems and performance norms of the teams are some of the situational differences that might affect performance more than job characteristics. An enriched job results in a satisfied job incumbent, but such a job incumbent may be impeded by low work group norms that prevent him/her from working to his/her full potential (Namm, 2003).

The inability of many job characteristics researchers to show a strong relationship between job characteristics and work performance might be due to in-role performance measures that are dependent on constraints such as ability and work group norms (Organ et al., 2006). Factors such as skills and abilities are not likely to affect performance of the extra-role behaviors (Bateman & Organ, 1983; Smith et al., 1983). For instance, when jobs are enriched for a group of employees, they might not perform as well initially since they are not experienced with the new tasks. Although they are satisfied with the variety of tasks, their skills might be lacking for the duties necessary. However, such a deficiency of skills will not impede them from performing citizenship behaviors that are representatives of job satisfaction and organizational commitment. Traditional performance measures constrained by skills and abilities may be the reason for the weak relationship between job characteristics and performance. Other measures of performance, such as OCB, may relate more strongly to the job characteristics since it is based on affective reactions to a job, rather than skills and abilities (Organ et al., 2006).

Higher levels of work effectiveness are reached through jobs high in motivating potential. Therefore, when a job is enriched, both the quality and quantity of work output is affected (Hackman & Oldham, 1980). Since employees that carry out their jobs with high motivation are rewarded by positive feedback, the quality of work improves. A sense of pride at high quality work will further motivate the job incumbents through leading to positive affect. Routine and repetitive jobs cause some avoidance behaviors, such as taking frequent rest breaks. However, enriched jobs result in fewer

counterproductive behaviors and therefore increase efficiency. A variety of tasks in an enriched work environment create the necessity to stay focused on the job from the point of view of employees and consequently, the quantity of work increases. When a task identity characteristic is added to the scenario above, employees will need to focus on doing a job, from beginning to end, which might foster a further increase in the amount of work accomplished since time wasted for work transfer between employees does not exist. As a result, the coordination and the switching of tasks require less time to accomplish (Hackman & Oldham, 1980).

The relationships between job characteristics and outcomes are moderated by the individual's growth need strength; that is, by the employee's desire for self-esteem and self-actualization (Hackman & Oldham, 1980). Individuals with a high growth need are more likely to experience the psychological states of knowledge of results, experienced responsibility, and experienced meaningfulness when their jobs are enriched than are their counterparts with a low growth need. Moreover, they will respond more positively to the psychological states when they are present than will individuals with a low growth need.

The core job characteristics compose the motivating potential score of a job (MPS) (Hackman & Oldham, 1980). A greater motivating potential is reached when a job is high on at least one of the three components of experienced meaningfulness and both of the core job dimensions of autonomy and feedback. Higher motivation, performance, and satisfaction, and lower absenteeism and turnover are reflected with a higher motivating potential job score in any work setting. Motivation is a result of person-job fit and higher levels of person-job fit are expected with these core job characteristics. Therefore, restructuring job characteristics is a key to improving employee satisfaction and motivation, rather than choosing new employees. The job characteristics model helps improve person-job fit instead of selecting and training new employees.

The job characteristics model suggests multidimensional core job characteristics affecting behaviors (Boonzaier et al., 2001). However this five-dimensional structure and the MPS are subject to discussion. Fried and Ferris (1986) studied a sample of 7,000 employees and 900 jobs. They questioned the role of the dimensions of skill variety, task significance, and autonomy since they found a three-factor solution retaining task identity and feedback as legitimate job dimensions but detected a third dimension that collapsed skill variety, task significance, and autonomy into a single factor. Their results challenge the theoretical notion that job characteristics are best depicted with a five-dimensional representation. Furthermore, some research proposes different methods to calculate the MPS such as adding all the variables of skill variety, task identity, and task significance instead of multiplying them (Boonzaier et al., 2001). Dunham (1976) found that a single factor solution accounted for 83% of the explained variance in a study of 3,610 employees of a large merchandising corporation. Researchers such as Ferris and Gilmore (1985), Evans and Ondrack (1991), Fried and Ferris (1987) recommended the simple additive index for use instead of the MPS index.

It is interesting to note that Hackman and Oldham (1980) defined job feedback the same way as OCB researchers defined task feedback (Podsakoff & MacKenzie, 1995). Similarly, OCB researchers defined task routinization as the opposite of Hackman and Oldham's skill variety concept (Podsakoff et al., 1993). Therefore, these studies are particularly important because they provide preliminary evidence for the relationship between the theories of job characteristics and OCB.

According to the job characteristics model, people who work in jobs with high job scope are more motivated and satisfied than those who do not. Jobs designed to increase the job scope are likely to be positively perceived by employees. Change in the design of jobs due to the effects of job characteristics on employee satisfaction, motivation, and performance is suggested by the job characteristics model (Hackman & Oldham, 1980).

2.3. JOB SATISFACTION THEORY

Job satisfaction is one of the most researched attitudes in the literature of industrial/organizational psychology, social psychology, and organizational behavior (Alotaibi, 2001; Parnell & Crandall, 2003). It is certainly a vital component of the work environment to measure and monitor for any employer. Job satisfaction is essential for organizations interested in developing and retaining productive employees for organizational success (Siegel & Lane, 1974). It is defined by Locke as a pleasurable and positive emotional state caused by the appraisal of one's job or job experience (1976, p. 1300). Such a definition suggests that job satisfaction contains an affective component (emotional state) and a nonaffective or cognitive component (appraisal) (Organ, 1988b; Organ & Konovsky, 1989). Affect refers to the individual's immediate feeling state. On the other hand, the cognitive component shows that satisfaction is tied to the expectations and standards of comparison in terms of which current circumstances are being evaluated. The person's work values that refer to what a worker wants or desires to attain from work are important for determining work satisfaction (Siegel & Lane, 1974).

The determinants of job satisfaction are analyzed in two general categories in the literature: dispositional (personal) characteristics and work motivation (Pool, 1997). Ability, experience, knowledge, work history, and work ethic are some of the factors that constitute the individual characteristics category. Positive/negative affect distinction is important for personal factors according to Arvey et al. (1989). The capacity a person has to experience enthusiasm about his or her job and to experience feelings of trust towards the organization describes positive affect, while negative affect involves how much a person tends to be worried, suspicious, fearful, or dissatisfied towards an organization.

According to some researchers, personal traits have a secondary role with respect to situational or motivational factors (e.g., Pool, 1997). Work motivation, leadership behaviors of consideration and initiating structure,

task substitutes, and organizational characteristics such as cohesive work groups, advisory support from staff, formalization, inflexible rules, and rewards are considered to be strong predictors of job satisfaction. Security, advancement, benefits, information on success or failure, type of work, vacation and holiday practices, and working conditions are factors that are related to job satisfaction (Siegel & Lane, 1974). Pay is also an important factor that cannot be neglected since it is both a satisfier of basic needs such as food, shelter, clothing, and a symbol of status. Furthermore, considerate supervisors who are supportive, warm, and employee-centered rather than hostile, apathetic, and job-centered are also considered as a source of satisfaction from the point of view of employees. The best supervisor-employee relationships occur when the supervisor helps the employee satisfy his or her values or perceived needs and the attitudes and values of the supervisor match closely those of the employee. Kreitner and Kinici (2003) argued that need fulfillment, discrepancies between expectations and receipts, value attainment, equity and dispositional/genetic components were five major factors that contributed to an employee's job satisfaction. Recognition, achievement, the work itself, and responsibility advancement are considered as important motivators that increase satisfaction.

Need fulfillment constitutes the basis for job satisfaction. The need-satisfaction model is used to understand job satisfaction as a theoretical framework (Salancik & Pfeffer, 1977). The need-satisfaction model asserts that people have basic, stable, relatively unchanging, and identifiable attributes, including needs and personalities. In addition, jobs have stable, identifiable, and relatively unchanging characteristics that are relevant to needs of individuals. Job satisfaction is considered as a result of the match between the needs of the individual and the characteristics of the job.

The lack of job satisfaction results in high absenteeism, high turnover, low performance, and decreased productivity (Koys, 2001). The components of the job satisfaction equation mentioned above need special care since the success of organizations mostly depends on the job

satisfaction of employees. Relevant literature suggests that job satisfaction should more strongly affect OCB than the other antecedents (Organ et al., 2006). This proposition is supported by research. Job satisfaction is associated with OCB and job characteristics according to previous research, and it is a candidate as a work attitude to mediate the relationship between job characteristics and OCBs in the present study.

2.4. ORGANIZATIONAL COMMITMENT THEORY

The concept of organizational commitment has become a hot topic in the literature of industrial/organizational psychology and organizational behavior in the past decade. Organizational commitment represents the attachment that individuals form to their employing organizations (Ketchand & Strawser, 2001). An organization benefits from its employees' commitment in terms of lower rates of job movement, higher productivity or work quality, or both (Mathieu & Zajac, 1990).

There are several different ways of defining and measuring organizational commitment. The common theme in these various definitions and measures is that organizational commitment is a bond or link of the individual to the organization (Mathieu & Zajac, 1990). The most commonly investigated type of organizational commitment is attitudinal and describes a state in which an individual identifies with a particular organization and its goals and wishes to maintain membership in order to facilitate these goals (Mowday, Porter & Steers, 1982). Individuals are linked to the work context so as to gain some rewards from the organization in attitudinal commitment. Employees can be committed to an organization when they invest what they value to the organization. The investments such as time, effort, and money are perceived as losses when they give up working for the same organization. This notion of an individual's cost or loss is defined as calculative commitment. Calculative commitment is a structural phenomenon which occurs as a result of individual-organizational transactions in investments over time (Hrebiniak & Alutto, 1972). Another

type of commitment is normative commitment. The idea lying behind normative commitment is an employee's moral obligation to reciprocate for benefits received from the organization. It is defined as the totality of internalized normative pressures to act in a way which meet organizational goals and interests (Wiener, 1982). To stay in the company is morally right from the point of view of the committed employee without considering rewards or positive outcomes gained through his or her tenure.

Meyer and Allen (1991) insist on three distinct components of organizational commitment in order to maintain membership in an organization: a desire (affective commitment), a need (continuance commitment), and an obligation (normative commitment). They note that all three forms of organizational commitment are dependent on the opportunity the organization provides employees to feel motivated towards growth and to achieve some self-actualization. Affective commitment (a desire) refers to the employee's emotional attachment to, identification with, and involvement in the organization. The desire to maintain membership in an organization is due to mostly work experiences. Employees with a strong affective commitment continue employment with the organization because they want to do so. Continuance commitment (a need) refers to an awareness of the costs associated with leaving the organization. Employees whose primary link to the organization is based on continuance commitment remain because they need to do so. A lack of other viable alternatives, the threat of losing attractive benefits, giving up seniority-based privileges might be some of the reasons associated with continuance commitment. Finally, normative commitment (an obligation) reflects a feeling of obligation to continue employment. Employees with a high level of normative commitment feel that they ought to remain with the organization. The organizational commitment construct of Meyer and Allen (1991) was studied in the Turkish context (Wasti, 2000). The resulting organizational commitment construct was equivalent to Meyer and Allen's three dimensional scale. In other words, Turkish employees expressed

organizational commitment with affective, continuance, and normative components.

The common theme in organizational commitment is the view that commitment is a psychological attachment to the organization with underlying dimensions of compliance, identification and internalization (O'Reilly & Chatman, 1986). According to Mathieu and Zajac (1990)'s meta-analysis, the antecedents of organizational commitment are personal characteristics, job characteristics, group leader relations, organizational characteristics, and role states. Personal characteristics include age, gender, education, marital status, position and organizational tenure, perceived personal competence, ability, salary, Protestant work ethic, and job level. The second group of antecedents, namely job characteristics, include skill variety, task autonomy, challenge, and job scope. Job scope has the highest positive correlation among these antecedents ($r=.50$). Group cohesiveness, task interdependence, leader initiating structure, leader consideration, leader communication, and participative leadership constitute the third group of group leader relations. The next category of antecedents, namely organizational characteristics, include size and centralization. The final antecedent, role states, include role ambiguity, role conflict, and role overload.

Kristof-Brown et al. (2005)'s meta-analysis investigated the relationships between person-job fit in order to provide a meaningful way of assessing how such a fit influenced individuals' attitudes and behaviors. Organizational commitment was found to be influenced with person-job fit and performance was strongly associated with person-job fit. Their results suggested that having a poor person-job fit was a reason for trying to develop skills, change jobs internally, or even be demoted.

Ketchand and Strawser (2001) suggested personal and situational factors as two main categories of antecedents of organizational commitment. While an employee enters an organization with his or her personal characteristics, situational factors are composed of job quality,

degree of participative leadership, and coworker commitment. Situational factors have a higher degree of impact on organizational commitment compared to personal factors.

Meyer and Allen (1991) find different antecedents for each component of organizational commitment. Personal characteristics such as demographic information (age, gender, tenure, and education), personal dispositions such as the need for achievement, affiliation, autonomy, higher order need strength, work ethic, locus of control, and central life of interest are considered as antecedents of affective commitment. Work experiences and organizational structure are found to have much stronger relationships, particularly with affective commitment. Affective commitment has the strongest correlation with other work behaviors (i.e., attendance, job performance, OCB), followed by normative commitment. Continuance commitment is found to negatively related or unrelated to these work behaviors.

Dunham et al. (1994) identified job characteristics such as task autonomy, task significance, task identity, skill variety, and supervisory feedback as antecedents of affective commitment. For continuance commitment, anything that increases perceived costs could be considered as an antecedent (Meyer & Allen, 1991). Dunham et al. (1994) argued that, on the contrary, factors such as age and tenure are potential antecedents to continuance commitment, rather than affective commitment. They also added career satisfaction and intent to leave to these potential antecedents. According to Dunham et al. (1994), tenure might indicate such benefits as skills unique to an organization, relationships with coworkers, and retirement investments that are nontransferable when leaving.

Moral and social pressures that a person encounters through family and cultural interactions while entering the organization are considered as antecedents of normative commitment (Meyer & Allen, 1991). Social pressures found within the organization and a sense of moral obligation to reciprocate to the organization as a result of some organizational practices

such as participatory management are reasons that could also be added to such pressures (Dunham et al., 1994).

The consequences of organizational commitment are of great importance to organizations. Lower rates of job movement and higher national productivity or work quality are important consequences of organizational commitment (Mathieu & Zajac, 1990). Organizational commitment is used to predict employees' absenteeism, performance, turnover, and other behaviors. Turnover intentions and rates, absenteeism, and low performance result from the deficiency of organizational commitment. Intentions to leave yield the highest negative correlation with organizational commitment ($r = -.46$, Mathieu & Zajac, 1990). Mathieu and Zajac (1990) indicate that Katz and Kahn (1966) provided evidence suggesting that employees who were committed would be more likely to engage in more creative and innovative behaviors which would enhance their performance and keep the organization competitive. The behaviors implied in this statement are OCBs. Organizational commitment is a candidate to mediate the relationship between job characteristics and OCBs in the present study since it is associated with job characteristics and OCBs according to previous research.

The interrelationships among job characteristics, job satisfaction, organizational commitment, and OCBs are investigated in the present study. The mediating roles of job satisfaction and organizational commitment are examined while identifying predictors of citizenship behaviors using an integrative model. The dissertation continues with the hypothesis development section where the hypotheses of the proposed research model will be discussed and posited.

CHAPTER III

HYPOTHESIS DEVELOPMENT

This research attempts to explain employees' organizational citizenship behavior (OCB) using the theories of job characteristics, job satisfaction, and organizational commitment. An integrative model is tested evaluating the direct and indirect relationships among job characteristics, job satisfaction, organizational commitment, and citizenship behaviors.

The reason for why OCB occurs is inquired by a growing body of research. However, few researchers to date developed an integrated model of OCB. The rationale for such a model of job characteristics, job satisfaction, and organizational commitment predicting employees' OCB is based on two arguments.

Firstly, empirical evidence supports the fact that job satisfaction and organizational commitment are major determinants of OCB. Although there are other antecedents predicting OCB, the two most robust predictors are job satisfaction and organizational commitment. There are positive correlations between OCB and these two antecedents (Alotaibi, 2001; Parnell & Crandall, 2003).

Secondly, the job characteristics model of Hackman and Oldham (1980) predicts job satisfaction. However, it could also be extended to predict OCB with the involvement of organizational commitment since it is empirically supported that organizational commitment is associated with job characteristics and OCBs (Mathieu & Zajac, 1990). The most commonly referred theory for why job satisfaction predicts OCB is social exchange theory (Blau, 1964). Social exchange theory argues that employees tend to reciprocate toward those who benefit them with citizenship behaviors if they are satisfied. In a similar manner, individuals who have developed a commitment to the organization exhibit citizenship

behaviors to help the organization (Organ & Ryan, 1995). Positive job attitudes are results of intrinsically motivating tasks (Fried & Ferris, 1987). If job incumbents are more satisfied with and committed to their jobs, then they will be more likely to perform citizenship behaviors (Smith et al., 1983). Job characteristics may show a strong relationship to citizenship behaviors through these work attitudes (Farh, Podsakoff & Organ, 1990, Organ et al., 2006).

It is important to consider the nature of the interrelationships among job characteristics, job satisfaction, organizational commitment, and organizational citizenship behaviors. Organ and Ryan's (1995) meta-analysis reveals the cumulative evidence for several antecedents of OCB. Since job satisfaction and organizational commitment are associated with OCB, it is difficult to choose one of them as the better attitude predictor of OCB. Therefore, both of them are considered as the mediators of the relationship between job characteristics and OCBs in the present study.

3.1. HYPOTHESIS REGARDING JOB CHARACTERISTICS AND ORGANIZATIONAL CITIZENSHIP BEHAVIORS

The existence of possible relationships between job characteristics and OCBs was mentioned by Katz (1964) before either of these constructs was formally conceptualized. Katz emphasized the importance of the work context or work environment enhanced with job characteristics where employees perform beyond role requirements for accomplishments of organizational functions. Providing work environment with intrinsic motivation is considered as a responsibility of an organization towards its employees. According to Katz, for an intrinsically motivated employee "Gratifications accrue from accomplishments, from the expression of his own abilities, from the exercise of his own decisions" (p. 141). The work environment that will lead to intrinsic motivation is also described by Katz: The job must "provide sufficient skill, variety, sufficient complexity, and

sufficient challenge to engage the abilities of the worker” (p.141). According to Katz, the quantity and quality of work increase through demanding jobs with higher responsibility, since such jobs foster intrinsic motivation. Job enrichment or redesign is a way of creating work environments that create a context appropriate for the development of innovative and spontaneous behaviors. Such behaviors were later called organizational citizenship behaviors.

Although there has been much research about the effects of task-related variables on work related outcomes, the relationships between job characteristics and the multidimensional OCB construct have not been explored sufficiently (e.g., Farh, Podsakoff & Organ, 1990). Empirical research evidence, especially studies examining substitutes for leadership, supports correlations between some job characteristics and OCB (Podsakoff et al., 1993; Podsakoff et al., 1996b), however, the extent and nature of these relationships are not clear (Organ et al., 2006). This dissertation is a conscious attempt to remedy this limitation by investigating how job scope as a composition of job characteristics predicts OCBs together with the influences of work attitudes of job satisfaction and organizational commitment.

Employees’ sense of ownership and responsibility for work outcomes are enhanced through the job characteristic of autonomy (Hackman & Oldham, 1980). Thereby, their willingness to exhibit OCB is increased in order to accomplish the task (Organ et al., 2006). Greater control through autonomous tasks is associated with increased OCB. A job is important to a job incumbent if it has job characteristics of identity, variety, and significance (Hackman & Oldham, 1980). These job characteristics are likely to influence OCB by increasing employees’ perceptions of the meaningfulness of their work (Organ et al., 2006). Employees motivated as a result of enhanced jobs would expend more energy and effort in the form of OCB. The knowledge about the results of effort conveyed to employees through feedback is expected to have a

biggest effect on employee performance (Hackman & Oldham, 1980). Feedback is important for people committed to task accomplishment. Task feedback is expected to be more closely related to helping others with work-related problems and the aspect of civic virtue that involves making constructive suggestions about how to improve task performance, since these behaviors require greater knowledge of the factors contributing to task accomplishment than other forms of OCB (Organ et al., 2006). Therefore, the following hypothesis is proposed:

H₁: Job characteristics predict organizational citizenship behaviors.

3.2. HYPOTHESIS REGARDING JOB CHARACTERISTICS AND JOB SATISFACTION

Job satisfaction happens and the person is more likely to perform a job when the characteristics of the jobs are compatible with the needs of the person (Salancik & Pfeffer, 1977). Jobs that fulfill a person's needs are satisfying and those that do not are not satisfying. Salancik and Pfeffer stated that

If the person is satisfied with his/her job, it is presumably because the job has characteristics compatible with his/her needs. If the person is unhappy with his/her job, it is because the job presumably not satisfying his/her needs (Salancik & Pfeffer, 1977, p. 428).

Locke pointed out that

A job is not an entity but complex interrelationships of tasks, roles, responsibilities, interactions, incentives and rewards. Thus, an understanding of job attitudes requires that the job be analyzed in terms of its constituent elements (Locke, 1976, p. 1301).

Katz (1964) considered a link between job satisfaction and job enlargement. While he claimed that the development of intrinsic job satisfaction was essential for the motivational pathway to high productivity, he suggested structural changes in tasks such as job enlargement for securing higher motivation to produce.

The job characteristics model of work motivation has been the dominant theoretical framework for understanding an employee's reaction to the core dimensions of the job (Fried & Ferris, 1987). Job satisfaction is the individual outcome that is associated to the motivational potential of job scope. According to the job characteristics model, employees are satisfied when they perceive their work to be meaningful through skill variety, task identity, and task significance, when they experience responsibility for the results of their work through autonomy, and when they have knowledge about the results of their work through feedback. Strong empirical support exists for the relationships between the job characteristics and job satisfaction (Boonzaier et al., 2001). Researchers such as Kemp and Cook (1983), Champoux (1991), and Renn and Vanderberg (1995) report that the job characteristics strongly correlate with satisfaction. Given these findings, the following hypothesis is proposed:

H₂: Job characteristics predict job satisfaction.

3.3. HYPOTHESIS REGARDING JOB CHARACTERISTICS AND ORGANIZATIONAL COMMITMENT

The congruence between the characteristics of the individual and of the organization itself is important for researchers examining the relationship between job characteristics and organizational commitment, since such an organization-person fit may have an impact on attitudes and behavior of job incumbents. It is argued that an experience that is congruent with the employees' values or needs will affect organizational commitment. The greater the fit between the person and the organization, the greater the commitment to the organization (Finegan, 2000). Person-job fit had strong correlations with organizational commitment (Kristof-Brown et al., 2005). Organizational commitment is influenced by person-job fit. Job characteristics are considered as antecedents of organizational commitment as a result of the meta-analysis of Mathieu and Zajac (1990). Job

characteristics and organizational commitment exhibited positive correlations in this study. Job scope correlated more highly ($r = .50$) and more consistently with organizational commitment than did any of the job characteristics (Mathieu & Zajac, 1990). Complex and enriched jobs are likely to yield higher organizational commitment (Steers, 1977). Enhanced job characteristics, particularly in an aggregate form, offer promise as an antecedent to the development of organizational commitment (Mathieu & Zajac, 1990). Given these findings, the following hypothesis is proposed:

H₃: Job characteristics predict organizational commitment.

3.4. HYPOTHESIS REGARDING JOB SATISFACTION AND ORGANIZATIONAL CITIZENSHIP BEHAVIORS

OCB is more likely than core task performance of correlating with job satisfaction, because job satisfaction find expression in behavior only to the extent that such behavior is not constrained by ability or external forces (Organ et al., 2006). Logic for expecting greater OCB as a result of job satisfaction is grounded in concepts of social exchange. Employees tend to reciprocate toward those who benefit them with citizenship behaviors if they are satisfied (Blau, 1964; Organ et al., 2006).

Job satisfaction has been accepted as a strong predictor of citizenship behavior for many years (Organ & Lingl, 1995; Williams & Anderson, 1991). According to Organ and Lingl (1995), 15 studies resulted in a significant statistical relationship between OCB and job satisfaction. The importance of satisfaction for OCB is supported by Williams and Anderson (1991). Employees who are satisfied with their jobs will be more likely to perform more discretionary behaviors that benefit the organization than those who are not. The construct of organizational citizenship behavior was conceptualized by Bateman and Organ (1983) with a belief that job satisfaction influenced one's work behaviors that are extra role in nature. In addition, Organ (1988a) suggested that job satisfaction and citizenship behavior were inextricably linked in a robust bond. However,

the complex nature of such a relationship has to be noted since different measures of job satisfaction share different correlations with OCB (Moorman, 1991) as discussed in the introduction chapter of the present study.

The meta-analytic review of Organ and Ryan (1995) found positive correlations between job satisfaction and OCB in 28 studies. A more recent meta-analysis of Judge and his colleagues (2001) resulted with similar findings. The evidence appears to support the associations between job satisfaction and OCB when job satisfaction is considered as a major motivational condition for much OCB (Organ et al., 2006). The following hypothesis is proposed:

H₄ : Job satisfaction predicts organizational citizenship behaviors.

3.5. HYPOTHESIS REGARDING ORGANIZATIONAL COMMITMENT AND ORGANIZATIONAL CITIZENSHIP BEHAVIORS

Individual forfeit for the organization can be encouraged through the attitude of commitment (Wiener, 1982). Scholl (1981) and Wiener (1982) proposed models of commitment supporting relationships with OCBs. Commitment is described in Scholl's (1981) model as a stabilizing force that acts to maintain behavioral direction when expectancy/equity conditions are not met and do not function. According to this definition, commitment has at least four sources: investments, reciprocity, lack of alternatives, and identification. Significant interrelationship between organizational commitment and OCB-type behaviors is supported by O'Reilly and Chatman (1986). They found that dimensions of organizational commitment such as identification and internalization were positively related to OCB-type behaviors. In his study, Schappe (1998) considered job satisfaction, procedural justice, and organizational commitment together to investigate their influence on OCB. Organizational commitment had the only significant

relationship to OCB ($\beta = .36, p < .001$) when considered with job satisfaction and procedural justice simultaneously. Organizational commitment emerged as a significant predictor of OCB in this study. Organizational commitment is a determinant of OCB since the latter describes behaviors that occur with little expectation of formal organizational rewards for performance (Williams & Anderson, 1991). 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. Mathieu and Zajac (1990) argued that committed employees were more likely to exhibit citizenship behaviors, which was often important for a competitive organization. Given these findings, the following hypothesis is proposed:

H₅: Organizational commitment predicts organizational citizenship behaviors.

3.6. HYPOTHESES REGARDING MEDIATING ROLES OF JOB SATISFACTION AND ORGANIZATIONAL COMMITMENT

As discussed in previous sections, Hackman and Oldham (1976) proposed the job characteristics model in order to improve worker motivation and productivity as a result of the quality of the work experience. The model outlines the relationship between job scope (skill variety, task identity, task significance, autonomy, feedback) and three critical psychological states of employees: experienced meaningfulness of the work, experienced responsibility for the outcomes of the work, and knowledge of the actual results of the work. These psychological states are argued to result in lower absenteeism and turnover, and higher motivation, satisfaction, and performance. Hence, the theory outlines in a sequential logic that core job characteristics cause critical psychological states, which then lead to positive

consequences in the work context. Although this five-dimensional structure is subject to debate (Fried & Ferris, 1986), the theoretical model argues that job characteristics predict overall job satisfaction.

Based on the job characteristics theory for the relationship between job scope (i.e., skill variety, feedback, autonomy, task significance, and task identity) and job satisfaction (Hackman & Oldham, 1980), the reason for why job scope, to the extent that it causes motivation, should affect OCB must be remembered. A sense of responsibility is created through the job scope for an intrinsically motivating task (Hackman & Oldham, 1980). Regardless of the formal responsibilities, the job incumbent feels accountability for the results of his/her tasks. The work becomes psychologically meaningful from the employee's point of view because of its motivating job scope (Hackman & Oldham, 1980). As a result, the employee sees the contextual significance of the task through increased meaning in the job and appreciates the interdependencies among his/her colleagues. The point of views of other players in the organization can also be seen through this bigger picture of activities (Farh et al., 1990). The organizational behavior literature argues job characteristics cause motivation and relate to satisfaction. However there are rational bases for the possible influence of job characteristics on OCBs. There was a concentration earlier on the satisfaction-OCB relationship since previous researchers failed to relate the right antecedent of core job characteristics to OCB (Farh et al., 1990). Hence, the hypothesis claiming the contribution of job characteristics to the variance of OCBs is proposed.

Job satisfaction is one of the important variables that could influence the relationship between job characteristics and OCBs. There are several meta-analyses supporting the relationships between both job characteristics and job satisfaction (e.g., Fried & Ferris, 1987), and job satisfaction and OCBs (Organ & Ryan, 1995). Because job characteristics and OCBs are closely linked to job satisfaction, job satisfaction should be included in any study linking the two constructs.

There is a need for much more empirical research testing the potential mediating mechanism of job satisfaction in the relationship between job characteristics and OCBs (Organ et al., 2006). Organ and his colleagues (2006) suggested that job satisfaction should serve as one of the key mediators of the impact of job characteristics on OCBs. The following hypothesis is developed in order to investigate the possible indirect relationships between job characteristics and OCBs:

H₆: Job satisfaction mediates the relationship between job characteristics and organizational citizenship behaviors.

Meyer and Allen (1991) argue that all three distinct components of organizational commitment are determined by the opportunity the organization provides for employees to feel motivated and to achieve some self-actualization. The research tradition of person-job fit argues that a work experience that is congruent with individuals' values or meets their needs will be rewarding to them and, thus, will influence organizational commitment (e.g., Finegan, 2000; Kristof-Brown et al., 2005). Work experiences that are based on core job characteristics are found to have stronger relationships with the components of organizational commitment. Job characteristics are identified as antecedents of affective commitment in a study done by Dunham et al. (1994). Although all job characteristics are antecedents of organizational commitment, job scope scores the highest as an aggregate measure, according to the meta-analysis of Mathieu and Zajac (1990).

Organizational commitment is related to OCB through internalization of the organizational goals, which is one of the acts beyond the line of duty identified by Katz (1964). The basic motivational path toward actions beyond the line of duty is provided by the internalization of organizational goals. Commitment is an appropriate construct to study since OCB describes behavior that occurs with little expectation of performance reward. Employees with a high level of commitment will tend to work harder in the organization's best interests, including in unforeseen situations (Meyer & Allen, 1991). Wiener (1982) theorized organizational commitment as being manifested by extra-role

behavior. He claimed that committed job incumbents believed in exhibiting extra-role behavior since it was the right thing to do from their point of view. Employees who are committed will be more likely to engage in more creative and innovative behaviors which will enhance their performance and keep the organization competitive (Katz & Kahn, 1966). The meta-analytic work of Organ and Ryan (1995) supported the view that commitment related to organizational citizenship behavior. Affective commitment has the strongest correlation with OCB with respect to the other components of organizational commitment (Meyer & Allen, 1991). However, it is thought that other dimensions of organizational commitment such as continuance commitment and normative could be especially important for the Turkish sample of the present study, since there are strong local factors such as unemployment and the Turkish cultural context that might highlight their importance.

In this dissertation, an attempt is made to explain OCB through a multidimensional measure of organizational commitment as the other mediating variable besides job satisfaction. The weak relationship organizational commitment demonstrates with job performance (Mowday et al., 1982) is an encouraging factor while investigating the relationship between job scope and OCB through the variables of organizational commitment because a similar reason for such a weak relationship may be present as it is between job characteristics and work performance.

According to Organ and his colleagues (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, the following hypothesis is proposed:

***H₇**: Organizational commitment mediates the relationship between job characteristics and organizational citizenship behaviors.*

A summary of the hypothesized relationships is presented in Figure 2. The dissertation continues with the methodology section where the procedures applied to investigate the interrelationships among the theories

of job characteristics, job satisfaction, organizational commitment, and OCB are discussed.

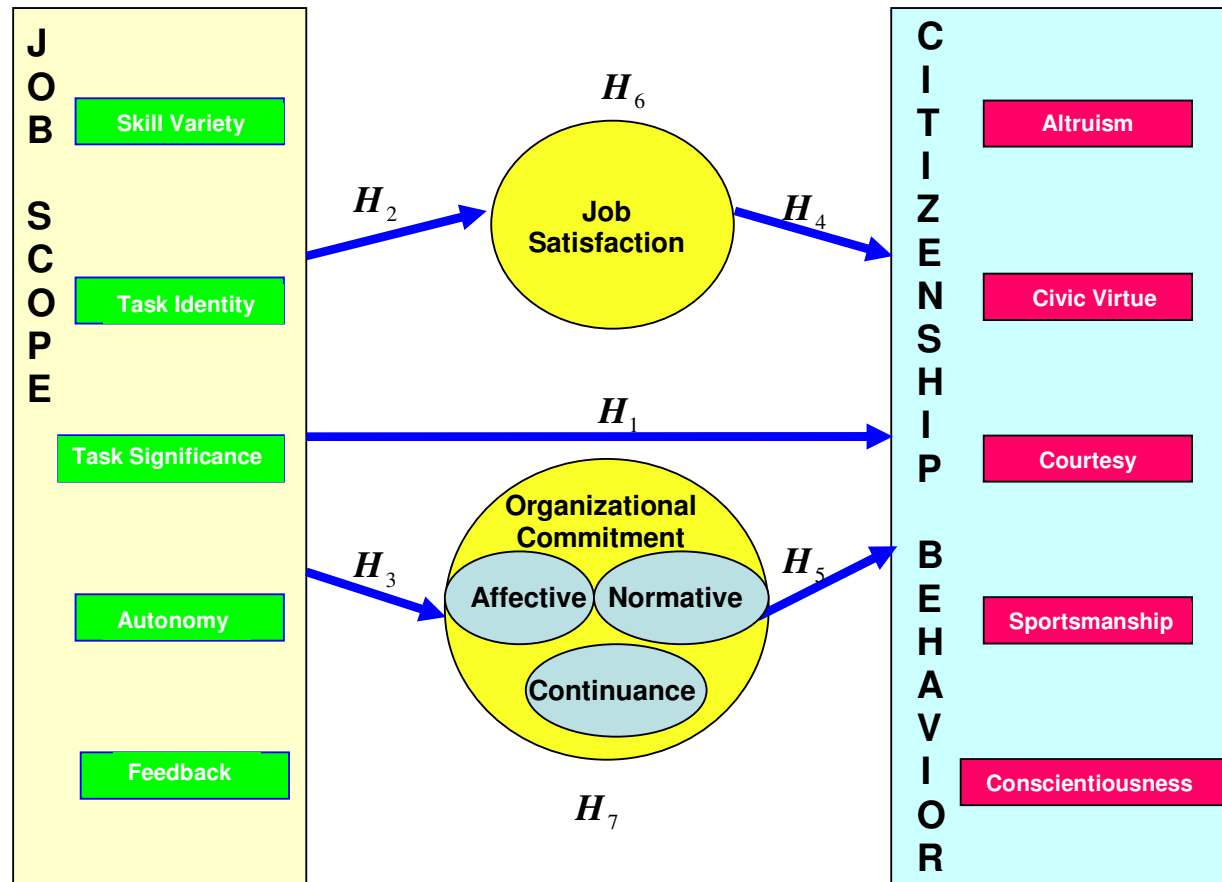


Figure 2. Hypothesized Relationships

CHAPTER IV

METHOD

This chapter describes the methods and procedures that are used to investigate the interrelationships among job characteristics, job satisfaction, organizational commitment, and OCBs. The chapter includes discussions of samples, measures, data collection procedures, research design, and analyses. A pilot study was conducted prior to the main study in order to receive respondent feedback and examine the effectiveness of the Turkish translation of the OCB instrument. In the following section, the method employed in the pilot study will be briefly described. Following that, the method used in the main study will be explained.

4.1. PILOT STUDY

A pilot sample of 128 employees from the industrial zones of Ostim and İvedik in Ankara, the capital of Turkey was surveyed prior to the main study with simple random sampling in order to evaluate the translated version of OCB scale. The purpose of the pilot study was to assess respondent feedback and establish reliability of the measurement instrument for OCB. The managers of the firms were contacted by telephone to schedule an appointment to obtain permission. The pilot study was introduced and communicated to the firms and the top managers' support was declared to the companies' personnel in order to ensure a higher response rate. The OCB measure was administered to employees at their workplaces. Employees were asked to fill out a survey about their OCBs.

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

methodology, a cover letter to the OCB questionnaire, and informal meetings with the staff.

4.2. MAIN STUDY

4.2.1. Sample

The organizations participating in the main study were selected using the cluster sampling technique from the two industrial zones of Ankara - Ostim and İvedik organized industrial zones. These industrial zones constituted the population of the present study due to their wide coverage. Such a coverage could hardly be obtained by selecting some sectors to be included in the sample.

Ostim was registered as an OIR (organized industrial region) on January 17th, 1997. It is an industrial zone with 5,000 small and medium size enterprises (SMEs) operating in 100 different industries. There are approximately 50,000 employees on an area of 5 million square meters. Some examples of the industries in Ostim include machine production, metal treatment, defense subcontractors, construction/earth moving machines and equipment, plastic, rubber, electrical and electronics products.

İvedik was registered as an OIR on January 15th, 2001. It is an industrial zone with 4,150 SMEs operating in 44 different industries. There are approximately 30,150 employees on an area of 4.77 million square meters. The major industries represented in İvedik are heavy metal processing, publication and printing, machine manufacturing, food production, construction, furniture, chemicals, automotive, plastic and rubber industries.

4.2.1.1. Sample Size

The central-limit theorem suggests that the distribution of sample means would be normal for samples of reasonable size regardless of the distribution in the population. With a population size of $N = 80,150$,

desired precision of $E \cong \pm 0.0565$, a 95 percent confidence interval ($z_{\alpha/2} = 1.96$), and the sample proportion of $p = 0.5$, the calculation of sample size is shown in Appendix B. According to this calculation, the error was at most $E = 0.0565$ with 95 percent confidence when a random sample of size $n = 300$ was selected for the estimate. The interval from 0.4435 to 0.5565 contained the true sample proportion with 95% confidence.

4.2.1.2. Sampling Plan

A two-stage cluster sampling procedure was applied, since the purpose of sampling was to obtain with high precision a group of subjects who were representative of a larger group of individuals. The population of 6,948 firms from the Ostim and İvedik industrial zones was divided into mutually exclusive and exhaustive 18 clusters on the basis of industrial sectors as shown in Appendix C.

In the first stage of cluster sampling, shown in Appendix D, each cluster in the population was weighted and the number of firms selected from each cluster was determined using these weights. Next, five employees were selected in the second stage of the cluster sampling from each firm. Appendix E shows sectoral distribution of the sample employees. The number of sample means deviating widely from the population mean was reduced by means of clustering based on sectors. Adequate representation from each sector in the industrial zones was ensured by the cluster sampling procedure.

The firms that made up the sample were chosen with a proportionate simple random sampling approach. Population lists of the industrial zones were taken from industrial zones' administration and the sample of firms was selected from these population lists using a table of random numbers.

Employees of the randomly selected firms using the two-stage cluster sampling procedure constituted the sample population. Approximately a total of 80,150 people are employed in the industrial zones participating in the current study. In the second stage of the cluster

sampling, a sample of 300 employees was selected from this population using a table of random numbers in every company selected in the first stage of the cluster sampling. Of the 300 employees in the sample, a total of 300 responded, for a response rate of 100%.

4.2.2. Measures & Operationalization

This study investigates the interrelationships among job characteristics, job satisfaction, organizational commitment, and OCBs. The operationalization of each construct is described in detail in the following sections.

4.2.2.1. Job Characteristics

Job characteristics were operationalized using the Turkish version of the Job Diagnostic Survey (JDS) originally developed by Hackman and Oldham in 1980 (Varoğlu, 1986). The JDS measures the five core job dimensions of skill variety (SV), task identity (TI), task significance (TS), autonomy (AU), and feedback (FB). It consists of two parts using 15 items as shown in Appendix F. The Turkish version of the instrument can be seen in Appendix G. In the first part, the respondents indicate directly the amount of each job characteristic they perceive to be present in their job. In the second part, the respondents indicate the accuracy of a number of statements about the characteristics of their job (Hackman & Oldham, 1976). Three different items measure each job characteristic.

A five-point rating scale anchored by 1 = “Very Inaccurate” and 5 = “Very Accurate” was used. There were reverse scored items in the JDS. These items were reverse coded during the data entry. Mean scores were calculated for the five dimensions of skill variety, task identity, task significance, autonomy and feedback, and for job scope (J_Scope) by averaging item scores across scales.

The aggregation of job characteristics into one overall measure is favored by empirical research studies in this area, which is similar in

concept to the motivating potential score first set forth in the original work of Hackman and Oldham (e.g., Farh et al., 1990). The differential impact of individual job variables in these studies is often hard to measure. Therefore, both individual and aggregate impacts of job characteristics will be investigated.

The resulting Cronbach alpha values of the main study were .65 for SV, .73 for TI, .50 for TS, .46 for AU, .35 for FB and .85 for J_Scope. The five core job dimensions are as follows:

- *Skill Variety* was measured by 3 items: #3 in Section 1, #1 and #4 in Section 2 of Appendix F. A sample item for skill variety was “The job requires me to use a number of complex or high-level skills.”
- *Task Identity* was measured by 3 items: #2 in Section 1, #2 and #7 in Section 2 of Appendix F. A sample item for task identity was “The job is arranged so that I can do an entire piece of work from beginning to end.”
- *Task Significance* was measured by 3 items: #4 in Section 1, #5 and #9 in Section 2 of Appendix F. A sample item for task significance was “This job is one where a lot of other people can be affected by how well the work gets done.”
- *Feedback* was measured by 3 items: #5 in Section 1, #3 and #10 in Section 2 of Appendix F. A sample item for feedback was “Just doing the work required by the job provides many chances for me to figure out how well I am doing.”
- *Autonomy* was measured by 3 items: #1 in Section 1, #6 and #8 in Section 2 of Appendix F. A sample item for autonomy was “The job denies me any chance to use my personal initiative or judgment in carrying out the work.”

4.2.2.2. Job Satisfaction

Job satisfaction was operationalized by the Minnesota Satisfaction Questionnaire shown in Appendix H (Weiss, Davis, England & Lofquist, 1967). This is a 20-item questionnaire rated on a 5-point Likert type scale with anchors 1 = “Very Dissatisfied” and 5 = “Very Satisfied”. Responses to all twenty items were averaged to assess the job satisfaction levels of employees.

The translated Turkish version of the MSQ (Tuncel, 2000) shown in Appendix I was used to measure job satisfaction. The internal consistency reliability of the job satisfaction scale was found to be .82 in the main study. A sample item for job satisfaction was “The feeling of accomplishment I get from the job.”

4.2.2.3. Organizational Commitment

Organizational commitment was operationalized using Meyer and Allen’s (1997) organizational commitment scale (OCS). The original instrument shown in Appendix J is designed to measure the extent to which employees are committed to the employing organization and was adapted to Turkish by Wasti (1999). The scale measures three distinct dimensions of commitment - affective commitment (AC), continuance commitment (CC), and normative commitment (NC).

Acceptable internal consistency reliabilities were demonstrated for the dimensions of organizational commitment (Wasti, 2000). Factor loadings were found by Wasti (2000) to be independent of each other in the 32-item instrument shown in Appendix K. 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 have a strong sense of belonging to my 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 resulting Cronbach alpha values of the main study were .79 for AC, .54 for CC, .82 for NC, and .90 for OC (the

aggregate dimension of organizational commitment). The three commitment dimensions are as follows in Appendix J:

- *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 organization.”
- *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 organization 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 organization now.”

4.2.2.4. Organizational Citizenship Behavior

Recent empirical evidence shows that the dimensions of OCB are distinct from one another (Lepine et al., 2002). 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 (1988a) and measures the extra behaviors not required of the employee’s job description as shown in Appendix L. The five indicators that make up OCB are altruism (AT), civic virtue (CV), courtesy (CT), conscientiousness (CN), and sportsmanship (ST). The 24 questions loaded with an internal reliability between .54 and .88 for each factor in the main study. 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 consume a lot of time complaining about trivial matters” 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.

The original instrument for organizational citizenship behavior (OCB), developed by Podsakoff et al. (1990), was translated to Turkish as shown in Appendix M. The back translation technique was used to ensure that the Turkish version of the questionnaire did not differ from the original English version. Therefore, two research assistants who did not know the hypotheses of this study in the Department of Psychology at METU translated the English version of the questionnaire into Turkish, and then one professional translator translated it back from Turkish to English. Next, both the English versions of the questionnaire (the original English version and the English version that was translated from the Turkish version of questionnaire) were compared with each other and the necessary corrections were made to the Turkish version. The five dimensions of organizational citizenship behavior shown in Appendix L are as follows:

- *Altruism* was measured by 5 items: #1, #10, #13, #15 and #23. A sample item for altruism was “I help others who have heavy workloads.”
- *Civic Virtue* was measured by 4 items: #6, #9, #11 and #12. A sample item for civic virtue was “I keep abreast of changes in the organization.”
- *Courtesy* was measured by 5 items: #5, #8, #14, #17 and #20. A sample item for courtesy was “I try to avoid creating problems for co-workers.”
- *Conscientiousness* was measured by 5 items: #3, #18, #21, #22 and #24. A sample item for conscientiousness was “I believe in giving an honest day’s work for an honest day’s pay.”
- *Sportsmanship* was measured by 5 items: #2, #4, #7, #16 and #19. A sample item for conscientiousness was “I am the classic “squeaky wheel” that always needs greasing.”

The supervisors were asked to rate the OCBs of their subordinates in order to operationalize the variable OCB since a wide variety of behaviors comprised by OCB might only be within the purview of the immediate supervisor (Bateman & Organ, 1983; Smith et al., 1983). The supervisors were able to provide a relatively accurate and complete pictures of an employee's OCBs (Organ & Konovsky, 1989; Podsakoff et al., 1990). A distinction between in-role and extra-role behavior could more easily be discovered through the supervisor ratings. Hence, the use of the supervisors for OCB rating purposes appeared to be an appropriate alternative (Moorman, 1991). The risk of common method variance was thus eliminated by means of immediate supervisors rating their subordinates' OCB level (Organ et al., 2006).

4.2.2.5. Demographic Variables

The survey also assessed some demographic variables as shown in Appendices N and O. Specifically, the respondents were inquired about their gender, age, tenure, educational background, occupation, and job title. The means of recruitment in the company, blue/white collar distinction, the establishment date of the company, and the size of the company were also investigated in the demographics questionnaire. Demographic characteristics such as the establishment date and the size of the company were used when selecting the companies from the population list in order to check for the degree to which the companies in the sample were institutionalized. A minimum personnel size of twenty was considered as a benchmark point when selecting the companies into the sample and the sample was composed of the companies that were as old as possible.

Demographic characteristics such as age, gender, blue/white collar distinction, education level, means of recruitment, occupation level, and tenure are correlated with OCB according to the literature (Organ & Ryan, 1995, Van Scotter & Motowidlo, 1996). The variable for tenure must be controlled for while testing the hypotheses about OCB since job experience

predicts performance (Quinones, Ford & Teachout, 1995). The OCB literature suggests that age predicts citizenship behaviors (e.g., Organ & Lingl, 1995). Accordingly, the control variables of age, gender, blue/white collar distinction, education level, means of recruitment, occupation level, tenure in the job, tenure in the organization, and total tenure were included in this research so as to minimize the risk of spurious associations based on unmeasured variables.

4.2.3. Procedure

Documents about industrial zones were read to become familiar with the industrial zones and support was provided by a market research company that knows the regions well to administer the survey. The administration of industrial zones was contacted and the population lists were taken from the administration of industrial zones by the researcher. The market research company was given the sampling plan of the survey and the employees of the market research company were trained by the researcher for the questions of the survey in order to ensure the success of the field survey. Calling the managers of the firms by telephone to determine a meeting time and obtain permission was the first stage of the field work that was carried out by the market research company. Then, the project was introduced and communicated to the firms, and the top managers' support was declared to the companies' personnel in order to ensure a higher response rate.

The data was collected at the location of the firms by the market research company using two questionnaires. These questionnaires can be seen in Appendices N and O. The unit of analysis was the individual. Employees were selected to the sample using the table of random numbers and the personnel inventories of the firms surveyed. Information about job characteristics, work attitudes, and demographics was taken from the employees while information about the firms and the OCBs of the employees was given by the supervisors. The first questionnaire included

the instrument to be filled in by the employees of the firms. It measured the job characteristics, job satisfaction and organizational commitment of the employees (Appendix N). The second questionnaire was completed by the supervisors of these employees so as to be able to assess the OCBs of the employees (Appendix O).

The questionnaires were in Turkish and began with a brief introduction section summarizing the aim of the study, its voluntary nature, confidentiality assurances, and then continued with instructions on completing the questionnaires.

A special effort was exerted for the confidentiality of the survey responses since any doubt of the employees on this matter could have seriously distorted the accuracy of the survey results. The participants were assured of confidentiality through meetings explaining the research methodology, a cover letter to the questionnaire, and informal meetings with the staff. The supervisor of each participant was required to fill in his or her name and the employee name so as to match the score of OCB correctly with the specific employee's questionnaire when the data was entered for each participant.

4.2.4. Research Design & Analyses

This study was conducted as a survey in the form of paper and pencil questionnaires. Employees were asked to fill out a survey about their demographics, job characteristics, and work attitudes, and supervisors were asked to fill out a questionnaire about the firms and the OCBs of their subordinates.

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

Individuals who were careless while answering questions were detected using the Howell-Wilcox procedure (Schmitt & Stults, 1985). Two kinds of variances were calculated for this purpose. First, the variance of respondents' answers for scales that contained negatively phrased items was calculated reversing the codes for negatively phrased items. Next, the variance of answers was calculated without reversing the negatively phrased items. For careless respondents, the variance with reverse coding should be higher than the variance without reverse coding. Hence, this method identified those respondents whose answers were more consistent before reverse coding than after.

The data was analyzed using hierarchical regression techniques. 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). The researcher assigned the order of entry of variables according to theoretical considerations that were mentioned earlier.

CHAPTER V

RESULTS

This chapter presents the results of the pilot and main studies. First, a brief summary of the pilot study findings is given. Next, the results of the data screening of the main study are explained. Later, a discussion of the descriptive statistics is given for the main study and the sample characteristics are analyzed. Finally, the results of the hypothesis testing are presented and a summary of the results is given.

5.1. PILOT STUDY

In the pilot study, prior to the analyses, all variables of the translated OCBs were examined for accuracy of data entry, missing values, and fit between their distributions and the assumptions of multivariate analysis. Only 17 data points (less than 1%) were missing in a random pattern from a data set of 2,712 points as a result of the pilot field survey. Cases with standardized z scores in excess of 3.29 ($p < .001$) were deleted as outliers leaving 113 cases (Tabachnick & Fidell, 2001).

The principal components method of factor analysis with varimax rotation was performed on the pilot data in order to summarize a set of observed variables by a new, smaller set of variables. The OCB items clustered into five factors, as represented in Appendix P, closely aligned with the five scales of the original instrument. The amount of variation in each variable that was accounted by the five-factor solution was seen in the factor loading matrices.

The cumulative variance that was accounted by a five-factor solution was 53.52%, as shown in Appendix P. The last real factor that should be considered before the first scree begins was the fifth one according to the scree plot. In this graph (Appendix P), the first scree or straight line

connected factors 5 through 24. Therefore, it was concluded that the scree plot suggested a five-factor solution.

The reliabilities of the scales constituting the OCB construct were assessed. A summary table of the reliability analyses of the pilot data is given below in Table 1. The alpha coefficient of the scale was .76 for altruism, .76 for civic virtue, .53 for courtesy, .69 for sportsmanship, and .59 for conscientiousness.

Table 1. Cronbach Alpha for OCBs: Pilot Study

Scale Name	# of items	α
Altruism (AT)	5	.76
Civic Virtue (CV)	4	.76
Courtesy (CT)	5	.53
Conscientiousness (CN)	5	.59
Sportsmanship (ST)	5	.69

5.2. MAIN STUDY

5.2.1. Data Screening

Only 71 data points (less than 1.5%) were missing in a random pattern from a data set of 5,200 points in the field survey. Job satisfaction and means of recruitment were the variables that had the most missing values. 12 and 10 cases were missing respectively, as shown in Table 2. They were followed by organizational commitment, affective commitment and age with 6, 5, and 5 missing values. According to Tabachnick and Fidell (2001), almost any procedure for handling missing values yield similar results when the missing data points were less than 5%. Therefore, missing cases were excluded from the data while carrying out analyses. The exclusion of missing cases would not bias the results since they constituted a small amount of total cases (1.4%).

The decision about how to handle missing data was important. Therefore, other analyses of handling missing data such as mean substitution and complete deletion were repeated in order to see any possible change in the results. It was observed that the change in the missing data handling procedure did not affect the results of the study.

Using the procedure developed by Howell-Wilcox, 73 individuals were found to be careless respondents and were excluded from the main study leaving 227 job incumbents for analysis. Cases with standardized z scores in excess of 3.29 ($p < .001$) were considered as outliers (Tabachnick & Fidell, 2001). To improve linearity and to reduce the extreme skewness and kurtosis, these outliers were deleted, leaving 200 cases for analysis. The linearity and normality conditions of multiple regression analysis were satisfied after the outlier removal.

5.2.2. Descriptive Statistics

The descriptive statistics of the data after the outlier removal are shown in Tables 2 and 3. The levels of job characteristics, job satisfaction, organizational commitment and citizenship behaviors among employees in the industrial zones were moderate to high according to sample means of the variables. Means scores were all above the mid-point of the 5-point scale and their standard deviations were distributed within the interval 0 – 1.

The results indicated that the mean age of the participants was 31.19 years with a standard deviation of 5.96 years. When the mean total tenure of participants was considered, it was found that the average total tenure was 10.99 years with a standard deviation of 6.68 years.

Table 2. Descriptive Statistics Concerning the Variables of Interest

	N		Mean	Std. Deviation	Minimum	Maximum
	Valid	Missing				
Age	195	5	31.19	5.96	19.00	50.00
Gender	200	0	-	-	1.00	2.00
Blue/White collar	198	2	-	-	1.00	2.00
Education Level	200	0	2.19	1.15	1.00	5.00
Means of Recruitment	190	10	-	-	1.00	2.00
Occupation Level	200	0	-	-	1.00	3.00
Job Tenure	196	4	7.60	5.51	1.00	27.00
Organization Tenure	196	4	6.01	3.85	1.00	18.00
Total Tenure	196	4	10.99	6.68	1.00	34.00
Skill Variety	200	0	3.77	0.87	1.33	5.00
Task Identity	199	1	3.78	0.76	1.67	5.00
Task Significance	199	1	3.74	0.83	1.67	5.00
Autonomy	199	1	3.53	0.78	1.00	5.00
Feedback	199	1	3.79	0.72	2.00	5.00
Job Satisfaction	188	12	3.66	0.46	2.05	4.85
Affective Commitment	195	5	3.80	0.58	2.22	5.00
Continuance Commitment	197	3	3.57	0.47	2.22	4.67
Normative Commitment	199	1	3.71	0.55	2.00	4.93
Altruism	200	0	4.07	0.64	2.00	5.00
Civic Virtue	196	4	3.52	0.88	1.00	5.00
Courtesy	200	0	3.93	0.61	1.80	5.00
Conscientiousness	200	0	4.16	0.55	2.20	5.00
Sportsmanship	200	0	4.05	0.57	2.40	5.00
Job Scope	197	3	3.71	0.61	1.93	4.87
Organizational Commitment	194	6	3.69	0.48	2.26	4.80
Organizational Citizenship Behavior	196	4	3.95	0.49	2.16	4.92

Notes: Five-point Likert-type scales were used for job characteristic, job satisfaction, organizational commitment, and organizational citizenship behavior items: 1=“Very inaccurate” and 5=“Very accurate” for job characteristic items, 1=“Very dissatisfied” and 5=“Very satisfied” for job satisfaction items, and 1=“Strongly disagree” and 5=“Strongly agree” for organizational commitment and organizational citizenship behavior items. Age and tenure were measured in terms of years. Gender: 1=“Male” and 2=“Female”. Blue/White collar: 1=“Blue collar” and 2=“White collar”. Education level: 1=“Elementary school”, 2=“High school”, 3=“University”, 4=“Master”, 5=“Doctorate”, and 6=“Other”. Means of recruitment: 1=“Formal” and 2=“Informal”. Occupation level: 1=“Low”, 2=“Medium”, and 3=“High”.

The correlation matrix, shown in Table 3, was analyzed for evidence of intercorrelation and multicollinearity among variables. Significant bivariate correlations between the variables of the same constructs were expected in condition that they were below .90 (Tabachnick & Fidell, 2001), since they were part of the same model. High

bivariate correlations between the aggregate variables and individual variables, such as the correlation between organizational commitment and normative commitment ($r = .94$), should not be taken into consideration as an indication of multicollinearity since the aggregate variables were the averages of these individual variables measuring the same constructs and they were not used in the same regression analysis. There was no tolerance level ranging between .01 and .0001 for the variables under study (Tabachnick & Fidell, 2001). No collinearity concern was evident according to this collinearity statistic. However, relatively high bivariate correlations were observed between the dimensions of organizational commitment when compared with other bivariate correlations. Therefore, organizational commitment was used as an aggregate variable in the following hierarchical regression analyses.

The Cronbach alpha coefficients were shown for the variables of the study with the number of items in each scale at the diagonal of Table 3 (in bold). As expected, there were significant positive relationships between job characteristics and work attitudes, and work attitudes and the OCBs. Unexpectedly, the OCB dimensions were not significantly correlated with job characteristics. When the relationships with control variables were considered, it was found that the control variables were mostly associated with work attitudes. The significant positive intercorrelations between the control variables of occupation level and organization tenure, and work attitudes were worth considering. The control variable of education level was almost associated with all dimensions of job characteristics. Occupation level and total tenure were control variables that were correlated more with the dimensions of citizenship behavior when compared with the other control variables.

Table 3. Intercorrelation Matrix

	# of items	1	2	3	4	5	6	7	8	9	10	11	12	13
1 Age (AG)														
2 Gender (GN)		-.13*												
3 Blue/White Collar (BW)		-.14*	.42*											
4 Education Level (EL)		-.30*	.22*	.71*										
5 Means of Recruitment (RM)		.02	-.03	-.13*	.04									
6 Occupation Level (OL)		.27*	-.05	.39*	.35*	-.03								
7 Job Tenure (JT)		.55*	-.14*	-.23*	-.34*	-.02	.20*							
8 Organization Tenure (OT)		.53*	-.15*	-.25*	-.37*	.01	.19*	.63*						
9 Total Tenure (TT)		.77*	-.20*	-.29*	-.43*	-.00	.19*	.79*	.66*					
10 Skill Variety (SV)	3	.06	-.16*	.01	.08	-.03	.07	.01	-.01	.03	.65			
11 Task Identity (TI)	3	-.06	.00	.12*	.17*	-.04	.07	-.03	-.08	-.05	.51*	.73		
12 Task Significance (TS)	3	-.07	-.19*	-.01	.13*	.03	.12	.03	-.08	-.08	.56*	.48*	.50	
13 Autonomy (AU)	3	.16*	-.06	.11	.05	-.10	.21*	.13*	.03	.15*	.56*	.44*	.41*	.46
14 Feedback (FB)	3	.02	-.07	.21*	.21*	-.11	.11	-.07	-.04	.01	.52*	.48*	.48*	.50*
15 Job Scope (J_Scope)	15	.04	-.13*	.11	.16*	-.06	.15*	.02	-.05	.02	.83*	.75*	.77*	.76*
16 Job Satisfaction (JS)	20	.11	.05	.22*	.15*	-.03	.33*	.17*	.15*	.16*	.32*	.42*	.31*	.44*
17 Affective Commitment (AC)	9	.13*	.02	.10	.10	-.17*	.27*	.11	.13*	.11	.26*	.23*	.18*	.30*
18 Continuance Commitment (CC)	9	.12*	.05	.01	.05	-.09	.19*	.15*	.18*	.14*	.07	.10	.12*	.10
19 Normative Commitment (NC)	14	.10	.02	.09	.11	-.11	.23*	.12*	.14*	.09	.23*	.18*	.26*	.19*
20 Organizational Commitment (OC)	32	.14*	.03	.08	.09	-.17*	.26*	.16*	.16*	.13*	.22*	.20*	.22*	.25*
21 Altruism (AT)	5	.18*	-.10	-.13*	-.13*	.09	.08	.16*	.15*	.21*	-.04	-.08	-.00	.04
22 Civic Virtue (CV)	4	.05	-.02	.12*	.09	.03	.11	.07	.08	.06	-.02	-.10	-.04	.09
23 Courtesy (CT)	5	.15*	-.09	.04	-.01	.05	.14*	.14*	.09	.19*	-.01	-.06	.06	.08
24 Conscientiousness (CN)	5	.04	-.04	-.02	-.03	.04	.12*	.00	.08	.06	-.11	-.00	-.08	-.05
25 Sportsmanship (ST)	5	-.04	.02	.07	.00	.03	.06	-.06	-.03	-.05	-.03	.04	.01	.05
26 Citizenship Behavior (OCB)	24	.11	-.06	.02	-.02	.06	.14*	.11	.11	.15*	-.05	-.06	-.01	.06

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

Table 3. Intercorrelation Matrix (cont'd)

	# of items	14	15	16	17	18	19	20	21	22	23	24	25	26
1 Age (AG)														
2 Gender (GN)														
3 Blue/White Collar (BW)														
4 Education Level (EL)														
5 Means of Recruitment (RM)														
6 Occupation Level (OL)														
7 Job Tenure (JT)														
8 Organization Tenure (OT)														
9 Total Tenure (TT)														
10 Skill Variety (SV)	3													
11 Task Identity (TI)	3													
12 Task Significance (TS)	3													
13 Autonomy (AU)	3													
14 Feedback (FB)	3	.35												
15 Job Scope (J_Scope)	15	.76*	.85											
16 Job Satisfaction (JS)	20	.40*	.48*	.82										
17 Affective Commitment (AC)	9	.27*	.31*	.51*	.79									
18 Continuance Commitment (CC)	9	.09	.12*	.49*	.55*	.54								
19 Normative Commitment (NC)	14	.22*	.28*	.57*	.79*	.71*	.82							
20 Organizational Commitment (OC)	32	.22*	.28*	.59*	.89*	.83*	.94*	.90						
21 Altruism (AT)	5	-.04	-.02	.13*	.07	.10	.09	.10	.72					
22 Civic Virtue (CV)	4	-.01	-.01	.05	.04	.02	.06	.05	.37*	.77				
23 Courtesy (CT)	5	.06	.04	.20*	.19*	.12	.18*	.18*	.65*	.47*	.68			
24 Conscientiousness (CN)	5	-.05	-.07	.12*	.15*	.20*	.16*	.19*	.65*	.28*	.56*	.64		
25 Sportsmanship (ST)	5	.02	.03	.16*	.21*	.09	.20*	.19*	.46*	.29*	.57*	.43*	.54	
26 Citizenship Behavior (OCB)	24	-.01	-.01	.17*	.16*	.13*	.18*	.18*	.81*	.70*	.84*	.74*	.70*	.88

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

5.2.3. Sample Demographics

The subjects of this study were workers of sixty companies in the Ostim and İvedik organized industrial zones, located in Ankara. A total of 300 employees participated in the study with a response rate of 100%. Age, tenure, gender, education level, blue/white collar distinction, means of recruitment, and occupation level were the major variables used to collect demographic information about the sample.

Among these sample demographics, means of recruitment reflected how an employee found his/her current job. If the job was found through relatives, then it was coded as informal. The means such as newspaper, consulting firm, and internet were considered as formal ways of finding a job. Occupation level was formed through categorizing the occupations of the sample according to their levels. Managerial jobs were considered as high level occupations while engineering and specialist positions were taken into account as medium level occupations. The occupations of blue-collar workers with no specific knowledge, skill, and abilities were represented as low level occupations in the occupation sample characteristic.

The demographic characteristics of the sample are presented in Table 4. The results indicated that thirty-nine percent of the participants were elementary school graduates with 44.5% having attended high school. Ninety-eight percent of the participants found their current jobs informally (through their relatives). Seventy-eight percent of the employees were blue collar workers, while white collar employees accounted for the remaining 22% of the sample. Fifty-two percent of the employees had occupations of low profile while 42% had medium level jobs.

Table 4. Demographic Characteristics of Participants

Characteristic	Category	Frequency	%
Age	Under 20	2	1.0
	20 – 29	82	42.0
	30 – 39	91	47.0
	40 – 49	18	9.0
	50 – 59	2	1.0
Gender	Female	16	8.0
	Male	184	92.0
Blue / White Collar	White Collar	44	22.0
	Blue Collar	154	78.0
Education Level	Elementary School	78	39.0
	High School	89	44.5
	University	31	15.5
	Master	2	1.0
	Doctorate	0	0.0
	Other	0	0.0
Means of Recruitment	Formal	5	2.5
	Informal	185	97.5
Occupation Level	Low	103	51.5
	Medium	84	42.0
	High	13	6.5
Job Tenure	Less than 5 years	72	36.7
	5 – 10	76	38.8
	11 – 20	41	20.9
	21 – 30	7	3.6
	31 – 35	0	0.0
Tenure in Organization	Less than 5 years	83	42.4
	5 – 10	87	44.4
	11 – 20	26	13.2
	21 – 30	0	0.0
	31 – 35	0	0.0
Total Tenure	Less than 5 years	36	18.4
	5 – 10	66	33.6
	11 – 20	77	39.3
	21 – 30	16	8.2
	31 – 35	1	0.5

Notes: Age and tenure were measured in terms of years. Gender: 1="Male" and 2="Female". Blue/White collar: 1="Blue collar" and 2="White collar". Education level: 1="Elementary school", 2="High school", 3="University", 4="Master", 5="Doctorate", and 6="Other". Means of recruitment: 1="Formal" and 2="Informal". Occupation level: 1="Low", 2="Medium", and 3="High".

5.2.4. Determination of Control Variables

In order to determine the variables to be controlled for in testing the hypotheses, all potential control variables were considered as independent variables in the multiple regression equations so as to determine their

associations with the mediator and dependent variables. The objective of this investigation was to find out variables that had significant relationships with the mediator and dependent variables before going on with hypotheses testing. The potential control variables investigated were age, gender, blue/white collar distinction, education level, means of recruitment, occupation level, job tenure, organization tenure, and total tenure. The results of this investigation are presented in Table 5.

Occupation level was the only significant control variable when predicting the mediator variables. Occupation level exhibited significant positive associations with the work attitudes of job satisfaction ($\beta = .28$) and organizational commitment ($\beta = .26$). Therefore, it was used as a control variable in the following analyses.

Table 5. Standardized Regression Coefficients of the Control Variables Predicting the Mediator and Dependent Variables

	JS	OC	AT	CV	CT	CN	ST	OCB
AG	-.14	-.02	.02	-.03	-.12	-.09	-.08	-.10
GN	.06	.08	-.03	-.08	-.08	-.02	.02	-.05
BW	.16	-.07	-.16	.12	.03	-.04	.06	.02
EL	-.03	.07	.02	.09	.03	-.02	-.12	.01
RM	-.06	.06	.11	.01	.08	.06	.02	.07
OL	.28*	.26*	.09	-.03	.06	.14	.08	.09
JT	.04	.05	.04	-.02	-.02	-.10	-.09	-.04
OT	.06	.08	.00	.11	-.01	.07	.04	.06
TT	.16	.03	.09	.05	.28	.12	.01	.18

Notes: AG = "Age", GN = "Gender", BW = "Blue / White Collar", EL= "Education Level", RM= "Means of Recruitment", OL = "Occupation Level", JT = "Job Tenure", OT = "Organization Tenure", TT = "Total Tenure", JS = "Job Satisfaction", OC = "Organizational Commitment", AT = "Altruism", CV = "Civic Virtue", CT = "Courtesy", CN = "Conscientiousness", ST = "Sportsmanship", OCB = "Organizational Citizenship Behavior". * $p < .05$

5.2.5. Hypotheses Testing

The purpose of the present study is to investigate the interrelationships between job characteristics, work attitudes, and OCBs. In this section, firstly, hypotheses about job characteristics, secondly, hypotheses about job satisfaction, and thirdly, hypotheses about

organizational commitment were tested. Finally, the mediating effects of the work attitudes of job satisfaction and organizational commitment were examined. The data were analyzed using hierarchical regression techniques.

Hypothesis 1 proposed that “*Job characteristics predict organizational citizenship behaviors.*” To test this hypothesis, the variables of OCB were regressed first on the control variable of occupation level and then on the job characteristics. Two regression analyses were conducted for each OCB dimension to examine the proposed relations. In the first regression analysis, the OCB dimensions were regressed on all individual job characteristics. In the second regression analysis, the OCB dimensions were regressed on the aggregate job scope variable. The results of the hierarchical regression analyses for Hypothesis 1 showed that the control variable of occupation level did not contribute significantly to the prediction of OCB dimensions ($p > .05$). When job characteristics were added at the second step, these variables did not contribute significantly to the prediction of OCB dimensions either ($p > .05$). For the regression equations where job characteristics were independent variables, the changes in the coefficients of determination were .02 for altruism, .03 for civic virtue, .03 for courtesy, .01 for conscientiousness, .01 for sportsmanship, and .01 for the aggregate OCB. For the regression equations where job scope was independent variable, there was not any change in the coefficients of determination for altruism, civic virtue, courtesy, sportsmanship, and the aggregate OCB while the change in the coefficient of determination was .01 for conscientiousness. Contrary to the expectations, there was no individual or aggregate job characteristic that contributed significantly to the prediction of citizenship behaviors. Therefore, Hypothesis 1 was not supported. That is, job characteristics did not predict OCBs.

Hypothesis 2 proposed that “*Job characteristics predict job satisfaction.*” Two regression analyses were conducted to examine the proposed relations. In the first regression analysis, job satisfaction was

regressed firstly on the control variable of occupation level and then on the job characteristics as shown in Table 6. The control variable of occupation level contributed significantly to the prediction of job satisfaction ($R^2 = .11$, $F(1, 185) = 22.46$). When job characteristics were added at the second step, in line with the expectations, the job characteristics of task identity and autonomy significantly contributed to the prediction of job satisfaction ($R^2 = .33$, $F(6, 180) = 14.51$). Examination of the beta weights indicated that the effects of the control variable of occupation level were significant at the first ($\beta = .33$) and second steps ($\beta = .24$). The effects of task identity ($\beta = .23$) and autonomy ($\beta = .22$) on job satisfaction were significant, indicating that job satisfaction increased as job characteristics of task identity and autonomy were existent in jobs, yielding partial support for Hypothesis 2. The variations explained in job satisfaction increased 22% by adding job characteristics at the second step. Job characteristics of task identity and autonomy enhanced the prediction of job satisfaction significantly.

Table 6. Predicting Job Satisfaction from Job Characteristics: Summary of the Hierarchical Regression Analysis

Variable	R^2	R^2	F	β
		Change		
Step 1	.11	.11	22.46*	
Occupation Level				.33*
Step 2	.33	.22	14.51*	
Occupation Level				.24*
Skill Variety				-.04
Task Identity				.23*
Task Significance				.03
Autonomy				.22*
Feedback				.15

Notes: Five-point Likert-type scales were used for job characteristics and job satisfaction: 1="Very inaccurate" and 5="Very accurate" for job characteristic items, and 1="Very dissatisfied" and 5="Very satisfied" for job satisfaction items. Occupation level: 1="Low", 2="Medium", and 3="High". * $p < .05$

In the second regression analysis of Hypothesis 2, job satisfaction was regressed firstly on the control variable of occupation level and then on the aggregate variable of job scope, as shown in Table 7. The control variable of occupation level was significant at the first ($\beta = .33$) and second steps ($\beta = .25$). When the aggregate variable of job scope was added at the second step, as expected, it contributed significantly to the prediction of job satisfaction ($\beta = .44$, $R^2 = .30$, $F(2, 184) = 38.49$). The variation explained in job satisfaction increased 19% by adding job scope at the second step. These findings suggested that employees were more satisfied if they had enriched jobs. Hypothesis 2 was partially supported for the job characteristics of task identity, autonomy, and the aggregate variable of job scope. That is, task identity, autonomy, and job scope predicted significantly job satisfaction.

Table 7. Predicting Job Satisfaction from Job Scope: Summary of the Hierarchical Regression Analysis

Variable	R^2	R^2	F	β
	Change			
Step 1	.11	.11	22.46*	
Occupation Level				.33*
Step 2	.30	.19	38.49*	
Occupation Level				.25*
Job Scope				.44*

Notes: Five-point Likert-type scales were used for job characteristics and job satisfaction: 1="Very inaccurate" and 5="Very accurate" for job characteristic items, and 1="Very dissatisfied" and 5="Very satisfied" for job satisfaction items. Occupation level: 1="Low", 2="Medium", and 3="High". * $p < .05$

Hypothesis 3 proposed that "*Job characteristics predict organizational commitment.*" The hierarchical regression results for Hypothesis 3 are shown in Tables 8 and 9. The first step of the first regression analysis, in which organizational commitment was regressed on the control variable of occupation level, was significant as shown in Table 8 ($\beta = .26$, $R^2 = .07$, $F(1, 191) = 13.65$). When job characteristics were

added at the second step, occupation level was still significant ($\beta = .22$), but job characteristics did not contribute to the prediction of organizational commitment ($R^2 = .13$, $F(6, 186) = 4.50$). All beta weights of job characteristics were insignificant at the second step ($p > .05$), yielding no support for the prediction of organizational commitment.

Table 8. Predicting Organizational Commitment from Job Characteristics: Summary of the Hierarchical Regression Analysis

Variable	R^2	R^2	F	β
		Change		
Step 1	.07	.07	13.65*	
Occupation Level				.26*
Step 2	.13	.06	4.50*	
Occupation Level				.22*
Skill Variety				.05
Task Identity				.05
Task Significance				.07
Autonomy				.08
Feedback				.07

Notes: Five-point Likert-type scales were used for job characteristics and organizational commitment: 1="Very inaccurate" and 5="Very accurate" for job characteristic items, and 1="Strongly disagree" and 5="Strongly agree" for organizational commitment items. Occupation level: 1="Low", 2="Medium", and 3="High". * $p < .05$

In the second regression analysis for the third hypothesis, occupation level was significant at the first ($\beta = .26$, $R^2 = .07$, $F(1, 191) = 13.65$) and second steps ($\beta = .22$) as a control variable, as shown in Table 9. When the aggregate variable of job scope was added to test the prediction, the increment, at the second step, was significant (R^2 change = .06). In line with the expectations, the aggregate variable of job scope contributed to the prediction of organizational commitment significantly ($\beta = .25$, $R^2 = .13$, $F(2, 190) = 13.74$). This indicated the importance of job scope for the prediction of organizational commitment. Hypothesis 3 was partially supported for the aggregate variable of job scope predicting organizational commitment. Consequently, as expected, Hypotheses 2 and

3 partially supported the idea that the greater and more enhanced the scope in any job, the more satisfied and committed were the job incumbents.

Table 9. Predicting Organizational Commitment from Job Scope: Summary of the Hierarchical Regression Analysis

Variable	R^2	R^2	F	β
	Change			
Step 1	.07	.07	13.65*	
Occupation Level				.26*
Step 2	.13	.06	13.74*	
Occupation Level				.22*
Job Scope				.25*

Notes: Five-point Likert-type scales were used for job characteristics and organizational commitment: 1="Very inaccurate" and 5="Very accurate" for job characteristic items, and 1="Strongly disagree" and 5="Strongly agree" for organizational commitment items. Occupation level: 1="Low", 2="Medium", and 3="High". * $p < .05$

Hypothesis 4 proposed that "*Job satisfaction predicts organizational citizenship behaviors.*" To test this hypothesis, each OCB dimension was regressed on job satisfaction.

The citizenship behavior of courtesy was regressed on the control variable of occupation level at the first step of the hierarchical regression as shown in Table 10. The regression equation was significant ($\beta = .16$, $R^2 = .03$, $F(1, 186) = 5.15$). When job satisfaction was added at the second step, occupation level turned out to be insignificant ($p > .05$), but job satisfaction contributed to the prediction of courtesy significantly ($\beta = .16$, $R^2 = .05$, $F(2, 185) = 4.94$), in line with the expectations. The coefficient of determination increased 2% by adding job satisfaction at the second step.

Table 10. Predicting Courtesy from Job Satisfaction: Summary of the Hierarchical Regression Analysis

Variable	R^2	R^2	F	β
Change				
Step 1	.03	.03	5.15*	
Occupation Level				.16*
Step 2	.05	.02	4.94*	
Occupation Level				.11
Job Satisfaction				.16*

Notes: Five-point Likert-type scales were used for courtesy and job satisfaction: 1="Strongly disagree" and 5="Strongly agree" for courtesy items, and 1="Very dissatisfied" and 5="Very satisfied" for job satisfaction items. Occupation level: 1="Low", 2="Medium", and 3="High". * $p < .05$

The citizenship behavior of sportsmanship was regressed on the control variable of occupation level at the first step and the work attitude of job satisfaction at the second step of the hierarchical regression as shown in Table 11. The effect of occupation level was insignificant ($p > .05$). When job satisfaction was added at the second step, as expected, the effect of job satisfaction on sportsmanship was found to be significant ($\beta = .17$). The coefficient of determination was 3% at the second step with an increment of 3%.

Table 11. Predicting Sportsmanship from Job Satisfaction: Summary of the Hierarchical Regression Analysis

Variable	R^2	R^2	F	β
Change				
Step 1	.00	.00	.22	
Occupation Level				.04
Step 2	.03	.03	2.55	
Occupation Level				-.02
Job Satisfaction				.17*

Notes: Five-point Likert-type scales were used for sportsmanship and job satisfaction: 1="Strongly disagree" and 5="Strongly agree" for sportsmanship items, and 1="Very dissatisfied" and 5="Very satisfied" for job satisfaction items. Occupation level: 1="Low", 2="Medium", and 3="High". * $p < .05$

The aggregate organizational citizenship behavior was regressed on occupation level at the first step and job satisfaction at the second step of the hierarchical regression. As seen from Table 12, occupation level

became insignificant at the second step ($p > .05$), although it contributed significantly to the prediction of OCB at the first step ($\beta = .15$, $R^2 = .02$, $F(1, 182) = 4.39$). The effect of job satisfaction on the aggregate OCB was not found to be significant ($p > .05$). The coefficient of determination was 4% at the second step with an increment of 2%.

Table 12. Predicting OCB from Job Satisfaction: Summary of the Hierarchical Regression Analysis

Variable	R^2	R^2	F	β
	Change			
Step 1	.02	.02	4.39*	
Occupation Level				.15*
Step 2	.04	.02	3.81*	
Occupation Level				.11
Job Satisfaction				.14

Notes: Five-point Likert-type scales were used for OCB and job satisfaction: 1="Strongly disagree" and 5="Strongly agree" for OCB items, and 1="Very dissatisfied" and 5="Very satisfied" for job satisfaction items. Occupation level: 1="Low", 2="Medium", and 3="High". * $p < .05$

When the citizenship dimensions of altruism, civic virtue, and conscientiousness were regressed on the control variable of occupation level and the work attitude of job satisfaction, none of the independent variables turned out to be significant. The changes in the coefficients of determination were .01 for altruism and conscientiousness. There was not any change in the coefficient of determination for conscientiousness. Contrary to the expectations, neither occupation level, nor job satisfaction was found to be significant contributor of altruism, civic virtue, and conscientiousness.

Therefore, the results of the hierarchical regression analyses for Hypothesis 4 showed that it was supported partially for job satisfaction predicting courtesy and sportsmanship citizenship behaviors. In line with the expectations, job satisfaction positively influenced the exhibition of courtesy and sportsmanship citizenship behaviors in this sample.

Hypothesis 5 proposed that “*Organizational commitment predicts organizational citizenship behaviors.*” This hypothesis was tested by regressing each OCB dimension on organizational commitment separately.

As seen from Table 13, the citizenship behavior of courtesy was regressed on the control variable of occupation level at the first step of the hierarchical regression. The regression equation was insignificant ($p > .05$). When organizational commitment was added at the second step, in line with the expectations, it contributed to the prediction of courtesy significantly ($\beta = .16$, $R^2 = .04$, $F(2, 191) = 3.91$). The increment in the variation explained was 2% with the addition of organizational commitment to the prediction at the second step.

Table 13. Predicting Courtesy from Organizational Commitment: Summary of the Hierarchical Regression Analysis

Variable	R^2	R^2	F	β
Change				
Step 1	.02	.02	3.09	
Occupation Level				.13
Step 2	.04	.02	3.91*	
Occupation Level				.08
Organizational Commitment				.16*

Notes: Five-point Likert-type scales were used for courtesy and organizational commitment: 1=“Strongly disagree” and 5=“Strongly agree” for courtesy and organizational commitment items. Occupation level: 1=“Low”, 2=“Medium”, and 3=“High”. * $p < .05$

The citizenship behavior of conscientiousness was regressed on the control variable of occupation level at the first step of the hierarchical regression, as shown in Table 14. The regression equation was insignificant ($p > .05$). When organizational commitment was added at the second step, as expected, it contributed to the prediction of conscientiousness significantly ($\beta = .17$, $R^2 = .04$, $F(2, 191) = 3.87$). The increment at the second step was significant (R^2 change = .03) with the addition of organizational commitment to the prediction.

Table 14. Predicting Conscientiousness from Organizational Commitment: Summary of the Hierarchical Regression Analysis

Variable	R^2	R^2	F	β
Change				
Step 1	.01	.01	2.47	
Occupation Level				.11
Step 2	.04	.03	3.87*	
Occupation Level				.07
Organizational Commitment				.17*

Notes: Five-point Likert-type scales were used for conscientiousness and organizational commitment: 1="Strongly disagree" and 5="Strongly agree" for conscientiousness and organizational commitment items. Occupation level: 1="Low", 2="Medium", and 3="High". * $p < .05$

The citizenship behavior of sportsmanship was regressed on the control variable of occupation level at the first step of the hierarchical regression as shown in Table 15. The regression equation was insignificant ($p > .05$). When organizational commitment was added at the second step, as expected, it contributed to the prediction of sportsmanship significantly ($\beta = .19$, $R^2 = .04$, $F(2, 191) = 3.45$). The increment at the second step was significant (R^2 change = .04) with the addition of organizational commitment to the prediction.

Table 15. Predicting Sportsmanship from Organizational Commitment: Summary of the Hierarchical Regression Analysis

Variable	R^2	R^2	F	β
Change				
Step 1	.00	.00	.46	
Occupation Level				.05
Step 2	.04	.04	3.45*	
Occupation Level				.00
Organizational Commitment				.19*

Notes: Five-point Likert-type scales were used for sportsmanship and organizational commitment: 1="Strongly disagree" and 5="Strongly agree" for sportsmanship and organizational commitment items. Occupation level: 1="Low", 2="Medium", and 3="High". * $p < .05$

The aggregate OCB was regressed on the control variable of occupation level at the first step of the hierarchical regression, as shown in Table 16. The regression equation was insignificant ($p > .05$). When

organizational commitment was added at the second step, in line with the expectations, it contributed to the prediction of OCB significantly ($\beta = .15$, $R^2 = .04$, $F(2, 187) = 3.87$). The increment, at the second step, was significant (R^2 change = .02) with the addition of organizational commitment to the prediction.

Table 16. Predicting OCB from Organizational Commitment: Summary of the Hierarchical Regression Analysis

Variable	R^2	R^2	F	β
Change				
Step 1	.02	.02	3.70	
Occupation Level				.14
Step 2	.04	.02	3.87*	
Occupation Level				.10
Organizational Commitment				.15*

Notes: Five-point Likert-type scales were used for OCB and organizational commitment: 1="Strongly disagree" and 5="Strongly agree" for OCB and organizational commitment items. Occupation level: 1="Low", 2="Medium", and 3="High". * $p < .05$

When the citizenship dimensions of altruism and civic virtue were regressed on the control variable of occupation level and the work attitude of organizational commitment, the independent variables did not turn out to be significant. The change in the coefficient of determination was .01 for altruism. There was not any change in the coefficient of determination for civic virtue. Contrary to the expectations, neither occupation level, nor organizational commitment was found to be significant contributor of altruism and civic virtue dimensions.

Therefore, the results of the hierarchical regression analyses for Hypothesis 5 showed that it was supported partially for organizational commitment predicting courtesy, conscientiousness, sportsmanship, and the aggregate OCB. As expected, organizational commitment predicted positively the exhibition of courtesy, conscientiousness, sportsmanship, and the aggregate OCB in the Turkish business context.

Hypothesis 6 proposed that “*Job satisfaction mediates the relationship between job characteristics and organizational citizenship behaviors.*” According to the hierarchical regression results of the first hypothesis, there was no relationship found between job characteristics and citizenship behaviors. Therefore, it was not possible to investigate the mediating role of job satisfaction in the relationship between job characteristics and citizenship behaviors. Hypothesis 6 was not tested.

Hypothesis 7 proposed that “*Organizational commitment mediates the relationship between job characteristics and organizational citizenship behaviors.*” The mediating role of organizational commitment in the relationships between job characteristics and citizenship behaviors could not be analyzed for the same reason mentioned for Hypothesis 6. Therefore, Hypothesis 7 was not tested.

5.3. SUMMARY

The job characteristics theory of Hackman and Oldham (1980) was applied to job satisfaction, organizational commitment and OCB research literatures in order to investigate interrelationships among job characteristics, job satisfaction, organizational commitment, and OCB in the present study. Research was conducted with 300 employees and their supervisors from 60 companies of Turkish industrial zones based in Ankara, the capital of Turkey. The sample was administered with four established survey instruments: Job Diagnostic Survey (JDS), Minnesota Satisfaction Questionnaire (MSQ), Organizational Commitment Scale (OCS), and Organizational Citizenship Behavior Scale (OCBS). The measurement instruments were paired between supervisors and subordinates. Seven hypotheses were tested at the $p < .05$ significance level using 300 completed questionnaires with a response rate of 100%.

Hypothesis 1 argued that employees having jobs characterized by skill variety, task identity, task significance, autonomy and feedback would be performing the behaviors of altruism, civic virtue, courtesy,

conscientiousness and sportsmanship. Further, Hypotheses 2 and 3 stated that these job characteristics would lead to satisfaction and commitment from the point of view of employees. Hypotheses 4 and 5 proposed that the existence of the work attitudes of job satisfaction and organizational commitment in the workplace was a good reason for employees to exhibit citizenship behaviors. Finally, Hypotheses 6 and 7 predicted that the work attitudes of job satisfaction and organizational commitment would mediate the relationships between job characteristics and citizenship behaviors.

A summary of the results of hypotheses testing is given in Table 17. Hypotheses 2 and 3 were partially supported. Job characteristics of task identity, autonomy, and job scope significantly predicted the work attitude of job satisfaction. The aggregate variable of job scope significantly predicted the work attitude of organizational commitment. There was partial support for Hypotheses 4 and 5 since job satisfaction significantly predicted the citizenship behaviors of courtesy and sportsmanship, and the aggregate variable of organizational commitment significantly predicted the citizenship behaviors of courtesy, conscientiousness, sportsmanship, and the aggregate variable of OCB. Hypothesis 1 was not supported, and Hypotheses 6 and 7 were not tested. Job characteristics did not predict significantly any citizenship behavior dimension as tested through Hypothesis 1, and accordingly, no work attitude was able to mediate the relationship between job characteristics and organizational citizenship behaviors as proposed through Hypotheses 6 and 7.

Table 17. Overview of Hypothesis Testing

Hypothesis	Description	Result
<i>H</i>₁	Job characteristics predict positively organizational citizenship behaviors	Not supported
<i>H</i>₂	Job characteristics predict positively job satisfaction	Supported for task identity, autonomy, and job scope predicting job satisfaction
<i>H</i>₃	Job characteristics predict positively organizational commitment	Supported for job scope predicting organizational commitment
<i>H</i>₄	Job satisfaction predicts positively organizational citizenship behaviors	Supported for job satisfaction predicting courtesy and sportsmanship
<i>H</i>₅	Organizational commitment predicts positively organizational citizenship behaviors	Supported for organizational commitment predicting courtesy, conscientiousness, sportsmanship, and OCB
<i>H</i>₆	Job satisfaction mediates the relationship between job characteristics and organizational citizenship behaviors	Not tested
<i>H</i>₇	Organizational commitment mediates the relationship between job characteristics and organizational citizenship behaviors	Not tested

CHAPTER VI

DISCUSSION & CONCLUSION

After providing a discussion of the results, the chapter continues with limitations and implications to be drawn from the study. The chapter and the dissertation end with suggestions for future research.

6.1. DISCUSSION

The purpose of the present study was to investigate the relationships among job characteristics, job satisfaction, organizational commitment, and OCBs. There are major inferences that need to be highlighted as important contributions to organizational behavior research as a result of this study: First of all, it was empirically supported that job characteristics, especially the aggregate variable of job scope, were associated with job satisfaction in this sample as it was proposed by Hackman and Oldham (1980). The validity of the job characteristics model is assessed in the literature by reviewing relevant studies of the model (Boonzaier et al., 2001). The present study is a contribution to the evidence in this area since it confirmed the association between job scope and job satisfaction.

Previous research indicated the need to combine job characteristics at an aggregate level of job scope (Farh et al., 1990; Fried & Ferris, 1986). The present study verified that such a proposition was correct since the aggregate job scope was found to be significantly associated with job satisfaction. The use of a simple additive index of job characteristics resulted with significant relationship between job scope and job satisfaction as it was suggested in the literature (Boonzaier, 2001).

According to the job characteristics model of Hackman and Oldham (1980), job characteristics are predictors of the work attitude of job satisfaction. Organizational commitment is not within the scope of this

model. The model does not include organizational commitment although it is an important work attitude in the organizational behavior literature. Therefore, the present study completed this framework of the job characteristics theory by adding the important but overlooked work attitude of organizational commitment, since job scope was observed to result in organizational commitment (Mathieu & Zajac, 1990; Steers, 1977; Wasti, 2000).

Although previous research put emphasis on job satisfaction for predicting OCB (Organ et al., 2006), in this study, organizational commitment's predictive ability surpassed job satisfaction's role for citizenship behaviors when their prediction abilities on OCB dimensions were compared (e.g., Schappe, 1998). Work attitude of organizational commitment was found to be a robust predictor of citizenship behaviors as suggested in the citizenship behavior literature (e.g., Bateman & Organ, 1983; Smith et al., 1983).

Affective commitment was emphasized in the organizational behavior literature as a predictor of OCBs (Meyer & Allen, 1991). It was argued to be associated with many different work behaviors. However, in the present study, organizational commitment as an aggregate variable had a significant impact on citizenship behaviors. The results showed the importance of continuance commitment and normative commitment together with affective commitment at an aggregate level when predicting OCBs.

In this study, the applicability of North America-based management theories was tested in a different cultural context. Since cultural factors are not within the scope of this dissertation, established measurement scales adapted and tested in the Turkish business context were used to stabilize the study for special features that Turkish cultural setting possesses.

Turkey has a relationship-oriented and collectivistic national culture rather than an achievement-oriented and individualistic one (Aycaan et al., 2000; Hofstede, 1980; Ölmez, Sümer & Soysal, 2004). Relatively high

power distance and uncertainty avoidance are characteristics of Turkish culture as determined by previous research (Aycan et al., 2000; Hofstede, 1980). Employer-employee relationships were affected by the collectivistic nature of the Turkish culture. Employees expected organizations to look after them and become very alienated if they were disappointed. Policies and practices were based on loyalty and a sense of duty, and employees expected their organizations to defend their interests. Therefore, attitudinal perceptions had strong impacts on the employee's performance of extra-role behaviors. The performance of OCBs was fostered through variables such as satisfaction and commitment in Turkish firms. Harmony and altruism toward colleagues, which are the constituents of the ideas behind OCB, were given special importance by the Turkish employees. The performance of OCBs by the employees in the Turkish industrial zones occurred through establishing harmonious relationships with peers and helping colleagues to solve work-related problems. Interdependence, loyalty, and helping were important and these are constituent elements of OCBs. Therefore, the relationship-oriented and collectivistic Turkish national culture fostered the importance of citizenship behaviors through the work attitudes of satisfaction and commitment in the present study.

Job satisfaction was not a viable alternative to organizational commitment, contrary to findings from previous research. Although many researchers found that job satisfaction was a robust antecedent of OCB (e.g., Bateman & Organ, 1983; Smith et al., 1983), here it was able to predict only two dimensions of citizenship behaviors, namely courtesy and sportsmanship. Organizational commitment emerged as a significant predictor of OCB among the work attitudes. The relationship between commitment and OCB seems to be more robust than the relationship between satisfaction and OCB. A plausible explanation for the emphasis on organizational commitment might be the Turkish work context that surrounds Turkish workers. In Turkey, unemployment rates are high. It was 11.9% as of March 2006 according to the web site of Turkish Statistics

Institute. There are costs associated with leaving the organization for Turkish employees, conceptualized as organizational commitment at an aggregate level in the present study. This aggregate variable includes organizational commitment dimensions such as continuance commitment where the cost associated with leaving an organization is referred. Since the employees surveyed in the industrial zones need to stay employed, their primary link to the organization is based on organizational commitment. The lack of other viable alternatives is the main reason associated with organizational commitment. The macro economic environment has been influential in highlighting organizational commitment as an important work attitude in the Turkish work context with respect to other work attitudes such as job satisfaction.

Another plausible explanation for the more robust relationship between organizational commitment and OCB might be the existence of some individual and situational characteristics. It is probable that job satisfaction capturing both affective and cognitive aspects of the work environment might have been influenced more from these individual and situational characteristics than organizational commitment. A similar plausible explanation is valid for the relationships between job characteristics and work attitudes.

When the unemployment rates in Turkey are considered, the importance of OCB as an extra-role behavior for the Turkish workforce may be understood better. The obligation to work whatever the work conditions are is an inevitable reality for survival from the Turkish employees' point of view, especially in the industrial zones where the field survey was conducted. Although the jobs surveyed did not lead to OCB, employees of the sample had to exhibit OCB. There is no other option for the Turkish job incumbents working in the sites visited apart from preventing problems from occurring (courtesy) and tolerating inconveniences at work without complaint (sportsmanship) so as to stay employed. As it is known, courtesy and sportsmanship were two important

dimensions of organizational citizenship behavior that were emphasized by work attitudes in the industrial zones surveyed.

The satisfaction – OCB linkage is grounded in a social exchange view (Organ et al., 2006). Reciprocation is the essential idea lying behind this view as discussed earlier in this dissertation. However, the employment relationships surveyed in the industrial zones were not in the form of social exchange. A full set of benefits were explicitly and formally promised for a specific and low profile set of explicit performance criteria, especially for the blue collar employees that constituted 78% of the sample. There was not much left to individual discretion. Employees were not expecting some remuneration for OCB. The OCB aggregate variable was not significantly predicted by job satisfaction because of the lack of work environment with social exchange in the industrial zones surveyed.

The failure of job characteristics to predict citizenship behavior might have resulted from the unique characteristics of the sample that neutralized the effects of job characteristics. 39% of the sample was elementary school graduates working in low profile, physical effort intensive jobs. Most of the tasks of these blue-collar employees (78%) were routine and did not include much skill variety. Since the sample was mostly populated by young employees (43%), the tenure level was low. They were not working in fully identifiable tasks and they were not influencing the lives of others as task identity and significance described. The tasks they were carrying out were not under their control and these low profile tasks were not designed in a way to let them be informed about how well they were doing. Although they thought that their jobs had skill variety ($M = 3.77$), task identity ($M = 3.78$) and was significant ($M = 3.74$), had autonomy ($M = 3.53$), and gave them information about how well they were doing ($M = 3.79$), these considerations did not match with what their supervisors scored for their OCB.

There are several plausible explanations for the failure of job characteristics in predicting OCBs: When the mean scores of the OCB

dimensions are examined in Table 2, it is observed that they are relatively very high. The minimum mean score is 3.52 for civic virtue and the maximum mean score is 4.16 for conscientiousness. Such high mean scores might be the indicators of a predisposition from the point of view of supervisors who rated the OCB items for their employees. Supervisors might be culturally predisposed to rate high OCB-type behaviors with a context independent approach. The existence of such a tendency would impede to establish associations between job characteristics and OCBs since the supervisors would rate high OCB scores whatever the characteristics of jobs were.

Another plausible explanation is that OCB might not have been conceptualized for the Turkish work context. The supervisors who rated the OCB items could have been unable to capture OCB-type behaviors in their subordinates. This might happen due to some moderating personal characteristics of the supervisors that were not measured in the present study.

When the mean scores of job characteristics are examined in Table 2, it is observed that they are very close to each other within the interval 3.53 - 3.79. There is not much variation in the mean scores rated by the employees. A relatively higher portion of the present study's sample was composed of blue collar employees (78%). It might be argued that blue collar employees' jobs do not differ enough in their characteristics so that a significant relationship between job characteristics and OCBs could be captured.

The results of the present study showed that job satisfaction was emphasized in the industrial zones as the personal outcome associated with the motivating potential of jobs. However, this motivating potential did not lead to the prediction of OCB. According to job characteristics theory, employee performance or work effectiveness was expected to be high when jobs were high in motivating potential. The reason lying behind the failure of job characteristics to predict OCB was thought to be the lack of

responsibility felt from the point of view of the employees surveyed. The employees were not accountable for the results of the tasks in the firms participated to the study because of the demographic figure of the sample discussed in the previous paragraphs. The tasks were not psychologically meaningful from the employees' point of view to result in OCB. The employee did not see the contextual significance of the job and he or she was unable to appreciate the interdependencies among colleagues. The bigger picture of activities was not seen by the employees in the firms surveyed. When the lack of a work environment with social exchange was added to the factors above, the reason for the failure of job characteristics to predict OCBs would be understood better.

When the correlation matrix in Table 3 is examined, it is observed that the bivariate interrelationships between the OCB dimensions and job characteristics are non-existent, and the bivariate interrelationships between the OCB dimensions and work attitudes are weaker than the relationships between work attitudes and job variables. As expected, job characteristics are associated with work attitudes significantly. The reflection of two differing points of view, subordinates and supervisors, are monitored in the correlation matrix. OCB dimensions are apparently different from the rest of the variables in the correlation matrix showing the influence of supervisor reporting (Fired & Ferris, 1987). Hypothesis testing for the predictive ability of job characteristics on organizational citizenship behaviors might have failed because of using two different respondents. Supervisor-rating might have moderated this relationship.

The actor – observer differences might have influenced the results of the present study. Employees who were actively involved in tasks would observe different things than would be observed by uninvolved or partially involved supervisors (Murphy & Cleveland, 1995). Supervisors could have been likely to be informed about only a narrow range of behaviors regarding employees. Thus, the OCB information obtained from supervisors might have varied as a function of the supervisor's perspective

and might not have matched with the realities of the employees. Supervisors were not in a good position to evaluate OCB in the present study.

It was assumed that, since job characteristics influence job satisfaction and organizational commitment, they should also influence OCB. However, supervisors might have considered OCB as an in-role performance of their employees. If OCB was not considered as an extra-role behavior, job characteristics would not influence OCB due to the reasons mentioned earlier. The job characteristics model has been associated with attitudes rather than in-role performance in the literature (e.g., Boonzaier et al., 2001). Intercorrelation matrix, shown in Table 3, proves the associations between job characteristics and work attitudes. The reason for the failure of job characteristics to predict OCB might have been the managers' perceptions of OCB as in-role performance.

The study is robust in some important points: Survey research design increases the external validity of the findings. It was preferred as a research tool since exactly the same items were given to each respondent. In this way, the potential error resulting from the differences of interviewer styles was limited. The accuracy of the answers also increased since respondent decided how much time to allocate to each item while answering the questionnaire.

Conducting the study across industries is an important strength of the dissertation. The sample data represents a variety of industries including advertisement companies, consulting firms, food distributors, and manufacturing enterprises. The sampling plan is based on a two-stage cluster sampling approach using simple random sampling procedure and this makes the results highly generalizable, overcoming the problems of population representation associated with convenience or non-random sampling techniques.

Another strength of the present study is that it uses supervisor-reported OCB data to eliminate the risk of common method variance. That

is, any association that exists between the variables could be caused by a response bias such as social desirability effects on the part of the respondent, if the variable measurement has been carried out through self reporting. Supervisor-reported OCB precludes inflating relationships between variables and the accompanying bias, and increases the internal validity of the study results.

OCB is addressed as a construct having important business outcomes in a comprehensive context where it incorporates job characteristics and the work attitudes of job satisfaction and organizational commitment in the present study. Few research linking job characteristics and OCB has been conducted previously and the role of the work attitudes of job satisfaction and organizational commitment in such a relationship has not been investigated extensively. This study has been a basis for further research in that area with its tested model.

6.2. LIMITATIONS

The findings of this study should be taken into consideration in light of several potential limitations. The cross-sectional nature of the present research design is one limitation. Although all hypotheses were proposed based upon relevant theories and evidence shown in the literature, it is not possible to assert causal relationships among the variables due to the lack of a longitudinal design. Therefore, the results of the present study are not an evidence for causal relationships. They reflect only associations between variables at a single point in time.

The Cronbach alpha values are low for some of the variables of the present study. There are low reliabilities in skill variety (.65), task significance (.50), autonomy (.46), and feedback (.35) of the job characteristics model. These relatively low reliabilities are consistent with previous research on the job characteristics model (Bilgiç, 1999; Fried & Ferris, 1987). The variables of OCB such as courtesy (.68), conscientiousness (.64), and sportsmanship (.54) have also low reliabilities.

While there is conceptual support for a multidimensional view of OCB (Organ et al., 2006), the number of efforts that have treated OCB unidimensional could not be ignored (e.g., Bateman & Organ, 1983; O'Reilly & Chatman, 1986). Because of these mixed findings, the current study investigated these variables both individually and as aggregates.

The somewhat low reliabilities for several of the variables might have resulted from the small number of items used to measure them as represented in Table 3. Each job characteristic was measured by three items in the job diagnostic survey and the OCB variables were captured using 4 or 5 items in the OCB scale. The reliabilities of the aggregate variables are satisfactory since the number of items used to measure them were much higher. The findings with these aggregate variables are more consistent when compared with the results of the individual variables.

Such low reliabilities might have occurred because of forcing the extracted number of factors (i.e., five factors for job characteristics and OCB constructs) so that the constructs investigated are in line with the literature as well. If such factorial structures were not forced, the resulting reliabilities could have been higher. For instance, when the scree plot in Appendix P is examined, it is observed that a three-factor structure might be an alternative solution for the construct of OCB in the Turkish work context. There are studies in the literature providing mixed results with regard to the dimensionalities of job characteristics and OCB (Fried & Ferris, 1987; Organ et al., 2006). Therefore, the results of the present study have to be evaluated considering this limitation.

Forced factorial structures of the job characteristics and OCB constructs might have influenced the findings of the present study. If the number of factors for the constructs of job characteristics and OCB were determined using different factor extraction criterias, such as extracting factors with eigenvalues higher than 1, significant associations between job characteristics and OCBs could have been found.

Sample characteristics that have been mentioned earlier might be a potential limitation for this study. The sample was weighted towards blue collar young employees with low level of education and such a sample composition might have influenced the results, especially for the variables of job characteristics. No comparison was made among sectors and demographic characteristics of the sample. Any variability resulting from these factors may have affected the results.

The study was carried out in the two industrial zones that were established in Ankara. These two industrial zones' position in the Turkish business context was not considered. The association between the sample of the present study and the general working Turkish population has not been established. Therefore, the study is only generalizable to the industrial zones surveyed.

There may be other important moderating factors that may have influenced the variables of the present study, such as supervisors' personal characteristics. Since the demographic information on the supervisors surveyed was not collected, it is not possible to evaluate how their personal characteristics influenced their perceptions of OCB. These variables might have affected the results of the study.

6.3. IMPLICATIONS FOR MANAGEMENT

It is important to understand what kind of organizational interventions are more likely to motivate OCB. When the implications for practice are considered, the findings from the current study suggest that the more the jobs possess variety, identity, significance, autonomy, and feedback, the more the employees are satisfied and committed, and the more the employees are satisfied and committed, the more they perform citizenship behaviors that lead to organizational effectiveness. This is especially true for the courtesy, conscientiousness, sportsmanship, and the aggregate citizenship behavior in the Turkish business context.

The premise of the present study is supported by the research findings. That is, higher levels of job scope are associated with increased satisfaction, commitment, which then leads to OCBs. The contribution of organizational commitment into the workplace should be taken into consideration from the point of view of Turkish managers since it fosters the exhibition of OCBs which are important for organizational survival. More committed employees are more likely to engage in OCBs in Turkish work settings. Managers should focus on the attitude of commitment as a mean to increase the occurrence of OCBs in the workplace. To do so, managers should concentrate on career-oriented employment practices. Such an emphasis would provide employees with a higher level of psychological attachment to the organization. Managers have to understand the importance of building a positive relationship with their subordinates and stating the goals with the contributions of employees to the work environment. An employee's commitment to the organization can be enhanced through developing such an organizational culture.

The aspects of OCB are extended to a job design setting with attitudinal influences in the present study. Managers should redesign and enrich jobs to incite commitment and satisfaction, since these work attitudes eventually contribute to the exhibition of OCBs. Establishing client relationships, empowerment, forming natural work units, combining tasks, and constructing feedback channels are possible ways to enrich jobs.

Job characteristics, employee commitment, satisfaction, and OCBs can be improved by focusing attention on human resource management (HRM) practices since they have the potential to influence these constructs. Aycan and colleagues' study (2000) revealed job enrichment and supervision empowerment are fostered in Turkey as human resource management practices. Employees are expected to have more discretion, satisfaction, and motivation in their jobs when performing. Employees' effectiveness is aimed to be improved through enrichment and empowerment. Such a situation is especially important for the research

design of this study where the effects of job characteristics, job satisfaction, and organizational commitment on OCBs are investigated. It is important for HRM systems to be aligned to these constructs. If they are not aligned, they will negatively influence the likely effectiveness of the organization. Hiring, assessment, and compensation strategies should be reconsidered if having satisfied, committed employees engaging in OCB is important to achieve company goals. Identification of potential employees with OCB propensity through recruitment practices, enhancement of their motivation through training and development procedures, contribution to satisfaction, commitment, and OCB through compensation programs, and redesigning jobs based on performance appraisal systems are some of the HRM practices that influence the constructs investigated in the present study.

6.4. IMPLICATIONS FOR FUTURE RESEARCH

This study provides an integrated model to understand and better explain the relationships between job characteristics, job satisfaction, organizational commitment, and citizenship behaviors. It serves as a foundation for further investigation of the relationships between job characteristics and citizenship behaviors, job characteristics and work attitudes, and work attitudes and citizenship behaviors.

There are other important types of OCB that have not been investigated in the literature. These additional forms should be examined in order to complete and enhance the general framework provided by OCB research. Self-development and individual initiative are some of these additional forms of OCB that need more concentration.

Important determinants as well as consequences of OCB should be investigated in future research. The current study suggests that more research distinguishing between the dimensions of citizenship behavior is needed to understand the specific antecedents related to these dimensions. There is potential for researchers to come across different mediating/moderating variables for each individual dimension of OCB. The

direct/indirect and moderating influences of other work attitudes on OCB such as organizational justice and organizational support, and values may be analyzed to explain the variations in citizenship behaviors. Influences of leadership behaviors, organizational characteristics, and cultural context on OCB may prove worthwhile to study in the future.

The scope of citizenship behaviors has been directed towards people within the organization until now. It can be enlarged to include customers in the environment. Customer-oriented behaviors are forms of OCB that need more focused attention since they affect organizational performance.

The sample of the current study was drawn from industrial zones where blue collar employees constituted the majority of the sample. This study has to be replicated and expanded upon the present findings using samples with different characteristics from different sectors, such as samples with white collar employees from public sector, so as to be able to generalize the results regarding the effects of job characteristics on OCBs to larger populations.

The unit of analysis of the current study was the individual employee. Future research might carry out the analyses at the group or organization levels in order to compare the results within and between organizations. However, the difficulty of acquiring a sample large enough for significant statistical results must be considered when conducting research at a higher level of analysis.

Organizational effectiveness has been measured by some form of financial indicators in OCB research until now. It can be enriched by including marketing measures such as customer retention, brand equity, and product and service quality in the future research.

Much of the research on job characteristics, job satisfaction, organizational commitment, and citizenship behaviors has been conducted in the United States. Relatively little research has been carried out elsewhere in the world. A significant contribution will be made to the

development of the management literature by conducting OCB research across cultures.

This study contributes theoretically and empirically to the literatures on job characteristics, job satisfaction, organizational commitment, and OCB by demonstrating that the relationships between job characteristics and work attitudes are an integral part of citizenship behaviors. It is hoped that this study will stimulate researchers to begin to think about how antecedents may relate to citizenship behaviors and contribute to the enhancement of job scope, job satisfaction, organizational commitment, and OCB in organizations. The predictors of citizenship behaviors should be studied in future so as to attain the ultimate organizational goals by means of good soldiers in enhanced work contexts. One of the most important strategies for the organizations of the 21st century must be the development of strategies in order to get employees be good citizens.

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APPENDICES

APPENDIX A. OCB 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 A. OCB 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 A. OCB 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 A. OCB 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 B. SAMPLE SIZE

$$\alpha = 0.05$$

$$E = z_{\alpha/2} se(p) = \pm 0.0565$$

$$n^* = (z_{\alpha/2})^2 s^2 / E^2$$

$$s^2 = p(1-p), p = 0.5$$

The temporary sample size was determined through

$$n^* = (1.96)^2 (0.25) / (0.0565)^2 \xrightarrow{\text{then}} n^* = 300.853629884877$$

Final sample size was determined through

$$n = n^* / (1 + n^* / N) \xrightarrow{\text{then}} n = (300.853629884877) / (1 + (300.853629884877) / 80,150) \\ \xrightarrow{\text{then}} n \cong 300$$

$$\text{If } E \cong 0.0565 \xrightarrow{\text{then}} n^* \cong 301, z_{\alpha/2} = 1.96, p = 0.5 \xrightarrow{\text{then}} n \cong 300$$

$$P(0.5 - 0.0565 \leq p \leq 0.5 + 0.0565) = 0.95$$

$$P(0.4435 \leq p \leq 0.5565) = 0.95$$

APPENDIX C. SECTORAL DISTRIBUTION OF THE POPULATION

Sectors	# of firms in the population		
	Ostim	İvedik	Total
Packing, Paper, Printing & Stationery	53	104	157
Trade	146	7	153
Electrical & Electronics	220	152	372
Food Industry	97	165	262
Services	297	4	301
Industrial Machines	473	8	481
Furniture & Decoration	29	161	190
Chemicals	71	136	207
Machine & Equipment	275	419	694
Metal	583	311	894
Automotive	829	314	1143
Plastic & Rubber	89	197	286
Medical Materials	37	54	91
Technical Tools & Materials	226	0	226
Technology & Computers	53	18	71
Textile & Leather	43	27	70
Construction	649	169	818
Other	86	446	532
Total	4,256	2,692	6,948

APPENDIX D. SECTORAL DISTRIBUTION OF THE SAMPLE FIRMS

Sectors	# of firms in the sample		
	Ostim	İvedik	Total
Packing, Paper, Printing & Stationery	0	1	1
Trade	1	0	1
Electrical & Electronics	2	2	4
Food	1	1	2
Services	2	0	2
Industrial Machines	4	0	4
Furniture & Decoration	0	2	2
Chemicals	1	1	2
Machine & Equipment	2	4	6
Metal	5	2	7
Automotive	7	3	10
Plastic & Rubber	1	2	3
Medical Materials	1	1	2
Technical Tools & Materials	2	0	2
Technology & Computers	1	0	1
Textile & Leather	1	0	1
Construction	5	1	5
Other	1	3	4
Total			60

APPENDIX E. SECTORAL DISTRIBUTION OF THE SAMPLE EMPLOYEES

Sectors	# of employees in the sample		
	Ostim	İvedik	Total
Packing, Paper, Printing & Stationery	0	5	5
Trade	5	0	5
Electrical & Electronics	10	10	20
Food	5	5	10
Services	10	0	10
Industrial Machines	20	0	20
Furniture & Decoration	0	10	10
Chemicals	5	5	10
Machine & Equipment	10	20	30
Metal	25	10	35
Automotive	35	15	50
Plastic & Rubber	5	10	15
Medical Materials	5	5	10
Technical Tools & Materials	10	0	10
Technology & Computers	5	0	5
Textile & Leather	5	0	5
Construction	25	5	30
Other	5	15	20
Total	185	115	300

APPENDIX F. JOB DIAGNOSTIC SURVEY (JDS)

Section 1

INSTRUCTIONS

This part of the questionnaire asks you to describe your job, as objectively as you can on a scale from 1 to 7. Please do not use this part of the questionnaire to show how much you like or dislike your job. Questions about that will come later.

1. How much autonomy is there in your job? That is, to what extent does your job permit you to decide on your own how to go about doing the work?

1	2	3	4	5	6	7
Very little; the job gives me almost no personal "say" about how and when the work is done.			Moderate autonomy; many things are standardized and not under my control, but I can make some some decisions about the work.			Very much; the job gives me almost complete responsibility for deciding how and when the work is done.

2. To what extent does your job involve doing a "whole" and identifiable piece of work? That is, is the job a complete piece of work that has an obvious beginning and end? Or is it only a small part of the overall piece of work, which is finished by other people or by automatic machines?

1	2	3	4	5	6	7
My job is only a tiny part of the overall piece of work; the results of my activities cannot be seen in the final product service.			My job is a moderate sized "chunk" of the overall piece of work; my own contribution can be seen in the final outcome.			My job involves doing the whole piece of work, from start to finish; the results of my activities are easily seen in the final product or service.

3. How much variety is there in your job? That is, to what extent does your job require you to do many different things at work, using a variety of your skills and talents?

1	2	3	4	5	6	7
Very little; the job requires me to do the same routine things over and over again.			Moderate variety.			Very much; the job requires me to do many different things, using a number of different skills and talents.

4. In general how significant or important is your job? That is, are the results of your work likely to significantly affect the lives or well-being of other people?

1	2	3	4	5	6	7
Not very significant; the outcomes of my work are not likely to have important effects on other people.			Moderately significant.			Highly significant; the outcomes of my work can affect other people in very important ways.

5. To what extent does doing the job itself provide you with information about your work performance? That is, does the actual work itself provide clues about how well you are doing – aside from any “feedback” co-workers or superiors may provide?

1	2	3	4	5	6	7
Very little; the job itself is set up so I could work forever without finding out how well I am doing.			Moderately; sometimes doing the job provides “feedback” to me; sometimes it does not.			Very much; the job is set up so that I get almost constant “feedback” as I work about how well I am doing.

Section 2

Listed below are a number of statements which could be used to describe a job. Please indicate whether each statement is an accurate or inaccurate description of your job. Write a number in the blank beside each statement, based on the following scale:

How accurate is the statement in describing your job?

1	2	3	4	5	6	7
Very Inaccurate	Mostly Inaccurate	Slightly Inaccurate	Uncertain	Slightly Accurate	Mostly Accurate	Very Accurate

1. The job requires me to use a number of complex or high-level skills.
2. The job is arranged so that I can do an entire piece of work from beginning to end.
3. Just doing the work required by the job provides many chances for me to figure out how well I am doing.
4. The job is quite difficult and involves no repetitiveness.
5. This job is one where a lot of other people can be affected by how well the work gets done.
6. The job denies me any chance to use my personal initiative or judgment in carrying out the work.
7. The job provides me the chance to completely finish the pieces of work I begin.
8. The job gives me considerable opportunity for independence and freedom in how I do the work.
9. The job itself is very significant and important in the broader scheme of things.
10. After I finish a job, I know whether I performed well.

APPENDIX G. GÖREV TANI ÖLÇEĞİ

1. Bölüm

Bu bölümde işinizle ilgili bazı sorular yöneltilmektedir. **Her bir soru için en uygun cevabı yansıtan rakamı daire içine alınız.**

1- İşinizi nasıl yapacağınıza ne derece kendiniz karar verebilirsiniz?

1	2	3	4	5
Çok az; bu tabiatı gereği iş kişiye nasıl ve ne zaman çalışılacağı konusunda hemen hemen hiç karar verme imkanı tanımaz.		Orta derecede; birçok şey standart hale getirildiğinden bu iş yapanın kontrolü altında değildir, ama işle ilgili bazı kararlar alınmasına imkan tanır.		Çok fazla; bu işte ne zaman ve nasıl çalışılacağı konusundaki karar tamamen işi yapanın sorumluluğu altındadır.

2- İşiniz ne ölçüde kendi içinde bir bütündür? Yani, yaptığınız şey belirli bir başı ve sonu olan bütün bir iş midir? Yoksa başkaları veya otomatik makineler tarafından bitirilen bir işin sadece küçük bir parçası mıdır?

1	2	3	4	5
Bu iş bir bütünün son derece ufak bir parçasıdır. Çalışmalarımın sonucu nihai ürün veya hizmette görülmez.		Bu iş bir bütünün orta büyüklükte bir parçasıdır. Çalışmalarım nihai ürün veya hizmette görülebilir.		Bu iş başından sonuna kadar benim bitirdiğim bir bütünün kapsar. Çalışmalarımın sonucu kolaylıkla nihai ürün veya hizmette görülür.

3- İşinizde ne derece çeşitlilik vardır? Yani, işiniz çeşitli beceri ve yetenekleri kullanarak birçok değişik şey yapmayı ne ölçüde gerektirir?

1	2	3	4	5
Çok az; bu iş sürekli olarak aynı alışılmış şeyleri tekrar tekrar yapmayı gerektirir.		Orta derecede çeşitlilik		Çok fazla; bu iş birçok değişik beceri ve yetenekleri kullanarak birçok şey yapmayı gerektirir.

4- Genel olarak, işiniz ne derece önemli ve anlamlıdır? Yani, yaptığınız işin sonucu, insanların hayatlarını veya durumlarını önemli derecede etkiler mi?

1	2	3	4	5
Çok anlamlı değil; çalışmaların sonucunun diğer insanlar üzerinde fazla bir etkisi yoktur.		Orta derecede anlamlı ve önemlidir.		Çok fazla; çalışmaların sonucunun diğer insanlar üzerinde çok önemli etkisi vardır.

5- Performansınızın iyi olup olmadığına yönelik bilgiyi işin kendisinden almak ne derece mümkündür? Yani işinizin kendisi, amirlerinizin veya mesai arkadaşlarınızın sağlayabileceği bilgiden başka başarılı olup olmadığınız konusunda ne kadar ipucu sağlar?

1	2	3	4	5
Çok az; bu iş öyle düzenlenmiştir ki işi yapan nasıl yaptığı konusunda bir bilgiye sahip olmadan devamlı çalışır.		Orta derecede; bu işi yapmak bazen işi yapana performansla ilgili bilgi sağlar.		Çok fazla; bu işin düzenleniş biçimi işin nasıl yapıldığı hakkında sürekli bilgi verir.

2. Bölüm

Bu bölümde herhangi bir işi tanımlamak için kullanılabilen ifadeler sıralanmıştır. Sizden her ifadenin işinizi ne kadar doğru tanımladığını belirtmeniz istenmiştir. Buna karar verirken işinizi sevip sevmediğinize bakmaksızın değerlendirmelerinizi yapmanız gerekmektedir. Verilen ölçeği kullanarak her ifadenin ne oranda doğru olduğunu belirleyiniz ve uygun rakamı daire içine alınız.

Verilen ifade işiniz için ne derece geçerlidir?

		Çok yanlış	Kısmen yanlış	Emin değilim	Kısmen doğru	Çok doğru
1	İşim bir dizi karmaşık ve yüksek düzeyde beceri kullanmayı gerektirir.	1	2	3	4	5
2	İşim, bir bütün işi başından sonuna kadar yapmaya olanak tanıyacak biçimde düzenlenmiştir.	1	2	3	4	5
3	İşimin gerektirdiklerini yapmak başarıyı belirlemek açısından birçok imkan sağlar.	1	2	3	4	5
4	İşim oldukça basit ve tekrarlanan bir niteliktedir.	1	2	3	4	5
5	İşimin nasıl yapıldığı birçok kişiyi etkiler.	1	2	3	4	5
6	İşim, kişisel inisiyatifimi veya yargımı kullanmama asla imkan tanımaz.	1	2	3	4	5
7	İşim, başladığım iş bölümlerini tamamen bitirmeme olanak sağlar.	1	2	3	4	5
8	İşim, ne derece başarılı olduğum konusunda bana çok az ipucu sağlar.	1	2	3	4	5

		Çok yanlış	Kısmen yanlış	Emin değil	Kısmen doğru	Çok doğru
9	İşimin nasıl yapacağım konusunda bağımsızlık ve özgürlüğüm vardır.	1	2	3	4	5
10	İşim, burada yapılan işlerin toplamı düşünüldüğünde, çok önemli ve anlamlı değildir.	1	2	3	4	5

APPENDIX H. MINNESOTA SATISFACTION QUESTIONNAIRE (MSQ)

Below are phrases about a variety of aspects of your job. Please use the rating scale below each phrase to indicate how you feel about that aspect of your job. Your responses will be kept confidential, so please answer as honestly as possible. Read each phrase carefully and circle the appropriate response.

1.....	2.....	3.....	4.....	5
Very Dissatisfied	Dissatisfied	Can't Decide	Satisfied	Very Satisfied

1. Being able to keep busy all the time.	1.....2.....3.....4.....5
2. The chance to work alone on the job.	1.....2.....3.....4.....5
3. The chance to do different things from time to time.	1.....2.....3.....4.....5
4. The chance to be "somebody" in the community.	1.....2.....3.....4.....5
5. The way my boss handles his/her subordinates.	1.....2.....3.....4.....5
6. The competence of my supervisor in making decisions.	1.....2.....3.....4.....5
7. Being able to do things that don't go against my conscience.	1.....2.....3.....4.....5
8. The way my job provides for steady employment.	1.....2.....3.....4.....5
9. The chance to do things for other people.	1.....2.....3.....4.....5
10. The chance to tell people what to do.	1.....2.....3.....4.....5
11. The chance to do something that makes use of my abilities.	1.....2.....3.....4.....5
12. The way company policies are put into practice.	1.....2.....3.....4.....5
13. My pay and the amount of work I do.	1.....2.....3.....4.....5
14. The chances for advancement in this job.	1.....2.....3.....4.....5
15. The freedom to use my own judgment.	1.....2.....3.....4.....5

- | | |
|---|---------------------------|
| 16. The chance to try my own methods
of doing the job. | 1.....2.....3.....4.....5 |
| 17. The working conditions. | 1.....2.....3.....4.....5 |
| 18. The way my colleagues get along with
each other. | 1.....2.....3.....4.....5 |
| 19. The praise I get for doing a good job. | 1.....2.....3.....4.....5 |
| 20. The feeling of accomplishment I get
from the job. | 1.....2.....3.....4.....5 |

APPENDIX I. MINNESOTA İŞ DOYUMU ANKETİ

Aşağıda verilen maddeler işinizi farklı yönleriyle ele almaktadır. Kendinize “İşimin bu yönünden ne kadar tatmin oluyorum?” sorusunu sorunuz ve cevabınızı verilen ölçeği kullanarak belirtiniz. İşinizin söz konusu yönünden ne kadar memnun olduğunuzu rakamlardan uygun bulduğunuzu daire içine alarak belirtiniz.

		Hiç tatmin etmiyor	Pek tatmin etmiyor	Ne ediyor ne etmiyor	Oldukça tatmin ediyor	Çok tatmin ediyor
1	Sürekli birşeylerle meşgul olabilme imkanı	1	2	3	4	5
2	Kendi kendime çalışma imkanı	1	2	3	4	5
3	Zaman zaman farklı şeylerle meşgul olma imkanı	1	2	3	4	5
4	Toplumda bir yer edinme imkanı	1	2	3	4	5
5	Amirimin elemanlarına karşı davranış tarzı	1	2	3	4	5
6	Amirimin karar verme konusundaki yeterliliği	1	2	3	4	5
7	Vicdanıma ters düşmeyen şeyleri yapabilme imkanı	1	2	3	4	5
8	Sürekli bir işe sahip olma imkanı (iş güvenliği)	1	2	3	4	5
9	Başkaları için bir şeyler yapabilme imkanı	1	2	3	4	5
10	Başkalarına ne yapacaklarını söyleme imkanı	1	2	3	4	5
11	Yeteneklerimi kullanabilme imkanı	1	2	3	4	5

		Hiç tatmin etmiyor	Pek tatmin etmiyor	Ne ediyor ne etmiyor	Oldukça tatmin ediyor	Çok tatmin ediyor
12	Firma politikasını uygulama imkanı	1	2	3	4	5
13	Aldığım ücret	1	2	3	4	5
14	Bu işte ilerleme imkanım	1	2	3	4	5
15	Kendi kararımı verme özgürlüğü	1	2	3	4	5
16	İş yaparken kendi yöntemlerimi deneme imkanı	1	2	3	4	5
17	Çalışma koşulları	1	2	3	4	5
18	Çalışma arkadaşlarının birbiriyle anlaşması	1	2	3	4	5
19	Yaptığım işten dolayı aldığım övgü	1	2	3	4	5
20	İşimden elde ettiğim başarı duygusu	1	2	3	4	5

APPENDIX J. ORGANIZATIONAL COMMITMENT SCALE (OCS)

Listed below is a series of statements that may represent how individuals feel about the company or organization for which they work. Please indicate the degree of your agreement or disagreement with each statement with respect to your own feelings about the organization for which you are now working by circling a number from 1 to 7.

	Strongly Disagree	Moderately Disagree	Slightly Disagree	Neither Agree Nor Disagree	Slightly Agree	Moderately Agree	Strongly Agree
	1	2	3	4	5	6	7

- | | | | | | | | | |
|----|--|---|---|---|---|---|---|---|
| 1 | I would be very happy to spend the rest of my career in this organization. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 2 | It would be very hard for me to leave my organization right now, even if I wanted to. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 3 | I do not feel any obligation to remain with my current employer. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 4 | I really feel as if this organization's problems are my own. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 5 | Too much of my life would be disrupted if I decided I wanted to leave my organization right now. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 6 | Even if it were to my advantage, I do not feel it would be right to leave my organization now. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 7 | I do not feel like "part of the family" at my organization. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 8 | Right now, staying with my organization is a matter of necessity as much as desire. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 9 | I would feel guilty if I left my organization now. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 10 | I do not feel "emotionally attached" to this organization. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 11 | I believe that I have too few options to consider leaving this organization. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 12 | This organization deserves my loyalty. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

13	This organization has a great deal of personal meaning for me.	1	2	3	4	5	6	7
14	One of the few negative consequences of leaving this organization would be the lack of available alternatives.	1	2	3	4	5	6	7
15	I would not leave my organization right now because I have a sense of obligation to the people in it.	1	2	3	4	5	6	7
16	I do not feel a strong sense of belonging to my organization.	1	2	3	4	5	6	7
17	If I had not already put so much of myself into this organization, I might consider working elsewhere.	1	2	3	4	5	6	7
18	I owe a great deal to my organization.	1	2	3	4	5	6	7

APPENDIX K. ÖRGÜTSEL BAĞLILIK ÖLÇEĞİ

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

		Kesinlikle katılmıyorum	Kısmen katılmıyorum	Tarafsızım	Kısmen katılıyorum	Kesinlikle katılıyorum
1	Meslek hayatımın kalan kısmını bu firmada geçirmek beni çok mutlu eder.	1	2	3	4	5
2	Daha iyi bir imkan çıkarsa mevcut firmamdan ayrılmanın ayıp olmadığını düşünüyorum.	1	2	3	4	5
3	Firmama karşı güçlü bir aidiyet hissim yok.	1	2	3	4	5
4	İstesem de şu anda firmamdan ayrılmak benim için çok zor olurdu.	1	2	3	4	5
5	Bu firmanın benim için çok kişisel (özel) bir anlamı var.	1	2	3	4	5
6	Bu işyerinden ayrılıp burada kurduğum kişisel ilişkileri bozmam doğru olmaz.	1	2	3	4	5
7	Şu anda firmamdan ayrılmak istediğime karar versem hayatımın çoğu alt üst olur.	1	2	3	4	5
8	Yeni bir işyerine alışmak benim için zor olur.	1	2	3	4	5

		Kesinlikle katılmıyorum	Kısmen katılmıyorum	Tarafsızım	Kısmen katılıyorum	Kesinlikle katılıyorum
9	Bu firmanın meselelerini gerçekten kendi meselelerim gibi hissediyorum.	1	2	3	4	5
10	Bu firmaya 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 işyerinin buradan daha iyi olacağını garanti yok, burayı hiç olmazsa biliyorum.	1	2	3	4	5
13	Firmama çok şey borçluyum.	1	2	3	4	5
14	Bu işyerinden ayrılıp başka bir yerde sıfırdan başlamak istemezdim.	1	2	3	4	5
15	Buradaki insanlara karşı yükümlülük hissettiğim için firmamdan şu anda ayrılmam.	1	2	3	4	5
16	Biraz daha fazla para için mevcut işyerimi değiştirmeyi ciddi olarak düşünmezdim.	1	2	3	4	5
17	Kendimi firmamda ailenin bir parçası gibi hissetmiyorum.	1	2	3	4	5
18	Benim için avantajlı olsa da firmamdan şu anda ayrılmanın doğru olmadığını hissediyorum.	1	2	3	4	5

		Kesinlikle katılmıyorum	Kısmen katılmıyorum	Tarafsızım	Kısmen katılıyorum	Kesinlikle katılıyorum
19	Bu firmaya sadakat göstermenin görevim olduğunu düşünüyorum.	1	2	3	4	5
20	Firmam maddi olarak zor durumda olsa bile onu asla bırakmam.	1	2	3	4	5
21	Bu firmadan ayrılmanın olumsuz sonuçlarından biri alternatif işlerin olmamasıdır.	1	2	3	4	5
22	Bu firmaya gönül borcu hissediyorum.	1	2	3	4	5
23	Bu firmanın 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 firmayı bırakmayı düşünemeyecek kadar az iş seçeneğim olduğunu düşünüyorum.	1	2	3	4	5
26	Bu firmanın amaçlarını benimsiyorum.	1	2	3	4	5
27	Bu firma sayesinde ekmek parası kazanıyorum, karşılığında sadakat göstermeliyim.	1	2	3	4	5
28	Eğer bu firmaya kendimden bu kadar çok vermiş olmasaydım başka yerde çalışmayı düşünebilirdim.	1	2	3	4	5

		Kesinlikle katılmıyorum	Kısmen katılmıyorum	Tarafsızım	Kısmen katılıyorum	Kesinlikle katılıyorum
29	Mevcut firmamdan ayrılıp birlikte çalıştığım insanları yarı yolda bırakmak istemem.	1	2	3	4	5
30	Firmamdan şimdi ayrılısam kendimi suçlu hissederim.	1	2	3	4	5
31	Zaman geçtikçe mevcut firmamdan ayrılmanın zorlaştığını hissediyorum.	1	2	3	4	5
32	Bu firma benim sadakatimi hak ediyor.	1	2	3	4	5

APPENDIX L. ORGANIZATIONAL CITIZENSHIP BEHAVIOR SCALE (OCBS)

Please respond to the following questions by circling the best fitting number. There are no right or wrong answers for these questions. It is important that you respond to each question. Thank you for your time.

1. I help others who have heavy workloads.				
1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
2. I am the classic “squeaky wheel” that always needs greasing.				
1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
3. I believe in giving an honest day’s work for an honest day’s pay.				
1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
4. I consume a lot of time complaining about trivial matters.				
1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
5. I try to avoid creating problems for co-workers.				
1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
6. I keep abreast of changes in the organization.				
1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
7. I tend to make “mountains out of molehills”.				
1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

8. I consider the impact of my actions on coworkers.				
1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
9. I attend meetings that are not mandatory, but are considered important.				
1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
10. I am always ready to lend a helping hand to those around me.				
1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
11. I attend functions that are not required, but help the company image.				
1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
12. I read and keep up with organization announcements, memos, and so on.				
1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
13. I help others who have been absent.				
1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
14. I do not abuse the rights of others.				
1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
15. I willingly help others who have work related problems.				
1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

16. I always focus on what's wrong, rather than the positive side.				
1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
17. I take steps to try to prevent problems with other workers.				
1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
18. My attendance at work is above the norm.				
1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
19. I always find fault with what the organization is doing.				
1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
20. I am mindful of how my behavior affects other people's jobs.				
1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
21. I do not take extra breaks.				
1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
22. I obey company rules and regulations even when no one is watching.				
1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
23. I help orient new people even though it is not required.				
1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
24. I am one of the most conscientious employees.				
1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

APPENDIX M. ÖRGÜTSEL VATANDAŞLIK DAVRANIŞI ÖLÇEĞİ

Aşağıdaki maddeler astlarınızın iş ortamındaki duygu ve düşüncelerini anlamaya yöneliktir. Lütfen amiri olduğunuz herkes için aşağıdaki anketi doldurunuz. Aşağıdaki ifadelerin astınızın davranışlarını ne oranda yansıttığını belirleyip daire içine alınız.

Astınızın Adı Soyadı: _____

		Hiç katılmıyorum	Katılmıyorum	Ne katılmıyorum ne katılmıyorum	Katılıyorum	Tamamen katılıyorum
1	İş yükü ağır olan kişilere yardım eder.	1	2	3	4	5
2	“Ağlamayan bebeğe meme verilmez” tabirindeki bebek gibi davranır.	1	2	3	4	5
3	Aldığı paranın hakkını vermesi gerektiğine inanır.	1	2	3	4	5
4	Önemsiz konular hakkında yakınlık çok zaman harcar.	1	2	3	4	5
5	Çalışma arkadaşlarına sorun çıkartmaktan kaçınır.	1	2	3	4	5
6	Gelişmeleri düzenli olarak takip eder ve haberdar olur.	1	2	3	4	5
7	Pireyi deve yapma eğilimindedir.	1	2	3	4	5
8	Hareketlerinin arkadaşlarının üzerinde yaratabileceği etkiyi göz önünde bulundurur.	1	2	3	4	5
9	Zorunlu olmasa da önemli olan toplantılara katılır.	1	2	3	4	5
10	Arkadaşlarına yardım etmeye her zaman hazırdır.	1	2	3	4	5

		Hiç katılmıyorum	Katılmıyorum	Ne katılmıyorum ne katılmıyorum	Katılıyorum	Tamamen katılıyorum
11	Katılması zorunlu olmadığı halde firma imajının yararına olacak faaliyetlere katılır.	1	2	3	4	5
12	Firmayla ilgili duyuruları, mesajları ve diğer yazılı materyalleri takip eder ve okur.	1	2	3	4	5
13	İşe gelememiş arkadaşlarına yardım eder.	1	2	3	4	5
14	Başkalarının hakkını ihlal etmez.	1	2	3	4	5
15	İşle ilgili sorunları olan arkadaşlarına kendi isteğiyle yardım eder.	1	2	3	4	5
16	Olumlu şeyler yerine daima yanlışlar üzerine odaklanır.	1	2	3	4	5
17	Diğer çalışanlarla ilgili olabilecek sorunları engellemek için önlemler alır.	1	2	3	4	5
18	İşe devamlılığı ortalamanın üstündedir.	1	2	3	4	5
19	Firmanın yaptıkları ile ilgili daima bir kusur bulur.	1	2	3	4	5
20	Davranışlarının diğer insanların işlerini nasıl etkilediğini göz önüne alır.	1	2	3	4	5
21	Fazladan molalar vermez.	1	2	3	4	5
22	Kimse görmese de firmanın kurallarına ve düzenlemelerine uyar.	1	2	3	4	5
23	Zorunlu olmadığı halde işe yeni başlayanların uyum sağlamalarına yardımcı olur.	1	2	3	4	5

24	En vicdanlı çalışanlardan birisidir.	1	Hiç katılmıyorum	2	Katılmıyorum	3	Ne katılıyorum ne katılmıyorum	4	Katılıyorum	5	Tamamen katılıyorum
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APPENDIX N. ARAŐTIRMA KİTAPÇIĐI 1



**ORTA DOĐU TEKNİK ÜNİVERSİTESİ
İŐLETME BÖLÜMÜ**

İŐE YÖNELİK TUTUM VE DAVRANIŐLAR ARAŐTIRMASI

KASIM 2005

AraŐtırma Koordinatörü: Dr. Pınar ACAR

GİRİŞ

Bu anket Orta Doğu Teknik Üniversitesi İşletme Bölümü Genel İşletme Doktora Programı bünyesinde yürütülen ve **çalışanların işleri ile tutum ve davranışları arasındaki ilişkiyi** araştıran bir çalışmanın parçasıdır. Anketteki soruların/ifadelerin doğru veya yanlış cevabı yoktur. Sizlerin çalışmakta olduğunuz firmada işinizle ilgili olarak edindiğiniz duygu ve düşünceleri araştırmaktayız. Bu duygu, düşünce ve davranışlarla ilgili bilgileri siz ve amirinizden anketler yoluyla toplamayı amaçlıyoruz.

Anketin araştırmamıza katkı sağlayabilmesi için sizden istenen bilgileri eksiksiz, tarafsız ve doğru olarak doldurmanız önem taşımaktadır. Bunu gerçekleştirebilmek için sizden beklenen gerçek düşüncelerinizi açık olarak ifade etmenizdir. Araştırmada anket doldurmanın **kim olduğu değil, sorulara verilen cevaplar önemlidir.**

Bu araştırma firmanızda dağıt-topla yöntemi ile gerçekleştirilecektir. Dağıt-topla yöntemine göre doldurup ağızları kapalı zarflara koyacağınız anketler ODTÜ İşletme bölümündeki ilgili araştırmacılara ulaştırılacak ve burada bilgisayara girilerek sonuçlar **hiç kimsenin ismini ortaya çıkarmayacak şekilde** sayısal tablolar ve rakamlar haline dönüştürülecektir. Bu şekilde elde edilen sonuçlar bilimsel amaçla kullanılacak ve yanıtlar sadece ilgili araştırmacılar tarafından görülecektir. **Bireysel düzeyde bir değerlendirme kesinlikle yapılmayacak ve kişiye ait bilgiler tamamen gizli tutulacaktır.**

Anket katılımcıları eğer isterlerse araştırma koordinatörü Dr. Pınar ACAR'a aşağıda belirtilen elektronik posta adresinden mesaj atarak araştırma sonuçlarının bir özetini temin edebilirler. Ayrıca ankete yönelik sorularınızı ve görüşlerinizi aşağıda verilen telefon numarası ve elektronik posta adresi yoluyla Dr. ACAR'a ulaştırabilirsiniz.

Bu araştırmanın gerçekleştirilmesine zaman ayırarak destek olduğunuz ve katkıda bulunduğunuz için şimdiden teşekkür eder, çalışmalarınızda başarılar dileriz.

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1. BÖLÜM

1. Adınız Soyadınız? _____
2. Doğum Tarihiniz (Yıl)? _____
3. Cinsiyetiniz? Erkek _____ Kadın _____
4. Mavi Yaka/Beyaz Yaka? (birini işaretleyiniz)
Mavi Yaka __
Beyaz Yaka __
5. Eğitim Durumunuz? (birini işaretleyiniz)
İlkokul _____
Ortaokul _____
Lise _____
Üniversite _____
Master _____
Doktora _____
Diğer _____
6. Bu firmada nasıl iş buldunuz? (birini işaretleyiniz)
Gazete İlanı _____
İnternet _____
Danışmanlık Firması _____
Tanıdık, Hısım, Akraba _____
Diğer (belirtiniz) _____
7. Mesleğiniz? _____
8. Bu firmadaki ünvanınız? _____
9. Görev Yeriniz? _____
10. Bu görevdeki çalışma yılınız? _____
11. Bu firmadaki toplam hizmet yılınız? _____
12. Toplam çalışma yılınız? _____

2. BÖLÜM

Bu bölümde işinizle ilgili bazı sorular yöneltilmektedir. **Her bir soru için en uygun cevabı yansıtan rakamı daire içine alınız.**

Aşağıda bir **örnek** verilmiştir.

İşiniz ne dereceye kadar mekanik araçlarla çalışmayı gerektiriyor?

1	2	3	4	5
Çok az; bu iş hemen hemen hiç bir mekanik araçla uğraşmayı gerektirmez.		Orta derecede; bu iş bazen mekanik araçlarla uğraşmayı gerektirir.		Çok fazla; bu iş sürekli olarak mekanik araçlarla uğraşmayı gerektirir.

Örneğin, işinizde sürekli olarak makinalarla uğraşılıyor ama, aynı zamanda bir parça masa işi de yapılıyorsa yukarıda gösterildiği gibi **4** rakamını daire içine alabilirsiniz.

1- İşinizi nasıl yapacağınıza ne derece kendiniz karar verebilirsiniz?

1	2	3	4	5
Çok az; bu iş tabiatı gereği kişiye nasıl ve ne zaman çalışılacağı konusunda hemen hemen hiç karar verme imkanı tanımaz.		Orta derecede; birçok şey standart hale getirildiğinden bu iş yapmanın kontrolü altında değildir, ama işle ilgili bazı kararlar alınmasına imkan tanır.		Çok fazla; bu işte ne zaman ve nasıl çalışılacağı konusundaki karar tamamen işi yapmanın sorumluluğu altındadır.

2- İşiniz ne ölçüde kendi içinde bir bütündür? Yani, yaptığımız şey belirli bir başı ve sonu olan bütün bir iş midir? Yoksa başkaları veya otomatik makineler tarafından bitirilen bir işin sadece küçük bir parçası mıdır?

1	2	3	4	5
Bu iş bir bütünün son derece ufak bir parçasıdır. Çalışmalarımın sonucu nihai ürün veya hizmette görülmez.		Bu iş bir bütünün orta büyüklükte bir parçasıdır. Çalışmalarım nihai ürün veya hizmette görülebilir.		Bu iş başından sonuna kadar benim bitirdiğim bir bütünü kapsar. Çalışmalarımın sonucu kolaylıkla nihai ürün veya hizmette görülür.

3- İşinizde ne derece çeşitlilik vardır? Yani, işiniz çeşitli beceri ve yetenekleri kullanarak birçok değişik şey yapmayı ne ölçüde gerektirir?

1	2	3	4	5
Çok az; bu iş sürekli olarak aynı alışılmış şeyleri tekrar tekrar yapmayı gerektirir.		Orta derecede çeşitlilik		Çok fazla; bu iş birçok değişik beceri ve yetenekleri kullanarak birçok şey yapmayı gerektirir.

4- Genel olarak, işiniz ne derece önemli ve anlamlıdır? Yani yaptığınız işin sonucu, insanların hayatlarını veya durumlarını önemli derecede etkiler mi?

1	2	3	4	5
Çok anlamlı değil; çalışmaların sonucunun diğer insanlar üzerinde fazla bir etkisi yoktur.		Orta derecede anlamlı ve önemlidir.		Çok fazla; çalışmaların sonucunun diğer insanlar üzerinde çok önemli etkisi vardır.

5- Performansınızın iyi olup olmadığına yönelik bilgiyi işin kendisinden almak ne derece mümkündür? Yani işinizin kendisi, amirlerinizin veya mesai arkadaşlarınızın sağlayabileceği bilgiden başka başarılı olup olmadığınız konusunda ne kadar ipucu sağlar?

1	2	3	4	5
Çok az; bu iş öyle düzenlenmiştir ki işi yapan nasıl yaptığı konusunda bir bilgiye sahip olmadan devamlı çalışır.		Orta derecede; bu işi yapmak bazen işi yapana performansla ilgili bilgi sağlar.		Çok fazla; bu işin düzenleniş biçimi işin nasıl yapıldığı hakkında sürekli bilgi verir.

3. BÖLÜM

Bu bölümde herhangi bir işi tanımlamak için kullanılabilen ifadeler sıralanmıştır. Sizden her ifadenin işinizi ne kadar doğru tanımladığını belirtmeniz istenmiştir. Buna karar verirken işinizi sevip sevmediğinize bakmaksızın değerlendirmelerinizi yapmanız gerekmektedir. Verilen ölçeği kullanarak her ifadenin ne oranda doğru olduğunu belirleyiniz ve uygun rakamı daire içine alınız.

Verilen ifade işiniz için ne derece geçerlidir?

		Çok yanlış	Kısmen yanlış	Emin değilim	Kısmen doğru	Çok doğru
1	İşim bir dizi karmaşık ve yüksek düzeyde beceri kullanmayı gerektirir.	1	2	3	4	5
2	İşim, bir bütün işi başından sonuna kadar yapmaya olanak tanıyacak biçimde düzenlenmiştir.	1	2	3	4	5
3	İşimin gerektirdiklerini yapmak başarıyı belirlemek açısından birçok imkan sağlar.	1	2	3	4	5
4	İşim oldukça basit ve tekrarlanan bir niteliktedir.	1	2	3	4	5
5	İşimin nasıl yapıldığı birçok kişiyi etkiler.	1	2	3	4	5
6	İşim, kişisel insiyatifimi veya yargımı kullanmama asla imkan tanımaz.	1	2	3	4	5
7	İşim, başladığım iş bölümlerini tamamen bitirmeme olanak sağlar.	1	2	3	4	5
8	İşim, ne derece başarılı olduğum konusunda bana çok az ipucu sağlar.	1	2	3	4	5
9	İşimin nasıl yapacağım konusunda bağımsızlık ve özgürlüğüm vardır.	1	2	3	4	5
10	İşim, burada yapılan işlerin toplamı düşünüldüğünde, çok önemli ve anlamlı değildir.	1	2	3	4	5

4. BÖLÜM

Aşağıda verilen maddeler işinizi farklı yönleriyle ele almaktadır. Kendinize “İşimin bu yönünden ne kadar tatmin oluyorum?” sorusunu sorunuz ve cevabınızı verilen ölçeği kullanarak belirtiniz. İşinizin söz konusu yönünden ne kadar memnun olduğunuzu rakamlardan uygun bulduğunuzu daire içine alarak belirtiniz.

Örneğin, işinizi **toplumda bir yer edinme imkanı** açısından pek tatmin edici bulmuyorsanız soruyu aşağıda gösterildiği şekilde cevaplayabilirsiniz.

	Hiç tatmin etmiyor	Pek tatmin etmiyor	Ne ediyor ne etmiyor	Oldukça tatmin ediyor	Çok tatmin ediyor
Toplumda bir yer edinme imkanı	1	2	3	4	5

		Hiç tatmin etmiyor	Pek tatmin etmiyor	Ne ediyor ne etmiyor	Oldukça tatmin ediyor	Çok tatmin ediyor
1	Sürekli birşeylerle meşgul olabilme imkanı	1	2	3	4	5
2	Kendi kendime çalışma imkanı	1	2	3	4	5
3	Zaman zaman farklı şeylerle meşgul olma imkanı	1	2	3	4	5
4	Toplumda bir yer edinme imkanı	1	2	3	4	5
5	Amirimin elemanlarına karşı davranış tarzı	1	2	3	4	5
6	Amirimin karar verme konusundaki yeterliliği	1	2	3	4	5
7	Vicdanıma ters düşmeyen şeyleri yapabilme imkanı	1	2	3	4	5

		Hiç tatmin etmiyor	Pek tatmin etmiyor	Ne ediyor ne etmiyor	Oldukça tatmin ediyor	Çok tatmin ediyor
8	Sürekli bir işe sahip olma imkanı (iş güvenliği)	1	2	3	4	5
9	Başkaları için bir şeyler yapabilme imkanı	1	2	3	4	5
10	Başkalarına ne yapacaklarını söyleme imkanı	1	2	3	4	5
11	Yeteneklerimi kullanabilme imkanı	1	2	3	4	5
12	Firma politikasını uygulama imkanı	1	2	3	4	5
13	Aldığım ücret	1	2	3	4	5
14	Bu işte ilerleme imkanım	1	2	3	4	5
15	Kendi kararımı verme özgürlüğü	1	2	3	4	5
16	İş yaparken kendi yöntemlerimi deneme imkanı	1	2	3	4	5
17	Çalışma koşulları	1	2	3	4	5
18	Çalışma arkadaşlarının birbiriyle anlaşması	1	2	3	4	5
19	Yaptığım işten dolayı aldığım övgü	1	2	3	4	5
20	İşimden elde ettiğim başarı duygusu	1	2	3	4	5

5. BÖLÜM

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

		Kesinlikle katılmıyorum	Kısmen katılmıyorum	Tarafsızım	Kısmen katılıyorum	Kesinlikle katılıyorum
1	Meslek hayatımın kalan kısmını bu firmada geçirmek beni çok mutlu eder.	1	2	3	4	5
2	Daha iyi bir imkan çıkarsa mevcut firmamdan ayrılmanın ayıp olmadığını düşünüyorum.	1	2	3	4	5
3	Firmama karşı güçlü bir aidiyet hissim yok.	1	2	3	4	5
4	İstesem de şu anda firmamdan ayrılmak benim için çok zor olurdu.	1	2	3	4	5
5	Bu firmanın benim için çok kişisel (özel) bir anlamı var.	1	2	3	4	5
6	Bu işyerinden ayrılıp burada kurduğum kişisel ilişkileri bozmam doğru olmaz.	1	2	3	4	5
7	Şu anda firmamdan ayrılmak istediğime karar versem hayatımın çoğu alt üst olur.	1	2	3	4	5
8	Yeni bir işyerine alışmak benim için zor olur.	1	2	3	4	5

		Kesinlikle katılmıyorum	Kısmen katılmıyorum	Tarafsızım	Kısmen katılıyorum	Kesinlikle katılıyorum
9	Bu firmanın meselelerini gerçekten kendi meselelerim gibi hissediyorum.	1	2	3	4	5
10	Bu firmaya 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 işyerinin buradan daha iyi olacağını garantisiz yok, burayı hiç olmazsa biliyorum.	1	2	3	4	5
13	Firmama çok şey borçluyum.	1	2	3	4	5
14	Bu işyerinden ayrılıp başka bir yerde sıfırdan başlamak istemezdim.	1	2	3	4	5
15	Buradaki insanlara karşı yükümlülük hissettiğim için firmamdan şu anda ayrılmam.	1	2	3	4	5
16	Biraz daha fazla para için mevcut işyerimi değiştirmeyi ciddi olarak düşünmezdim.	1	2	3	4	5
17	Kendimi firmamda ailenin bir parçası gibi hissetmiyorum.	1	2	3	4	5
18	Benim için avantajlı olsa da firmamdan şu anda ayrılmanın doğru olmadığını hissediyorum.	1	2	3	4	5

		Kesinlikle katılmıyorum	Kısmen katılmıyorum	Tarafsızım	Kısmen katılıyorum	Kesinlikle katılıyorum
19	Bu firmaya sadakat göstermenin görevim olduğunu düşünüyorum.	1	2	3	4	5
20	Firmam maddi olarak zor durumda olsa bile onu asla bırakmam.	1	2	3	4	5
21	Bu firmadan ayrılmanın olumsuz sonuçlarından biri alternatif işlerin olmamasıdır.	1	2	3	4	5
22	Bu firmaya gönül borcu hissediyorum.	1	2	3	4	5
23	Bu firmanın 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 firmayı bırakmayı düşünemeyecek kadar az iş seçeneğim olduğunu düşünüyorum.	1	2	3	4	5
26	Bu firmanın amaçlarını benimsiyorum.	1	2	3	4	5
27	Bu firma sayesinde ekmek parası kazanıyorum, karşılığında sadakat göstermeliyim.	1	2	3	4	5
28	Eğer bu firmaya kendimden bu kadar çok vermiş olmasaydım başka yerde çalışmayı düşünebilirdim.	1	2	3	4	5

		Kesinlikle katılmıyorum	Kısmen katılmıyorum	Tarafsızım	Kısmen katılıyorum	Kesinlikle katılıyorum
29	Mevcut firmamdan ayrılıp birlikte çalıştığım insanları yarı yolda bırakmak istemem.	1	2	3	4	5
30	Firmamdan şimdi ayrılısam kendimi suçlu hissedirim.	1	2	3	4	5
31	Zaman geçtikçe mevcut firmamdan ayrılmanın zorlaştığını hissediyorum.	1	2	3	4	5
32	Bu firma benim sadakatimi hak ediyor.	1	2	3	4	5

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

Yapılan bu araştırma ile ilgili olarak paylaşmak istediğiniz düşünceleriniz varsa lütfen aşağıdaki boşluğa yazınız:

KATILIMINIZ VE KATKILARINIZ İÇİN ÇOK TEŞEKKÜR EDERİZ.

APPENDIX O. ARAŐTIRMA KİTAPÇIĐI 2



**ORTA DOĐU TEKNİK ÜNİVERSİTESİ
İŐLETME BÖLÜMÜ**

İŐE YÖNELİK TUTUM VE DAVRANIŐLAR ARAŐTIRMASI

KASIM 2005

AraŐtırma Koordinatörü: Dr. Pınar ACAR

GİRİŞ

Bu anket Orta Doğu Teknik Üniversitesi İşletme Bölümü Genel İşletme Doktora Programı bünyesinde yürütülen ve **çalışanların işleri ile tutum ve davranışları arasındaki ilişkiyi** araştıran bir çalışmanın parçasıdır. Anketteki soruların/ifadelerin doğru veya yanlış cevabı yoktur. Yöneticisi olduğunuz astlarınızın firmanızda işleriyle ilgili olarak edindikleri davranışları araştırmaktayız.

Anketin araştırmamıza katkı sağlayabilmesi için sizden istenen bilgileri eksiksiz, tarafsız ve doğru olarak doldurmanız önem taşımaktadır. Bunu gerçekleştirebilmek için sizden beklenen gerçek düşüncelerinizi açık olarak ifade etmenizdir. Araştırmada anket doldurmanın **kim olduğu değil, sorulara verilen cevaplar önemlidir.**

Bu araştırma firmanızda dağıt-topla yöntemi ile gerçekleştirilecektir. Dağıt-topla yöntemine göre doldurup ağızları kapalı zarflara koyacağınız anketler ODTÜ İşletme bölümündeki ilgili araştırmacılara ulaştırılacak ve burada bilgisayara girilerek sonuçlar **hiç kimsenin ismini ortaya çıkarmayacak şekilde** sayısal tablolar ve rakamlar haline dönüştürülecektir. Bu şekilde elde edilen sonuçlar bilimsel amaçla kullanılacak ve yanıtlar sadece ilgili araştırmacılar tarafından görülecektir. **Bireysel düzeyde bir değerlendirme kesinlikle yapılmayacak ve kişiye ait bilgiler tamamen gizli tutulacaktır.**

Anket katılımcıları eğer isterlerse araştırma koordinatörü Dr. Pınar ACAR'a aşağıda belirtilen elektronik posta adresinden mesaj atarak araştırma sonuçlarının bir özetini temin edebilirler. Ayrıca ankete yönelik sorularınızı ve görüşlerinizi aşağıda verilen telefon numarası ve elektronik posta adresi yoluyla araştırma koordinatörü Dr. ACAR'a ulaştırabilirsiniz.

Bu araştırmanın gerçekleştirilmesine zaman ayırarak destek olduğunuz ve katkıda bulunduğunuz için şimdiden teşekkür eder, çalışmalarınızda başarılar dileriz.

Bölüm Başkanı
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İşletme Bölümü
Orta Doğu Teknik Üniversitesi
Tel: +90 312 2102014
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Dr. Pınar ACAR
İşletme Bölümü
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Tel: +90 312 2102052
pacar@metu.edu.tr

Lütfen amiri olduğunuz herkes için aşağıdaki anketi doldurunuz. Aşağıdaki ifadelerin astınızın davranışlarını ne oranda yansıttığını belirleyip daire içine alınız.

Firma Adı: _____ Firma Tel No: _____

Firma Adresi: _____

Amirin Adı Soyadı: _____

Astın Adı Soyadı: _____

Firmanın Kuruluş Tarihi Nedir? _____

Firmada Çalışan Toplam Kişi Sayısı Ne Kadardır? _____

		Hiç katılmıyorum	Katılmıyorum	Ne katılıyorum ne katılmıyorum	Katılıyorum	Tamamen katılıyorum
1	İş yükü ağır olan kişilere yardım eder.	1	2	3	4	5
2	“Ağlamayan bebeğe meme verilmez” tabirindeki bebek tavırlarını sergiler.	1	2	3	4	5
3	Aldığı paranın hakkını vermesi gerektiğine inanır.	1	2	3	4	5
4	Önemsiz konular hakkında yakınlık çok zaman harcar.	1	2	3	4	5
5	Çalışma arkadaşlarına sorun çıkartmaktan kaçınır.	1	2	3	4	5
6	Gelişmeleri düzenli olarak takip eder ve haberdar olur.	1	2	3	4	5
7	Pireyi deve yapma eğilimindedir.	1	2	3	4	5
8	Hareketlerinin arkadaşlarının üzerinde yaratabileceği etkiyi göz önünde bulundurur.	1	2	3	4	5
9	Zorunlu olmasa da önemli olan toplantılara katılır.	1	2	3	4	5

		Hiç katılmıyorum	Katılmıyorum	Ne katılıyorum ne katılmıyorum	Katılıyorum	Tamamen katılıyorum
10	Arkadaşlarına yardım etmeye her zaman hazırdır.	1	2	3	4	5
11	Katılması zorunlu olmadığı halde firmanın imajının yararına olacak faaliyetlere katılır.	1	2	3	4	5
12	Firmayla ilgili duyuruları, mesajları ve diğer yazılı materyalleri takip eder ve okur.	1	2	3	4	5
13	İşe gelememiş arkadaşlarına yardım eder.	1	2	3	4	5
14	Başkalarının hakkını ihlal etmez.	1	2	3	4	5
15	İşle ilgili sorunları olan arkadaşlarına kendi isteğiyle yardım eder.	1	2	3	4	5
16	Olumlu şeyler yerine daima yanlışlar üzerine odaklanır.	1	2	3	4	5
17	Diğer çalışanlarla ilgili olabilecek sorunları engellemek için önlemler alır.	1	2	3	4	5
18	İşe devamlılığı ortalamanın üstündedir.	1	2	3	4	5
19	Firmanın yaptıkları ile ilgili daima bir kusur bulur.	1	2	3	4	5
20	Davranışlarının diğer insanların işlerini nasıl etkilediğini göz önüne alır.	1	2	3	4	5
21	Fazladan molalar vermez.	1	2	3	4	5

		Hiç katılmıyorum	Katılmıyorum	Ne katılıyorum ne katılmıyorum	Katılıyorum	Tamamen katılıyorum
22	Kimse görmese de firmanın kurallarına ve düzenlemelerine uyar.	1	2	3	4	5
23	Zorunlu olmadığı halde işe yeni başlayanların uyum sağlamalarına yardımcı olur.	1	2	3	4	5
24	En vicdanlı çalışanlardan birisidir.	1	2	3	4	5

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

Yapılan bu araştırma ile ilgili olarak paylaşmak istediğiniz düşünceleriniz varsa lütfen aşağıdaki boşluğa yazınız:

KATILIMINIZ VE KATKILARINIZ İÇİN ÇOK TEŞEKKÜR EDERİZ.

APPENDIX P. PILOT STUDY – FACTOR ANALYSIS

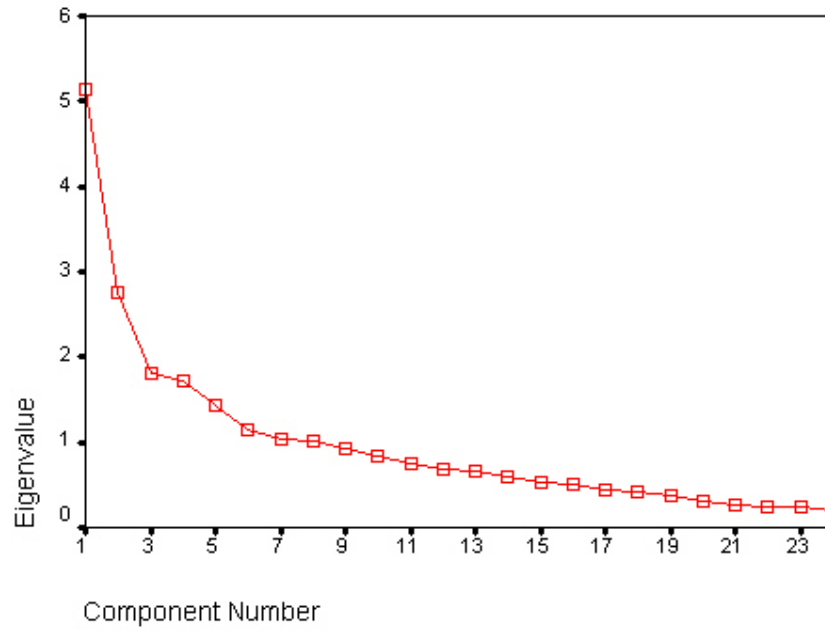
KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.708
Bartlett's Test of Sphericity	Approx. Chi-Square	813.642
	df	276
	Sig.	.000

Total Variance Explained			
	Rotation Sums of Squared Loadings		
Component	Total	% of Variance	Cumulative %
1	3.469	14.455	14.455
2	2.664	11.101	25.556
3	2.629	10.953	36.509
4	2.208	9.202	45.711
5	1.873	7.806	53.516
Extraction Method: Principal Component Analysis.			

Component Transformation Matrix					
Component	1	2	3	4	5
1	.712	-.010	.497	.372	.328
2	.086	.955	-.214	.184	-.042
3	-.612	.204	.752	.118	.062
4	-.161	-.210	-.180	.871	-.371
5	-.291	-.055	-.329	.234	.866
Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.					

Rotated Component Matrix(a)					
	Component				
	1	2	3	4	5
OCBS1	.689	-8.249E-02	5.698E-02	-6.282E-02	4.433E-02
OCBS2	-.124	.645	-8.317E-02	5.341E-02	-.234
OCBS3	.573	.206	.183	.109	-.159
OCBS4	.377	.593	4.664E-02	-.110	-.171
OCBS5	.240	.142	.318	.107	.444
OCBS6	8.809E-02	-2.018E-02	.636	.285	.150
OCBS7	-2.916E-02	.686	-.146	-8.278E-02	.161
OCBS8	-3.839E-02	2.491E-02	.315	.113	.525
OCBS9	.132	-3.831E-02	.734	1.895E-02	.179
OCBS10	.256	-.154	.118	8.620E-02	.712
OCBS11	.367	-.251	.728	-9.778E-03	-7.799E-02
OCBS12	6.828E-03	9.203E-02	.778	-5.628E-02	.184
OCBS13	.513	-6.550E-02	8.814E-02	2.956E-02	.474
OCBS14	.210	.497	6.387E-02	.262	.245
OCBS15	.764	6.436E-02	.159	.125	.245
OCBS16	-3.858E-02	.695	2.652E-02	6.387E-02	.136
OCBS17	.726	5.283E-03	-9.666E-02	.158	.246
OCBS18	7.677E-02	.188	-.142	.606	8.639E-02
OCBS19	-4.731E-02	.671	2.570E-02	3.984E-02	-.159
OCBS20	.409	-9.534E-02	.150	.498	4.148E-02
OCBS21	-.114	9.111E-02	7.947E-02	.804	.116
OCBS22	.223	-.108	.310	.608	-.396
OCBS23	.680	-2.600E-02	.260	.241	6.618E-02
OCBS24	.320	-7.230E-02	9.411E-02	.498	.168
Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.					
a Rotation converged in 6 iterations.					

Scree Plot



APPENDIX R. TEZİN TÜRKÇE ÖZETİ

Günümüzde yöneticiler için en önemli konulardan birisi çalışanları iş başarısı için işbirliği yapmaya yönlendirmektir (Smith, Carroll ve Ashford, 1995). Ancak bunu gerçekleştirmek, iş çevrelerinin gittikçe artan belirsizliği nedeniyle gün geçtikçe daha da zor bir hal almaktadır. Bugünün karmaşık örgütlerinde, çalışanlar görevlerini gerçekleştirmek için örgüt içerisindeki farklı fonksiyonlarda aynı anda çalışabilmektedirler. Bu durum her kademedeki çalışanların davranışlarına yeni sorumluluklar getirmektedir. Örgütler, çalışanların pekçok farklı görevi aynı anda gerçekleştirmelerini ve örgütün kullandığı teknolojileri çok iyi anlamalarını beklemektedirler (Snow, Miles ve Coleman, 1992). Günümüzde, örgütlerin en önemli gereksinimlerinden birisi, iş tanımlarının ötesinde bir işbirliği ve yenilikçiliktir. Çünkü örgütler sürekli değişen çevreye uyum sağlamaya çalışırken çalışanlardan ne bekleyeceklerini bugünden tam olarak belirleyememektedirler (Organ, Podsakoff ve MacKenzie, 2006). Dolayısıyla örgütler, problem çözen, inisiyatif kullanan ve belirsizliklerle mücadele edebilecek çalışanlar aramaktadırlar. Çalışanlardan gönüllülük ve uyum sağlamaya dayalı, biçimsel olmayan, iş sözleşmeleriyle zorunlu hale getirilen davranışların çok daha ötesinde davranışlar beklenmektedir.

İlk olarak 1930'lu yıllarda Barnard tarafından ele alınan örgütsel vatandaşlık davranışı (ÖVD) kavramı, biçimsel rol davranışı dışında "rol dışı davranışlar" olarak ifade edilmiştir. Daha sonra yönetim bilimci Organ ve arkadaşları örgütsel vatandaşlık davranışı konusunda çalışmalara başlamışlardır. Örgütsel vatandaşlık davranışı "doğrudan olmayan ya da resmi ödül sisteminde açık olarak anlaşılmayan ve bir bütün olarak örgütün etkinliğini artıran, isteğe bağlı bireysel davranıştır". Örgütsel vatandaşlık davranışları emir vermeye dayalı olmayan, örgütsel fayda sağlayan, biçimsel olmayan, aynı zamanda şikayet etme gibi istenmeyen davranışları azaltan, işi zamanında bitirme, yenilikçi olma ve diğer çalışma arkadaşlarına gönüllü yardım etme gibi davranışları içerir. Örgütün verimliliği, örgütsel vatandaşlık davranışları yoluyla, örgütü yıkıcı ve istenmeyen davranışlardan

koruyarak, çalışanların yetenek ve becerilerini geliştirerek ve etkin bir koordinasyon kurarak artırılabilir (Çetin, 2004). İşletmelerde örgütsel vatandaşlık davranışının işletme performansını artırdığı düşünülmektedir.

Bunun sebebi örgütsel vatandaşlık davranışının:

- 1) Çalışan ve yönetici verimliliğini artırıcı özellikler içermesi,
- 2) Destek fonksiyonlarındaki kaynakları açığa çıkartması,
- 3) Takım içi ve takımlar arası işbirliğini artırması, ve
- 4) Organizasyonların çevresel değişimlere uyum sağlamasını kolaylaştırmasıdır.

Örgütsel davranış yazınında örgütsel vatandaşlık davranışı ile ilgili tartışmalar Morrison (1994) ile başlamaktadır. Morrison örgütsel vatandaşlık davranışının rol içi davranıştan farklı olup olmadığını sorgulamıştır ve farklı olmadığı yönünde deneysel kanıtlar bulmuştur. Birçok özel davranışın, çalışanların rollerinin gereğinin bir parçası olduğunu ve Organ'a ait "isteğe bağlı" ve "örgütsel ödüllendirme sistemi tarafından çalışanların resmi olarak ödüllendirilmediği davranışlar" ayrımlarının örgütsel vatandaşlık davranışını tanımlamak için yeterli olmadığını iddia etmiştir. Bu tartışmalar sonucu Organ, mevcut örgütsel vatandaşlık tanımını gözden geçirmiş ve Borman ile Motowidlo'nun (1997) bağlamsal performans tanımını kabul etmiştir. Bu tanıma göre bağlamsal performans, "örgütte çalışanların işlerini gerçekleştirdikleri sosyal ve psikolojik çevredeki performansı artıran" davranış olarak açıklanır (Çetin, 2004). Bağlamsal performans herhangi bir zorunluluktan kaynaklanmasa da örgütün işleyişi için çok önemlidir. Bağlamsal performans görev faaliyetlerini destekleyen psikolojik ve sosyal altyapıya katkıda bulunmaktadır.

Organ, ÖVD için beş boyut önerir. Bunlar özgecilik (diğerlerini düşünme), vicdanlılık (ileri görev bilinci), nezaket tabanlı bilgilendirme, sivil erdem (örgütün gelişimine destek verme) ve gönüllülük/centilmenliktir (Çetin, 2004). Bu boyutlarıyla ÖVD, yazında çeşitli kavramlarla ilişkilendirilmiştir. Çalışan özellikleri, iş özellikleri, örgütsel özellikler ve

liderlik bu kavramların başlıcalarını oluşturmaktadır. Çalışan özellikleri (ör., Alotaibi, 2001) ve liderlik davranışları (ör., MacKenzie, Podsakoff ve Rich, 2001) bu kavramlar arasında ÖVD ile en yakın ilişkili olan kavramlardır. ÖVD yazınında, iş doyumu ve örgütsel bağlılığın iş özellikleri ve ÖVD arasındaki ilişkideki rolünü araştıran çok az sayıda çalışma bulunmaktadır (Organ ve arkadaşları, 2006). Organ ve arkadaşları (2006) iş özellikleri ile ÖVD arasındaki ilişkinin araştırılması gereken zengin bir alan olduğunu ve bu konuda yazında eksiklik bulunduğunu belirtmektedir.

ÖVD yazını iki temel esasa dayanır: (1) iş davranışları, (2) eğilim/kişilik (Organ, 1990). ÖVD ile iş davranışları arasındaki ilişki, sosyal değişim kuramında, çalışanların ÖVD ile kendi örgütlerinin davranışlarına karşılık vermek için meşgul olmasını içerir. Diğer yaklaşım ise, vatandaşlık davranışına yardımcı, işbirlikçi veya dürüst gibi kişilik eğilimlerinin neden olabileceğine inanır. ÖVD çalışmalarında araştırmacılar ortak bir paydada buluşma eğilimindedirler. Bu payda, vatandaşlık davranışının bir kişinin eğilim ve zorunluluk hissinden dolayı değil, diğerlerine veya örgüte yardım etme arzusundan geldiği fikridir. Böyle kişiler “iyi askerler” veya “iyi vatandaşlar” olarak tanımlanmışlardır (Çetin, 2004).

Yapılan gözden geçirme sonucu, ÖVD yazınında ağırlıklı olan görüşün, vatandaşlık davranışının kişiye has özellikler vasıtasıyla açıklamak eğiliminde olduğudur. Öte yandan kurumların ve yöneticilerinin kontrolü altında olan ve dolayısıyla onların etkisine açık olan iş özelliklerinin örgütsel vatandaşlık davranışına etkisi yeterince gözönüne alınmamaktadır. Bu araştırma, çalışanların örgütsel vatandaşlık davranışı gösterme eğilimlerinin, iş kapsamındaki değişikliklerle açıklanıp açıklanamayacağını, çalışanların iş doyumlarının ve örgütsel bağlılıklarının örgütsel vatandaşlık davranışını nasıl etkilediğini, iş özelliklerinin iş tutumları üzerindeki etkilerini, ve iş tutumlarının iş özellikleri ve örgütsel vatandaşlık davranışı arasındaki ilişkideki etkilerini ortaya çıkarmayı amaçlamaktadır. Bu bulgular, kurumların ve yöneticilerinin, çalışanların örgütsel vatandaşlık davranışı gösterme eğilimlerini artırmak amacıyla iş tasarımlarında ve iş

koşullarında ne tür değişiklikler yapmaları gerektiğini gösterecek ve çalışanların bireysel verimliliğinin artırılması ve dolayısıyla kurumsal verimin artması açısından yazına önemli katkılarda bulunacaklardır.

Örgütlerin verimliliğini ve etkinliğini artırmak günümüzde önemli bir araştırma konusudur. ÖVD bu kapsamda son yıllarda önemi gittikçe artan bir araştırma alanı olarak dikkat çekmektedir. Geçmiş araştırmalar, ÖVD yazınına sınırlı bir katkı yapmışlardır, çünkü iş özellikleri ile örgütsel vatandaşlık davranışları arasındaki ilişkiyi tutumsal bir çerçevede gözardı etmişler ve temel olarak Kuzey Amerikan iş koşullarını esas almışlardır. Bu tez, iş özellikleri, iş doyumu, örgütsel bağlılık ve örgütsel vatandaşlık davranışları arasındaki ilişkilerin bütünleşik yeni bir modelini Türk sanayi bölgelerinden 60 firmanın 300 çalışanı ve amiriyle beraber test etmektedir.

Bu araştırma, örgütsel vatandaşlık davranışını Türkiye ortamında ele alarak, bu önemli olgunun farklı bir kültür ortamında geçerliliği incelemektedir. Bu amaçla, örgütsel vatandaşlık davranışını ölçmek için, Podsakoff ve arkadaşları (1990) tarafından geliştirilen ölçek Türkçe'ye çevrilmiştir ve bu ölçeğin güvenilirlik ve geçerlilik analizleri yapılmıştır. Ayrıca bu çalışma örgütsel vatandaşlık davranışının iş kapsamı ile dolaylı ilişkisini iş doyumu ve örgütsel bağlılık aracılığıyla inceleyerek örgütsel davranış yazınında mevcut önemli bir eksikliği de gidermektedir.

Özetle, bu tezde yanıtlamaya çalıştığımız sorular şunlardır:

- 1) İş özellikleri örgütsel vatandaşlık davranışlarını yordamakta mıdır?
- 2) İş özellikleri iş doyumunu yordamakta mıdır?
- 3) İş özellikleri örgütsel bağlılığı yordamakta mıdır?
- 4) İş doyumu örgütsel vatandaşlık davranışlarını yordamakta mıdır?
- 5) Örgütsel bağlılık örgütsel vatandaşlık davranışlarını yordamakta mıdır?
- 6) İş doyumu, iş özellikleri ile örgütsel vatandaşlık davranışları arasındaki ilişkide aracı değişken midir?
- 7) Örgütsel bağlılık, iş özellikleri ile örgütsel vatandaşlık davranışları arasındaki ilişkide aracı değişken midir?

Örgütsel vatandaşlık davranışına neyin sebep olduğu, sayıları gün geçtikçe hızlı bir şekilde artan araştırmalarda sorgulanmaktadır. Ancak bugüne kadar hiçbir araştırma, örgütsel vatandaşlık davranışının bütünleşik bir modelini geliştirememiştir. Çalışanların, örgütsel vatandaşlık davranışını, böyle bir modelle yordamaya çalışmamızın altında iki önemli neden vardır. Bunlardan birincisi, geçmiş yazının, iş doyumunu ve örgütsel bağlılığın, örgütsel vatandaşlık davranışının güçlü yordayıcıları olduğunu desteklemesidir. İkincisi ise, Hackman ve Oldham'a (1980) ait iş tasarımı kuramının, iş doyumunu ve performansı yordayan bir iş özellikleri modelini ortaya koymasındır. Çünkü iş doyumunu ve performansı yordayan iş tasarımı kuramının, örgütsel bağlılığın da katılımıyla örgütsel vatandaşlık davranışını yordayabileceği düşünülmektedir. Hackman ve Oldham'ın iş tasarımı kuramı, iş özelliklerinin, anlamlı iş deneyimi, iş sonuçlarına dair sorumluluk ve işle ilgili sonuçların bilinmesine neden olduğunu ve bu psikolojik durumların da yüksek motivasyon, iş doyumunu ve performansa sebep olduğunu ileri sürmektedir. İşin yeniden tasarımı, iş kapsamının genişletilmesi ve zenginleştirilmesi, içsel motivasyonu artırarak çalışanların iş doyumunu, örgütsel bağlılığını ve dolayısıyla örgütsel vatandaşlık davranışını anlamlı ve pozitif bir şekilde etkileyecektir. İş özelliklerinin oluşturduğu iş kapsamı ile çalışmada sorumluluk duygusu uyandırılmaktadır. Çalışan, biçimsel sorumluluklarına bakmaksızın, iş sonuçları için kendini sorumlu hissetmektedir. Motive edici iş kapsamı nedeniyle yapılan iş çalışan için psikolojik olarak anlamlı hale gelmektedir. Sonuç olarak, çalışan, yapılan işe dair artan bu anlam nedeniyle, işin bağlamsal önemini kavramakta ve çalışma arkadaşları arasındaki bağımlılıkları daha iyi görebilmektedir. Çalışan, bu daha büyük örgüt resmi yoluyla örgütteki diğer oyuncuların da bakış açılarını görebilmektedir. Dolayısıyla içsel motivasyon yoluyla iş doyumunu yordayan iş özelliklerinin, örgütsel vatandaşlık davranışını da yordayabileceği düşünülmektedir.

Bugüne kadar pekçok araştırmacının, iş özellikleri ile iş performansı arasında yeterince anlamlı bir ilişki bulamamalarının başlıca nedeni iş

rolleriyle ilgili, beceri ya da çalışma grubu normu gibi etmenlere bağımlı performans göstergeleri kullanmalarıdır. Beceri ve yetenek gibi etmenler rol dışı davranışları etkilemezler (Bateman ve Organ, 1983; Smith ve arkadaşları, 1983). Örneğin, bir grup çalışan için işler yeniden tasarlanıp, genişletildiğinde ve zenginleştirildiğinde daha önceden bu işlerle ilgili deneyim sahibi olmadıkları için hemen çok iyi bir performans gösteremeyebilirler. İş çeşitlemesi nedeniyle tatmin olmalarına rağmen, becerileri gerekli olan görevleri yerine getirmeleri için eksik olabilir. Fakat bu eksiklik, onların iş doyumunu ve örgütsel bağlılık sonucu ortaya çıkan örgütsel vatandaşlık davranışlarını göstermelerine mani olmayacaktır.

İş özelliklerinin örgütsel bağlılıkla ilişkili olduklarını gösteren araştırmalar mevcuttur (ör., Mathieu ve Zajac, 1990). Örgütlerine yüksek seviyede bağlılık duyan çalışanlar, örgütün menfaatleri için daha fazla çalışırlar. Çalışanların değerleriyle uyumlu ve ihtiyaçlarını karşılayan iş deneyimleri örgütsel bağlılığı etkilemektedir. Örgütsel bağlılık, örgütsel hedeflerin içselleştirilmesiyle ilgilidir ve bu durum çalışanın mevcut iş tanımının ötesine geçmesi için iyi bir neden oluşturmaktadır. Örgütsel olarak bağlı çalışanlar, kendilerinden birşeyler vererek örgütün iyi halinin sürmesine katkıda bulunmak isterler. Duygusal bağlılık, örgütsel davranış yazınında öne çıkan örgütsel bağlılık boyutudur (Meyer ve Allen, 1991).

İhtiyaçların tatmini, iş doyumunu için temel oluşturur. İhtiyaç-tatmin modeli, iş doyumunu anlamak için kullanılan kuramsal bir çerçevedir (Salancik ve Pfeffer, 1977). İş doyumunu, kişinin ihtiyaçları ile işin özelliklerinin doğru eşleşmesinin bir sonucudur. İş doyumunu, aynı zamanda, iş kapsamının motivasyonel potansiyeli ile de ilgilidir ve örgütsel vatandaşlık davranışının güçlü bir yordayıcısıdır (Bateman ve Organ, 1983).

Araştırma öncesi Türkçeye çevrilen örgütsel vatandaşlık davranışı ölçeği, etkinliğini test etmek ve çalışanlardan geri bildirim almak amacıyla bir ön çalışmaya tabi tutulmuştur. Ankara'daki Ostim ve İvedik organize sanayi bölgelerinden 128 kişilik bir örneklem, basit rastgele örnekleme yöntemiyle seçilmiştir. Örgütsel vatandaşlık davranışı ölçeğinin faktör

yapısı, Organ ve arkadaşları tarafından önerilen beşli boyuta oldukça yakın sonuçlar vermiştir.

Esas araştırmanın örnekleme Ostim ve İvedik organize sanayi bölgelerinde faaliyet gösteren 60 firmanın 300 çalışanı ve yöneticilerinden oluşmaktadır. Örnekleme planı, kitleyi en iyi şekilde temsil edebilmek için iki aşamalı küme örnekleme yöntemine dayanmaktadır. 80,150 kişilik kitleden 300 kişilik örneklem, basit rastgele örnekleme yönetimi uygulanarak çekilmiştir. Cevap verme oranı %100'dür.

Bu çalışmada dört ana ölçek kullanılmıştır. Bunlar görev tanı ölçeği (Hackman ve Oldham, 1980), Minnesota iş doyumu ölçeği (Weiss, Davis, England ve Lofquist, 1967), örgütsel bağlılık ölçeği (Meyer ve Allen, 1997) ve örgütsel vatandaşlık davranışı ölçeğidir (Podsakoff ve arkadaşları, 1990). Bütün ölçekler beşlidir. Görev tanı ölçeği beş boyut ve onbeş sorudan oluşmakta ve ters kodlu sorular içermektedir. Daha evvelden Türkçeye çevrilmiş ve test edilmiş bir ölçektir (Bilgiç, 1999). Minnesota iş doyumu ölçeği yirmi sorudan oluşmaktadır ve Türk iş çevresinde daha önceden uygulanmış ve başarılı sonuçlar elde edilmiş bir ölçektir (Tuncel, 2000). Örgütsel bağlılık ölçeği üç ana boyut ve 32 sorudan oluşmaktadır (Wasti, 1999). Ters kodlu sorular içermektedir. Örgütsel vatandaşlık davranışı ölçeği ise bu çalışma sırasında Türkçeye çevrilmiş ve test edilmiştir. Yirmidört soru ve beş ana boyuttan oluşmaktadır. Gönüllülük ve centilmenlik boyutunda ters kodlu sorular yer almaktadır. Bütün ters kodlu sorular, veri girişi sırasında düzeltilerek, analiz programına girilmiştir. Örgütsel vatandaşlık davranışı anketini çalışanların yöneticilerinden doldurmuşları istenmiştir. Bunun nedeni yöneticilerin, çalışanların örgütsel vatandaşlık davranışını daha nesnel olarak saptayabileceklerinin düşünülmesindedir. Bu sayede, kişilerin kendi kendilerini değerlendirmeleri sonucu ortaya çıkabilecek birtakım istatistiksel yanlılıklar ortadan kaldırılmaktadır. Araştırma saha uygulaması sırasında, çeşitli demografik bilgiler de toplanmaya çalışılmıştır. Bu demografik değişkenler

cinsiyet, yaş, kıdem, eğitim düzeyi, meslek düzeyi, iş bulma yolu, beyaz/mavi yaka ayrımı, firmanın kuruluş tarihi ve çalışan sayısıdır.

Araştırma sonucu, iş özellikleri değişkenlerinden iş bütünlüğü, özerklik ve iş kapsamının, iş doyumunu anlamlı bir şekilde yordadığı, ayrıca iş kapsamının örgütsel bağlılığı anlamlı bir şekilde yordadığı görülmüştür. İş doyumunu, örgütsel vatandaşlık davranışı boyutlarından nezaket tabanlı bilgilendirme ile gönüllülük ve centilmenliği, örgütsel bağlılık ise, örgütsel vatandaşlık davranışı boyutlarından nezaket tabanlı bilgilendirme, vicdanlılık, gönüllülük ve centilmenlik ve toplam örgütsel vatandaşlık davranışını yordamıştır. Araştırma sonucu, örgütsel vatandaşlık davranışları ile iş özellikleri arasında herhangi bir ilişkiye rastlanmamıştır. Bulgular, iş özelliklerinin herhangi bir örgütsel vatandaşlık davranışı boyutunu yordayamadığını göstermektedir.

Bu tez sonucunda, örgütsel davranış yazınına katkı olarak yedi önemli çıkarsama yapılmaktadır:

- İş özellikleri modelinin farklı kültür ortamlarındaki geçerliliği görgül olarak Türk iş ortamında gösterilmiştir.
- Örgütsel davranış yazınında, iş özelliklerini daha üst düzeyde iş kapsamı olarak değerlendirme fikri araştırma sonucu ortaya çıkan bulgular ile görgül olarak desteklenmiştir (Farh ve arkadaşları, 1990; Fried ve Ferris, 1986).
- İş özellikleri kuramının çerçevesi, örgütsel davranış yazınında ihmal edilen önemli bir bağlamsal iş tutumu olan, örgütsel bağlılığın eklenmesiyle tamamlanmıştır. Saha araştırması sonucu, iş kapsamı örgütsel bağlılığı anlamlı bir şekilde yordamıştır (Mathieu ve Zajac, 1990; Steers, 1977; Wasti, 2000).
- Örgütsel davranış yazınında belirtildiği üzere, bağlamsal bir iş tutumu olan örgütsel bağlılığın, örgütsel vatandaşlık davranışlarının güçlü bir yordayıcısı olduğu araştırma

bulgularıyla desteklenmiştir (ör., Bateman ve Organ, 1983; Smith ve arkadaşları, 1983).

- Beklenenin aksine, araştırma bulguları örgütsel bağlılığın yordayıcı rolünün iş doyumununkinden daha fazla olduğunu göstermiştir (Schappe, 1998).
- Örgütsel davranış yazınında duygusal bağlılık boyutunun ön plana çıkartılmasına rağmen, araştırma bulguları sonucu örgütsel bağlılığın bir bütün olarak örgütsel vatandaşlık davranışı üzerinde etkili olduğu anlaşılmıştır (ör., Meyer ve Allen, 1984).
- Araştırma bulguları, ilişki odaklı, kolektivistik Türk ulusal kültürünün örgütsel vatandaşlık davranışının önemini, iş tutumları iş doyumunu ve örgütsel bağlılık yoluyla gösterdiğine işaret etmiştir.

İş doyumunu – ÖVD ilişkisi sosyal değişim kuramı üzerine kurulmaktadır. Daha evvel de bahsedildiği üzere, örgüt davranışlarına karşılık vermek bu bakış açısını temel alan bir yaklaşımdır. Fakat organize sanayi bölgelerinde gözlemlenen örgütlerde, iş ilişkileri bir sosyal değişim şeklinde değildir. Özellikle örneklemin %78'ini temsil eden mavi yakalı çalışanlar için, belli bir düşük profilli performans için sağlanacak faydalar açık ve resmi olarak belirlenmiştir. Kişisel karara kalan çok fazla birşey yoktur. Çalışanlar, örgütsel vatandaşlık davranışı için bir karşılık beklememektedirler. Örgütsel vatandaşlık davranışı toplam değişkeni, gözlemlenen organize sanayi bölgelerinde, sosyal değişimin varolduğu iş ortamlarının mevcut olmamasından dolayı anlamlı bir şekilde yordanamamıştır.

İş özelliklerinin örgütsel vatandaşlık davranışını yordayamama nedenlerinin, örneklemin birtakım özel yerel etmenlerine bağlı olduğu ve bu nedenle, iş özelliklerinin örgütsel vatandaşlık davranışı üzerindeki tesirlerinin yok olduğu düşünülmektedir. Örneklemin %39'u düşük profilli, fiziksel güç gerektiren işlerde çalışan, ilkokul mezunlarından oluşmaktadır.

Bu mavi yakalı çalışanların görevleri çoğunlukla rutindir ve beceri çeşitliliği gerektirmemektedir. Örneklem daha çok genç çalışanlardan oluştuğu için (%43) kıdem seviyesi düşüktür. Bütünlük arzeden işlerde çalışmamaktadırlar ve yaptıkları işler diğer insanların hayatlarını önemli derecede etkilememektedir. Gerçekleştirdikleri işler kendi kontrollerinde değildir ve bu düşük profilli işler çalışanlara işlerini nasıl yaptıklarına dair bir geri bildirim vermemektedir. Dolayısıyla yöneticilerinin verdiği örgütsel vatandaşlık davranışı bilgileri ile çalışanların iş özellikleri arasında bir ilişki kurulamamıştır.

Saha araştırması sonuçları, iş doyumunun, gözlemlenen sanayi bölgelerinde, işlerin motivasyonel potansiyeli ile ilişkili, önemli bir tutumsal davranış olduğunu ortaya çıkartmaktadır. Fakat bu motivasyonel potansiyel, örgütsel vatandaşlık davranışının yordanmasını sağlayamamaktadır. Bunun nedeni, çalışanların yaptıkları işlerle ilgili sorumluluk hissetmemeleridir. Bir önceki paragrafta bahsedilen demografik örneklem unsurları nedeniyle, çalışanlar yaptıkları işlerin sonuçlarından sorumlu değildirler. Görevler, örgütsel vatandaşlık davranışıyla sonuçlanacak şekilde psikolojik olarak anlamlı değildir. Çalışan yaptığı işin bağlamsal önemini görememektedir ve iş arkadaşları arasındaki bağımlılıkların farkında değildir. Örgüt aktivitelerinin büyük resmi çalışanlar tarafından görülememektedir. Bu etmenlere sosyal değişimin mevcut çalışma ortamlarındaki eksikliği de eklendiğinde, iş özelliklerinin örgütsel vatandaşlık davranışını açıklayamama nedenleri daha iyi anlaşılmaktadır.

Türkiye'deki işsizlik oranları gözönüne alındığında örgütsel vatandaşlık davranışının, bir rol dışı davranış olarak, Türk işgücü açısından önemi daha da iyi anlaşılacaktır. Özellikle saha çalışmasının gerçekleştirildiği organize sanayi bölgelerinde çalışma şartları ne olursa olsun çalışma zorunluluğu Türk çalışanlar açısından yaşamak için kaçınılmaz bir gerçektir. Yapılan işler örgütsel vatandaşlık davranışına neden olmasa da, örneklem çalışanları, örgütsel vatandaşlık davranışı göstermek zorundadırlar. Ziyaret edilen iş yerlerindeki Türk çalışanlar için

sorunları oluşmadan önlemek (nezaket tabanlı bilgilendirme) ve işyerindeki sorunları şikayet etmeden hoşgörmek (gönüllülük ve centilmenlik) dışında çalışmaya devam edebilmek başka bir alternatif yoktur. Nezaket tabanlı bilgilendirme ve gönüllülük ve centilmenlik, gözlemlenen bölgelerde, iş doyumu tarafından vurgulanan örgütsel vatandaşlık davranışlarıdır.

Ziyaret edilen sanayi bölgelerindeki Türk işgücü, örgütsel bağlılık olarak kavramsallaştırılan işten ayrılmanın maliyetinin de farkındadır. Çalışmaya devam edebilmek için örgüte yönelik en önemli tutumları örgütsel bağlılıktır. Çalışanların mevcut işlerinin dışında bir alternatiflerin olmaması, örgütsel bağlılığın vurgulanmasına neden olmaktadır. Türkiye’de geçerli olan makro ekonomik konjonktür, örgütsel bağlılığın önemli bir iş tutumu olarak ön plana çıkmasında etken olmaktadır.

Korelasyon matrisi incelendiğinde, örgütsel vatandaşlık boyutları ile iş özellikleri arasında herhangi bir ilişkinin olmadığı, örgütsel vatandaşlık boyutları ile bağlamsal iş tutumları arasındaki ilişkilerinde iş tutumları ile iş özellikleri değişkenleri arasındaki ilişkilere göre daha zayıf olduğu görülmektedir. Beklendiği gibi, iş özellikleri hemen hemen tüm iş tutumlarıyla anlamlı bir şekilde ilişkili görülmektedirler. Dolayısıyla korelasyon matrisinde, iki farklı bakış açısının varlığı gözlenmektedir: çalışanlar ve amirler. Örgütsel vatandaşlık davranışı boyutları, belirgin bir şekilde, diğer iş ve tutum değişkenlerinden farklıdır. Bu durum, amir değerlendirmelerinin etkisini göstermektedir. İş özellikleri ile örgütsel vatandaşlık davranışı arasındaki ilişki, cevapların iki farklı kaynaktan alınmış olması sebebiyle görülememiş olabilir.

Bu çalışmada, örneklem verileri çok farklı sanayileri temsil etmektedir. Bunlar arasında reklam firmaları, danışmanlık şirketleri, gıda dağıtıcıları ve üretim atölyeleri yer almaktadır. Basit rastgele örnekleme yöntemini kullanan iki aşamalı küme örnekleme yaklaşımı, sonuçları olabildiğince genelleştirilebilir kılmaktadır. Amirler tarafından cevaplandırılan örgütsel vatandaşlık davranışı bilgileri de çalışmanın güçlü yanlarından birisidir.

Hangi örgütsel müdahalelerin örgütsel vatandaşlık davranışına neden olacağını anlamak, örgütsel davranış yazını açısından oldukça önemlidir. Çalışmanın uygulamaya yönelik etkileri gözönüne alındığında, bulgular görevlerin çeşitlilik, bütünlük, önem, özerklik ve geri bildirim özelliklerini taşıdıklarında, çalışanların daha tatmin olduklarını ve işlerine daha fazla bağlandıklarını, dolayısıyla örgütsel etkinliğe neden olan örgütsel vatandaşlık davranışını daha fazla gösterdiklerine işaret etmektedir. Araştırma bulguları, çalışmanın ana önermesini desteklemektedir. Daha fazla iş kapsamı, daha fazla iş doyum ve örgütsel bağlılığa neden olmakta ve bu tutumlar da örgütsel vatandaşlık davranışını tetiklemektedirler. Türk yöneticiler, özellikle örgütsel bağlılığın işyerine olan katkısını dikkate almalıdırlar, çünkü bu tutum örgütsel vatandaşlık davranışını teşvik etmektedir.

Bu tezde örgütsel vatandaşlık davranışı tutumsal etkilerle beraber iş tasarımı ortamına çekilmiştir. Yöneticiler, çalışanlarda bağlılık ve doyum duygularını harekete geçirmek için mevcut işleri yeniden ele almalı ve zenginleştirmelidirler. İşleri zenginleştirmek için çalışanları müşteri ile ilişkilendirme, yetkilendirme, işlerin birleştirilerek kapsamlarının genişletilmesi ve geri bildirim kanallarının oluşturulması ilk akla gelen çözümlerden birkaçıdır.

İş özellikleri, çalışan bağlılığı, iş doyum ve örgütsel vatandaşlık davranışı, insan kaynakları uygulamalarına odaklanılarak geliştirilebilir. İnsan kaynakları sistemlerinin bu yapılaraya yönelik kurulması oldukça önemlidir. Aksi takdirde, örgütün etkinliği azalacaktır. Eğer iş doyumunu yakalamış, örgütüne bağlı ve örgütsel vatandaşlık davranışı gösteren çalışanlara sahip olmak örgüt açısından önemliyse işe alma, değerlendirme ve ödüllendirme stratejilerinin gözden geçirilmesi gerekir.

Bu çalışma, iş özellikleri, iş doyum, örgütsel bağlılık ve örgütsel vatandaşlık davranışları arasındaki ilişkilerin daha iyi anlaşılabilmesi için bütünlük bir model ortaya koymaktadır. İş özellikleri ile örgütsel vatandaşlık davranışları, iş özellikleri ile iş tutumları ve iş tutumları ile

örgütsel vatandaşlık davranışları arasındaki ilişkilerin ileride araştırılmasına yönelik bir temel oluşturmaktadır. Örgütsel davranış yazınında, şu ana kadar incelenmemiş, başka önemli örgütsel vatandaşlık davranışı çeşitleri varolabilir. ÖVD yazınının oluşturduğu genel çerçeveyi tamamlamak için bu farklı vatandaşlık davranışı boyutları da bulunup incelenmelidir. Örgütsel vatandaşlık davranışının diğer önemli belirleyicileri ve sonuçları da gelecek araştırmalarda incelenmelidir. Araştırmacılar açısından, farklı değişkenlerle karşılaşma zenginliği söz konusudur. Örgütsel adalet ve örgütsel destek bunlardan sadece birkaç tanesidir. Liderlik davranışları, örgütsel özellikler ve kültürel yapının etkileri araştırmaya değer önemli alanlardır.

Bugüne kadar, ÖVD örgüt içine dönük olarak araştırılmıştır. Oysa örgütün çevresindeki müşterileri de kapsayacak şekilde genişletilebilir. Müşteri odaklı davranışlar örgütsel vatandaşlık davranışı çeşitleridir ve örgütsel performansı artırdıkları için daha fazla önem verilmeleri gerekmektedir.

Bu çalışmada araştırma birimi kişidir. Gelecekteki araştırmalar grup ya da örgüt seviyesinde gerçekleştirilebilir. Bugüne kadar örgütsel etkinlik birtakım finansal göstergelerle ölçülmüştür. ÖVD yazını, müşteri tutma, marka, ürün ve hizmet kalitesi gibi örgütsel seviyedeki pazarlama kavramlarıyla da zenginleştirilebilir.

Bugüne kadar, iş özellikleri, iş doyumu, örgütsel bağlılık ve örgütsel vatandaşlık davranışına yönelik araştırmaların çoğu Amerika Birleşik Devletleri'nde gerçekleştirilmiştir. Araştırmaların farklı kültürlerde yapılması, yönetim yazınına önemli katkılar sağlayacaktır.

Bu tez kuramsal ve görgül olarak iş özellikleri ile iş tutumları arasındaki ilişkilerin örgütsel vatandaşlık davranışının bütünleşik bir parçası olduğunu göstererek, iş özellikleri, iş doyumu, örgütsel bağlılık ve örgütsel vatandaşlık davranışı yazınlarına katkı yapmaktadır. Çalışmanın diğer araştırmacılara yol göstereceği umulmaktadır. Nihai örgütsel hedeflere iyi askerler yoluyla ulaşmak için örgütsel vatandaşlık davranışının belirleyicileri incelenmeye devam edilmelidir.

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WORK EXPERIENCE

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2003- Present	Türk Traktör ve Ziraat Makineleri A.Ş.	Cost Accounting Manager
2003-2004	Türk Traktör ve Ziraat Makineleri A.Ş.	Project Manager
1995-2003	Türk Traktör ve Ziraat Makineleri A.Ş.	Finance Specialist

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Tennis, Scuba, Gourmet, Computer Technologies, Movies, Motor Sports