NEAR EAST UNIVERSITY

GRADUATE SCHOOL OF SOCIAL SCIENCES

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MASTER'S PROGRAMME

MASTER'S THESIS

THE RELATIONSHIP BETWEEN ORGANIZATIONAL COMMITMENT AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR: A CASE OF A PRIVATE COMPANY IN ISTANBUL

Kerem ÖZGEN

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ABSTRACT

Since the second half of the 20th century, employee's bound to their organization continues to be one of the most important topics for employers and researchers. Some studies have shown that the concept of organizational commitment (OC) can improve performance, affiliate employees to work harder, stay in their job longer as well as contribute to making the organization more effective.

Organizational citizenship behavior (OCB) means behaviors which go beyond the formal job descriptions. OCB includes more than the specified role requirements and expectations of a job, and the worker is shown to be willing to make a contribution and achieve organizational productivity, easily.

This study's results, which are applied to 160 people selected by random sampling among the employees of a private company in Istanbul, may be summarized as follows; like this: Significant differences were found between organizational commitment (OC) and organizational citizenship behavior (OCB) sub-dimensions and socio-demographic variables. As a result of regression analysis, with 63% explanatory power, OC affects the OCB, with 55% explanatory power EC affects OCB, and with 23% explanatory power CC's effect on OCB is found to be also significant.

Key Words: Organizational Citizenship Behavior, Organizational Commitment, Socio-demographical variables, Private Company, Turkey

ÖZET

20. yüzyılın ikinci yarısından bu yana, çalışanın bulunduğu kuruluşa bağlı olması, işveren ve araştırmacılar için en önemli konulardan biri olmayı sürdürmektedir. Bazı çalışmalar, örgütsel bağlılık kavramının performansı geliştirebileceğini, bağlı çalışanların daha fazla çalışmasını, daha uzun süre mesai yapmasını ve organizasyonun daha etkin hale getirilmesine katkıda bulunduğunu göstermiştir. Örgütsel vatandaşlık davranışı, resmi görev tanımlarının ötesinde, belirtilen rol gereksinim ve beklentilerinden daha fazla olan ve işçinin rolünün örgütsel üretkenliğe kolayca katkıda bulunmaya ve katkıda bulunmaya istekli olduğu gösterilen davranışları tanımlamaktadır.

İstanbul'daki özel bir şirketin çalışanları arasından rastgele örnekleme yöntemiyle seçilen 160 kişiye uygulanan bu çalışma sonuçları şöyle özetlenebilir: Örgütsel bağlılık ve vatandaşlık alt boyutları ve sosyo-demografik değişkenler arasında anlamlı farklılıklar saptanmıştır. Regresyon analizinin sonucu %63 açıklayıcı örgütsel bağlılık, örgütsel vatandaşlık davranışını etkilemektedir, %55 açıklama gücü ile duygusal bağlılık, örgütsel vatandaşlık davranışını etkilemektedir, ve %23 açıklama gücü ile sürekli bağlılığın örgütsel vatandaşlık davranışı üzerindeki etkisi de anlamlıdır.

Anahtar Kelimeler: Örgütsel vatandaşlık davranışı, örgütsel bağlılık, Sosyo-demografik Değişkenler, Özel Şirket, Türkiye

TABLE OF CONTENTS

TABLE LIST

FIGURE LIST

CHAPTER 1
INTRODUCTION

Although organizational commitment (OC) is the attitude of the employees towards work, it has been an overarching issue, especially since the final quarter of the 20th century. No consensus has yet been reached on the definition of this concept. The most important reason for this is that researchers from different disciplines, such as sociology, psychology, social psychology and organizational behavior, have addressed the issue on the basis of their area of expertise. For this reason, when the literature on OC is examined, it is possible to come up with many different definitions.

Since the second half of the 20th century, employee loyalty continues to be one of the most exciting topics for both managers and researchers. The concept of OC has gained popularity in the literature of organizational psychology over the last years. Some studies have shown that commitment to work can improve performance, reduce absenteeism and job dismissal. The concept of OC has been the subject of many studies based heavily on experimentation as both a precursor and a consequence of the variables of work.

In theory, this concept is affiliated that employees work harder, remain in the organization, and contribute to making the organization more effective. Staying in a job with a high productivity contribution helps increase organizational productivity and ensures that employees remain in the organization.

Organizational citizenship behavior (OCB) is not an easily observed concept within the organization. Therefore, it is necessary to analyze and monitor the behaviors of the employees in the organization, their attitudes towards their colleagues, the behaviors that they showed while performing their duties, and many other similar situations. OCB focuses on behaviors outside official duties. Although the organization's ability to fulfill behaviors in formal job descriptions is sufficient for organizational productivity, the benefits of providing additional organizational behavior over these job descriptions are an indication of how important OCB is for the organization.

Many precursors can be effective in observing OCB. These premises may be organizationally defined, centrally structured precursors, or personal precursors. Personal precursors are the individual traits associated with the character of the person

and with whom he / she lead to the formation of organizational citizenship behavior in the individual.

1.1 Significance of the Study

Because of OCB's influence on organizational effectiveness, it makes sense to investigate the variables that increase OCB in organizations (Podsakoff et al., 2009). Identifying predictors of OCB has been an important area of investigation in the management literature. There are many researchers claiming that organizational commitment as well as job satisfaction is the strongest predictors of organizational citizenship behaviors (Bateman and Organ, 1983; Smith et al., 1983).

This study extends OC and OCB by trying to explain the OC and OCB relationship in a Turkish cultural environment. The aim of the study is to analyze the relationship between OC and OCB The present study will provide important information about the effects of OC on OCB.

In the past, most of the research in the organizational behavior literature was primarily done within the North American cultural context by using measures adapted to that culture (Aycan et al., 2000). Therefore, the findings of previous research may not be generalized to different cultures since the characteristics of North American countries may not be valid in other countries (Mengüç, 2000). This study will also enable an understanding as to whether OC and OCB may vary according to the cultural context. Therefore, the study will provide contributions to Turkish managers in regards to OC and OCB.

1.2 Research Questions

In this study, it is suggested that organizational commitment (OC) influences organizational citizenship behavior (OCB). The following research questions are addressed with the proposed research model presented in Figure 1;

1. Does organizational commitment predict organizational citizenship behavior?
2. Does emotional commitment predict organizational citizenship behavior?
3. Does continuity commitment predict organizational citizenship behavior?

4. Does normative commitment predict organizational citizenship behavior?
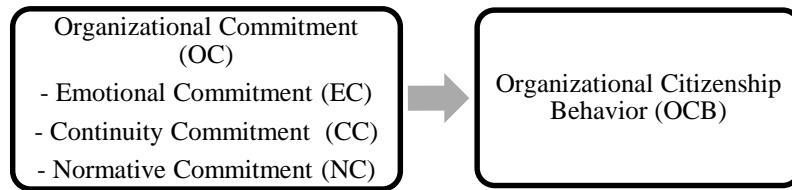
Figure 1. Proposed Research Model

CHAPTER 2
A REVIEW OF THE LITERATURE

This chapter provides a literature review of organizational commitment and organizational citizenship behavior which are the main concepts of this study.

2.1. Organizational Citizenship Behavior

Organizational citizenship behavior (OCB) means attitudes that go beyond the formal job descriptions and that exceed the specified role requirements and expectations of a job that the worker is shown to do willingly to make a contribution (Feather and Rauter, 2004:82).

This concept describes voluntary individual behaviors that contribute to organizational goals by contributing to the social and psychological environment (Lievens and Anseel, 2004:300). Beyond the formal requirements of the job, OCB, which has an understanding of formal or official job descriptions, has also received various names in different studies, such as role-based behaviors, social organization behaviors, organizational spontaneity, or civilian organizational behavior (Somech and Drach-Zahavy, 2004:282).

At the same time, OCB has been used in a variety of contextual performance (Goodman and Svyantek, 1999:255) or social organization behavior (Finkelstein and Penner, 2004:384) to emphasize volunteerism in the behavior of the individual and to explain how these behaviors differ from formal tasks.

OCB is individual behaviors that are desired and desirable for the organization and contribute to organizational effectiveness (Organ, 1998:47). Helping a colleague who cannot come to work, volunteering to do things that are officially required but not necessary obligations, helping newcomers to socialize, helping them overcome difficulties in other employees, helping supervisors or managers behaviors such as being supportive, supporting them, suggesting new and creative ideas that contribute to the organization, participating in more work than necessary (for example, taking less legal vacation permit) and notifying them when they cannot get to work are considered as OCB (Kelloway et al. , 2002:144).

There are two dimensions of work attitudes that lead to OCB; the first one is the cognitive dimension or thoughts towards the characteristics of an attitude object. The second is the attitude that includes the affective dimension or feelings towards the object. In this sense, the cognitive and affective attitudes towards the individual's work play an important role in OCB (Penner et al., 1997:117).

In addition to those who say that OCB is a positive emotional outcome, there are also some people who express an existence of a cognitive cause. In fact, it may extend as far back as to Barnard (1938) who stressed that organizational citizenship or role-based behaviors should be willing to base their work on the organization's energy (Turnipseed and Murkison, 2000:283). OCB is based on personal desire, voluntary effort and sincere voluntary behaviors (Goodman and Svyantek, 1999:256). In this sense, the volunteers themselves choose to be a volunteer and do not have to act like that because of personal or professional relationships (Penner et al., 1997:118). There is no expectation of any external prize in the OCB.

2.1.1. Sub-Dimensions of OCB

The sub-divisions of OCB are "conscientiousness", "sportsmanship", "civic virtue", "courtesy" and "altruism".

Altruism: The attitude of altruism includes employees' willingness to participate, their mutual benefit, voluntary behavior in support of each other in work related positions, attitudes towards supporting other employees and preventing business-related problems from arising. Persons with this attitude also show tranquil and motivating behaviors of their friends, as well as behaviors that prevent problems from coming to fruition. The support that an employee shows to his or her friends who cannot complete his work in time and cannot adapt to his or her work can be exemplified with the attitude of altruism (Turnipseed and Murkison, 2000:283). According to Organ (1988) the notion of altruism can be summarized as helping behavior, in order to help the organization more than them. The main purpose here is; are behavioral movements in which the individual has been completely free, without being under any pressure. Altruism is regarded as the most important dimension of OCB. Volunteerism is voluntary behavior to help specific individuals who interact face-to-face at work (Podsakoff, 2000:518). For example, behaviors aimed at helping new entrants to work, work colleagues with or without work, helping clients, using tools, completing tasks,

attaining certain information, preparing them at the time of a project or presentation (Allison et al., 2001 : 283) can be given as an example of altruism.

Courtesy: The concept of courtesy is explained as a necessary dimension for the communication that must be used during the process of taking the decisions that the members of the organization will take from their superiors. It is a word that describes the co-operation of employees within the organization. Within the dimension of courtesy, individuals may be warned to carry each other to a worse dimension. It is also within the dimension of courtesy that the decisions to be made within the organization are passed on to each other, information is given to the individuals regarding any negative situation, and the individuals respect each other and understand their general rights (Podsakoff et al., 2000:518).

Conscientiousness: According to the Organ, conscientiousness is expressed as the role of some of the employees in the organization, overpowering their superiors and making more than they expected. It includes behaviors such as leaving work too early and using less rest time. Individuals can exhibit behaviors that can take place at the workplace in the dimension of conscientiousness, out of them and out of the contract they have made. In spite of the negative weather conditions or the managers who would welcome the job because of illness, employees with conscientiousness exhibit the behavior to continue their work in such situations (Organ, 1988). The main reason why conscientious attitudes are seen as OCB is that the employees show voluntary attitudes about the compliance with the rules. Conscientious is seen as an attitude of OCB (Podsakoff et al., 2000: 524-525) because employees adopt rules, regulations and processes of organization, and they comply with rules set by the organization without any supervision. When a conscientious person behaves in this way, he or she will not have a fear or carelessness in these areas, even if there is an environment in which he can abuse it, or even if he is not someone to observe in the environment.

Civic Virtue: includes tasks related to organizing, helping organizations, and volunteering in the organization, setting organizational benefits and objectives. Civic virtue also includes work and regulatory efforts to join the political life. Voluntary participation in organizational policy and decision-making periods and voluntary participation in all organizational arrangements also reveal that organizational citizenship attitudes are in the direction of civil virtue. Employees who sign their work

in order to benefit from the vision of the organization can be modeled as civilian virtue (Robinson, & Morrison, 1995:290). Civic virtue includes behavior in support of the employee and social functioning, voluntary participation and organization-related behaviors (Allison et al., 2001:284). The civil virtue dimension includes activities aimed at participating in the political life of the organization (Deluga, 1994:317). Attitudes such as voluntary participation in organizational policy and decision-making processes, the attendance at organized meetings, forums and training events, monitoring organizational threats and opportunities, participating in organizational social events are part of the civil virtue dimension of organizational citizenship behavior. Participation in the activities that will contribute to the image of the workers can be given as an example of civil virtue behavior (Allison et al., 2001:285).

Sportsmanship: is explained as avoidance of any negative situation in the organization, individuals that may occur in the field of work, and attitudes that may cause tension. It treats attitudes such as being kind to other employees, not exaggerating problems, paying attention to the very positive parts of the events from the negative side, exhibiting constructive behaviors in organization related problems, behaving with prestige in the organization, avoiding any arguments or negative attitudes within the organization (Schnake and Dumler, 2003: 284). It is often explained that the employees show attitudes that benefit the organization in all negative cases. Voluntary behaviors and gentlemanly attitudes also include defending and protecting the organization's reputation and its administrators against outsiders. Workers are working in a positive way about expressing positive things about the company, correcting the defects, volunteering and gentlemanly. According to gesture and volunteering attitudes, people are willing to voluntarily improve their existing skills and abilities, as well as avoiding taking on new obligations (Podsakoff et al., 2000:518).

2.1.2 Behaviors Similar To Organizational Citizenship

In addition to the statements mentioned above, similar attitudes to organizational citizenship behaviors were observed and explored as follows.

2.1.2.1. Organizational Spontaneity

The organizational spontaneous behavior that emerged with the work of Katz (1964) (Katz, 1964: 138), which are not included in the job descriptions, are not made in advance with regard to certain interests, and are performed by the employees in their free will (Harper, 2015:1).

The spontaneous word derives from spontaneous vernacular expressions of Latin volunteerism or the free will of one. Katz uses spontaneous speech to describe three types of behavioral patterns that he claims are important for organizational function. The first two of them; with the acquisition and retention of qualified employees, the employee must comply with the performance criteria of the organization. The third is the innovative and spontaneous behavior of George and Brief (1992).

Organizational spontaneity is the forms of behavior that are not found in the role descriptions but are based on the free will and voluntary attitudes of the worker, but contribute to the organization's goal. It is the attitude of organizational spontaneity to provide benefits to other employees, to protect the organization, to guide constructive advice, to improve their knowledge and education and to provide positive energy around them. The common point of organizational spontaneity and organizational citizenship behavior is that they each have a positive effect on their work. The main distinguishing feature between organizational citizenship and organizational spontaneity attitudes is; organizational spontaneity attitudes are met by the formal reward system (George & Brief, 1992: 310), whilst there is no reward for organizational citizenship behavior.

The main difference between the concepts of organizational spontaneity and organizational citizenship attitude is explained as follows: Organizational citizenship attitude includes concepts that are not supported by any reward system, that have no written laws and are inactive. Besides, organizational spontaneity comes from the defined and non-passive actions within the framework of the organization. It is an active act and it can be seen as organizational spontaneity that the suggestion of those who work in a system that is transmitted to the suggestion box within the company and which is rewarded with the most popular recommendation. However, in the case of organizational citizenship, the employees exhibit passive attitudes by preferring the negative gaze method despite their justified reasons (Eisenberger et al. 2001:42).

2.1.2.2. Psychological Contracts

Newly participating individuals are considered to have signed a written "economic agreement" that determines their duties and responsibilities and financial rights, as well as a "psychological agreement" that is not written at the same time. According to this non-written agreement, while the employees are committed to fulfill their responsibilities towards the martial arts and to show commitment, it also guarantees the fulfillment of economic expectations from the organization and the granting of human rights, dignity and status rights. Therefore; the fair practice in this area meets a significant part of the employees' expectations from the organization, and as a counterpart, the employees show more role behaviors. On the contrary, it is stated that if an organization ignores this "psychological agreement" that it has made with the employee and only observes the economic agreements, the organizational commitment of the worker will be negatively affected (Oktay, 1996: 279). When assessed on a case by case basis, the organizational citizenship attitude, which is an effect of the psychological agreement between the person and the organization, is shaped by the attitude towards the agreement and the resultant light of the actions (Coyle-Shapiro, 2002:928).

2.1.2.3 Role Behaviors

The intra-organizational attitudes of workers see different characteristics according to the effects and personal qualities coming from the surroundings. In this light, these attitudes, which workers see during their work, are called role behaviors. But in this respect, even though two workers perform the same job, they can identify changes in their perceptions of job content, and the content of role behaviors in relation to this can vary. There is also a rise in perceptions of organizational missions as an organizational role, in proportion to the domain of the content of the role content the worker understands. Typical organizational citizenship attitudes, such as providing benefits to their colleagues or taking care of their work with due care, can be described as just role behaviors by some individuals, and they have shown a direct role behavior in this way (Nadiri and Tanova, 2010:34).

Organizational citizenship behavior is perceived and assessed differently in different national cultures. The organizational citizenship behavior of an employee

who comes from a collectivist cultural society will be higher than that from an individual cultured society (Turnipseed and Murkison, 2000:210).

The limitations of organizational citizenship behavior can be differentiated according to person's characteristics, perceptions and psychological situations in which they belong. Thus, it should be determined that the attitudes, role behaviors, or organizational citizenship behaviors, except for the determined role behaviors in the organization, should be determined according to the personality traits of the worker, and accordingly, should be measured (Beşiktaş, 2009:50).

2.1.2.4 Social Based Organizational Behaviors

Prosocial organizational behaviors are used by employees in order to provide prosperity for their colleagues, groups or associations. Prosocial organizational behaviors include behaviors that are useful for the organization, as well as behaviors that can help other employees in the organization but are not functional for the organization. For example, an employee who helps his colleague to cover up performance problems is behaving in this way (Brief and Motowidlo, 1986: 711).

When the concepts of prosocial organizational behavior and organizational citizenship behavior are explored, it is observed that both have the same explanatory role and extra role concepts. The point of difference between these two concepts is that the prosocial organizational attitude is collecting the harmful behaviors in the organization as well as observing the benefits of the organization (Türker, 2006: 7)

Prosocial behaviors; (extra role) behaviors and defined role behaviors. Such as protection of the organization against immediate threats, proposal by raising the productivity of the organization are the examples of extra role behavior. In addition, defined role behaviors are; is the description for the manner in which the person is described in detail in the formal job description. The attitudes of a sales representative who is polite to customers in a demanded manner, or of a person who provides support to a newly joined job in a formal way, are the types of consultation that may be examples of this case (Brief and Motowidlo, 1986: 711-712).

2.1.3 Theories and Researches on Organizational Citizenship Behavior

2.1.3.1 Social Exchange Theory

The Social Exchange Theory is a phenomenon that examines the social relations between individuals as a kind of fundamental change and forms the basis for many social behavior theories. The basic assumption of the theory is that these factors play an important role in their involvement and social relations in the anticipation of reward (respect, love, appreciation, consideration, friendship, etc.) (Ridings et al. 2002:272).

In this area, the first theory that saw social behavior as a relationship of exchange similar to that of economic exchanges, was put to the test by Homans (1958). Blau (1964), on the other hand, was interested as the first investigator to use the term "Social Exchange Theory" to describe social relations among people as a process of change. Thibaut and Kelley, however, have gained a serious advantage in establishing their research (Gürbüz, 2006: 52). According to Blau, the Social Exchange Theory basically explains the future implications. According to this, as people are in economic changes, anticipatory gains for the future are also emerging in social changes. In other words, also in the field of social change, the expectation that the contributions made will bring in personal gain in the future is formed. But in social change, the gains that can be obtained differently from economic exchange cannot be expressed by money, because the nature of this gain is not clear. The basic assumption based on the Social Exchange Theory is to give mutual trust and love by giving awards rather than material gain, and these awards are seen as a symbol of mutual support and friendship for the person (Blau, 1964: 88).

In the organizational dimension, economic changes are carried out on the basis of contracts, while social exchanges are based on trusting the other persons in order to fulfill the obligations of the organization's individuals in the long run correctly. The concept of trust is a very important fact that is necessary for the protection of social cohesion within the organization (Deluga, 1994: 316).

Within the framework of the Social Exchange Theory, Organ has made it clear that having the managers make fair decisions will have a positive effect on the achievement of "organizational citizenship behavior" by those who work because there is an ongoing shift in social manners between managers and employers. That is, when

managers act fairly to those who see their work, those who work according to the Social Exchange Theory respond similarly, in other words, they are beginning to form organizational citizenship behaviors (Cropanzano and Mitchell, 2005:883).

2.1.3.2 Theory of Equity

Adams (1963) found that the rewarding equity was a serious influence on promoting them by motivating those who work for it. The theory of equity is based on internal justice. Adams' theory of equity includes confidence, support, prestige and appreciation for employees to work with high motivation, their organizational commitment, their skills and abilities, their compatibility and volunteering (Bell and Martin, 2012:106).

The main idea of this theory is that the employee is required to treat himself equally in work relations and influences the employee's motivation. According to Morrison and Robinson (1997:228), the psychological contract between the employer and the employee is injured if there is an inequality between the employees' expectation of operation and those given to them by the business.

Employees compare the contribution they have made and the awards they have earned with the contributions and rewards of other employees. If employees think that equality is the result of this comparison, they will provide satisfaction. Again, according to this theory, employees perceive an unfair situation to be dissatisfied and only if they correct this inequality they will increase their motivation (Greenberg, 1990: 400).

In sum, an employee who thinks that he has been treated unfairly and is inequality will be dissatisfied with this situation and will reduce organizational citizenship behaviors and his or her contribution to the job (Ramlal, 2004:54).

2.1.3.3 Barnard's Work

It has been the starting point for the concept of organizational citizenship behavior and has been theories and studies that have contributed to the understanding in the historical process. The first study on the understanding was carried out Bernard (1938) who describes the organization as "the coexistence of collaborative efforts" in the "Functions of the Executive" book. Accordingly, an organization creates behaviors

that are voluntarily exhibited by those persons, not just individuals (Podsakoff et al., 2000:513).

Barnard (1938) describes the concept of volunteering as "the tendency of employees to strive for cooperation". This tendency varies depending on the satisfaction level of the person and the interpersonal relationship. At this point Bernard also states that the non-formal organizational structure formed on the voluntary basis helps the formal organizational authority to survive and helps employees to adopt the scheme by reducing the problems of formal autonomy (Williamson, 1995:107).

2.1.3.4 Gouldner's Work

Gouldner observes the in-house behavior of employees, in his 1960s essay entitled "The Norm of Reciprocity: A Preliminary Statement"; "A person who is well-behaved, who is well-behaved, behaves the same way and helps him." In other words, it is thought that someone who wants to see help from others must first help himself (Gouldner, 1960: 173). According to Gouldner, stability in social systems is ensured by the norm of employees' reciprocity. So, according to Gouldner, the degree of gratitude for the managers of the employees is influential in the formation of the organizational citizenship behavior (Diekmann, 2004:489).

In another research that forms the basis for organizational citizenship behavior, Gouldner (1960) puts his thoughts on the concept of "norm of reciprocity". It is stated that the behaviors of the managers are influential on the attitudes and behaviors exhibited by the employees depending on them. According to this, individuals are helpful to people who help them and show kind and gentle behavior towards them. Gouldner (1960) interprets this as the way in which his employees' behaviors towards their managers are in the sense of their gratitude to them (Gouldner, 1960: 161).

2.1.3.5. Katz and Kahn's Research

Three important categories of behavior are described by Katz and Kahn (1978) for productive organizations: workers must be convinced to join and stay in order, followed by formal roles defined for them, and finally to innovate for these roles, ideas. In order to increase the efficiency of the organization, employees are encouraged to act in harmony with other employees or to promote their organizations in a positive way (Kvalnes, 2017:102).

At the same time, Katz and Kahn (1978) argued that fairly perceived reward systems by employees would increase intra-organizational co-operation but could not motivate overall performance. At this point, the effect of reward systems on organizational citizenship behavior is called "Citizenship Sensitivity". Accordingly, it has been pointed out that for a good citizen's country, the employees are making efforts beyond their individual responsibilities for their organizations, just as the laws do more than they need. But in order for employees to act like citizens in this way, they need to feel that they are treated like citizens (Katz and Kahn, 1978: 168).

2.1.3.6. Investigations by Tansky, Moorman and Folger

Tansky (1993) found that the organizational structure of workers' perception of fairness was not directly related to job satisfaction and organizational commitment. The quality of the communication between the executive and the employee also strengthens the organizational citizenship behavior and besides the worker will provide job satisfaction, organizational commitment and justice.

In Moorman's research (1991), it has been determined that the organizational commitment and the effects of job satisfaction are under control, which leads to some organizational citizenship behavior of the perception of justice.

According to Folger (1977), employees who have come to the conclusion that managers are behaving fairly exhibit organizational useful attitudes and behaviors. If these behaviors are not rewarded, they either choose to abandon the behavior or prefer to treat it as a reward and appreciate it as a reward.

2.1.4. Factors Affecting Organizational Citizenship Behavior

In the researches and examinations made, the factors which positively or negatively affect OCB have been examined and shed light on the work to be done.

2.1.4.1. Organizational Commitment

When the relationship between OCB and OC is assessed, the main point of view is that OCB is a reflection of the commitment of employees to their organizations. In the social dimension, employees feel emotional, continuing and normative commitment to their organizations within the framework of their organizations, and

these commitments are translated into OCB that contribute to their organizations (Foote and Li-Ping Tang, 2008:937).

Nguni et al. (2006) are expressed as a strong belief in and acceptance of OC, organizational goals and values, a desire to demonstrate a high level of effort for the organization, and the desire to maintain membership of the organization. In addition, employees affiliated with the organization should be considered as individuals who nurture intense feelings for the organization, regularly perform their duties and responsibilities, sometimes strive beyond them, try to protect their organizational assets that willingly conform to organizational rules, and share organizational goals and vision. These individuals are intrinsically motivated by their own and successful actions rather than by conditions controlled by others. In this respect, it can be considered that OCB and OC are related to each other.

OCB can contribute to the development of organizational success and effective organizational commitment (Kayalı, 2003: 10):

• Ensuring continuity of organizational performance,

• Reduced need for scarce resources for maintenance function,

• The availability of resources for more efficient purposes,

• To help coordinate the inter-company and inter-company activities,

• The organization should help to better adapt to environmental changes,

• The organization is to keep the best employees and attract the most qualified employees in the organization, to strengthen its ability, and to increase the productivity of employees and management.

2.1.4.2. Personality Characteristics

Considering the research conducted in the field of social psychology, it has been determined that employees with positive mental characteristics are more likely to behave in a better way and thus exhibit more organizational citizenship behaviors (Podsakoff et al., 2000:518). According to Organ, moral factors are the determinants of extra role behaviors. Research in this area has shown that the emotional situations of employees at a certain time cause them to exhibit more organizational citizenship behaviors. A person with a good mood remembers the positive events and experiences he has experienced and, depending on his positive mental state, shows prosocial behaviors and therefore organizational citizenship behaviors more than expected.

These behaviors, which develop due to the positive mental state, also provide the continuity of the positive mood that has acted on the person. The individual with a positive mood will have a positive perception of events and colleagues in the organization (Organ, 1998: 41).

2.1.4.3. Work Attitudes and Job Satisfaction

Studies on organizational citizenship behavior initially focus on the emotions and behaviors of the workplace, which are considered to be predictors of the behavior. Job satisfaction is one of the most developed concepts on social sciences. In the simplest form, job satisfaction is a general attitude towards the worker's job. Happiness emerges with the fulfillment of the needs of the occupants following these attitudes (Saari and Judge, 2004:396). As the attitude towards the job can be positive and negative, the positive mood arises as a result of the work experience of the job satisfaction person and the job dissatisfaction is explained as the negative situation. Job dissatisfaction is considered to be the beginning of some adverse effects in terms of organization (Feather and Rauter, 2004:84).

At the same time, job satisfaction is realized in many areas for employees. These are wage status, career opportunities, social benefits and, most importantly, organizational justice. Because organizational justice is in fact a broad concept involving job satisfaction, most employees will reach satisfaction in terms of job satisfaction in organizational justice, and this satisfaction will be among the factors affecting organizational citizenship behavior. In this context, the satisfaction that a workplace gives to work depends on the nature of the work in that workplace and how it is perceived and accepted by those who work (Sarıkaya, 2002: 15).

Organizational citizenship behaviors arise in addition to organizational commitment in those who enjoy work and who are satisfied with the end result of their work.

2.1.4.4. Organizational Justice

Behaviors, which are vital to life and that transcend defined role expectations, are described as organizational citizenship behaviors. Behind it, this behavior is expressed as prosocial behavior, good soldier behavior and organizational volunteering. Prosocial behavior is defined as positive behaviors carried out by people

who work for the purpose of providing prosperity for the group (Arslantaş and Pekdemir, 2007: 266). In the literature, some researchers have been described as "good soldier behavior" because organizational citizenship behavior, which makes extra role behaviors, reveals the behavior of a procedural and voluntary organization. Why do people who work in organizations have extra role behaviors or why they are good people are related to the relationship between the organization and the workplace. Organizational volunteering is defined as voluntary behaviors that help to organize operations efficiently and effectively. It can be said that organizational volunteering provides efficiency for organizational processes (Organ, 1988:58).

The infrastructure of the OCB situation, which is the basis of the solidarity among the employees and the helping, disappears. Job seekers think that as a result of their discussions, they are not always the result of injustice, but sometimes they arrive at the conclusion they are satisfied with, and that they take more than they deserve. Thus, the pressure of his colleagues to be raised and his behavior badly affects the performance of the worker in the negative direction. In summary, those who work have a sense of equality and balance in rewarding (Çelik, 2007: 98). There is an extra effort and work beyond the responsibilities and roles of those who work in organizational citizenship, but there are no specific laws or rules that determine this. Organizational citizenship is the behavior that occurs due to the will of those who work. These behaviors, which are not defined directly or explicitly by the formal reward system, are non-coercive and personal behaviors which increase the effectiveness of the organization. It can be said that organizational citizenship emerged on the basis of volunteerism (Williams et al. 2002:34).

The lack of organizational justice in an organization diminishes the extra role of employees in citizenship behavior that serves to increase organizational well-being. From another point of view, it is much easier to provide organizational citizenship among employees who perceive themselves as more receptive of organizational support, through the invasive and procedural justice of the forms of organizational justice. It is argued that this relationship is in fact a willingness of the employees to improve beyond their task requirements when the organization is treated fairly. Job seekers may be less willing to exhibit organizational behavior when faced with unfair behavior. This is because these behaviors go beyond the official roles of those who work (Barclay et al., 2005: 629). When there is a perception of injustice in the organization, they may not reduce their efforts towards direct work, but instead they

may respond by reducing organizational citizenship behavior. The fact that employees feel that they behave unfairly can put organizational citizenship behavior in a weak state. When they work with justice, they tend to show organizational citizenship behavior. At this point, the main factor motivating the person is the belief that he is treated fairly. The relationship between job satisfaction and organizational citizenship behavior differs in that respect positively, as long as the person believes in how fairly he is treated in relation to the organization. Managers who want employees to show organizational citizenship need to think that their tendency to show organizational citizenship behavior will increase when they see that they are treated fairly. In other words, it can be argued that the tendency of organizational citizenship behavior to increase due to the improvement in perception of employees being treated fairly (Sezgin, 2005: 327).

2.1.4.5. Needs

According to Maslow, the underlying power of individual motivation is "individual needs". Individuals act in order to get rid of their needs, and the satisfied need loses power to act individuals. According to this scheme, individual needs are gathered in five groups following a certain hierarchical order. From these groups there are physiological needs at the lowest level of the hierarchy that express the basic needs of the individual. Psychological needs are, according to their importance, in line with the need for security, social needs, respect, status and self-realization (Chompookum and Brooklyn Derr, 2004:407). According to Schnake (1991), individuals have some needs that arise from intrinsic motivation that drives them to move in a certain way. It has been determined that the need for social acceptance and the need for success can lead to behaviors that transcend the role requirements in the individual, which are those needs that affect human behavior.

For this reason, organizations should make efforts to feel the need to succeed in their employees. Success-oriented people will be more likely to be satisfied with their work and exhibit organizational citizenship behaviors to meet their need for a good position (Landen, 2003:17). Individual needs and personality traits affect the tendency to exhibit organizational citizenship behavior. The degree to which organizational citizenship behavior is represented by more collective and group orientated individuals is higher (Penner et al., 1997:114).

19

2.1.4.6. Work Features

According to Van Dyne, et al. (1994), when employees think that the institution care about quality of service and products, they show more of the behaviors that result from high quality. Also, if they value commitment, and they show more civility-oriented organizational citizenship behaviors. The attributes that the organization possesses absolutely influence the behavior of those who work in the organization. Employees who know what they want from their employers and those who perceive what is important will exhibit organizational citizenship behaviors more accordingly.

2.1.4.7. Features of the Leader and Trust towards the Organization

Surveys on OCB show that the characteristics of the leader are closely related to the presence of organizational citizenship behaviors. Podsakoff et al. (1996) found that leadership behaviors affected the presence of subordinates' extra role behavior (organizational citizenship behavior). According to this, the leader increases the likelihood of showing OCB as well as having OCB by helping the worker, taking extra responsibility, cooperating and representing the workplace well.

Employees and managers in an organization are in constant communication. There are three factors that determine the evaluations and satisfaction levels of employees' relations with their managers. These are communication quantities, subordinates' supervisory behaviors and leader member interaction. The amount of communication refers to the concentration of communication between managers and employees. Supervisors' subordinates' supervisory behaviors represent trust and closeness to the managers' employees. Leader member interaction shows the quality of managerial relationships with employees (Deluga, 1994:318).

The theory of social interaction underlies both the concept of leader member interaction and the concept of organizational citizenship behavior. The theory of social interaction plays an important role in the description of the results of the interaction of the lead member and of the relations with the premises of organizational citizenship behaviors. Concepts of social interaction and norms of reciprocity are used to explain the motivational basis and positive employee attitudes that are behind the behavior of long-time employees.

These concepts began to be used in time to explain why individuals lead to loyalty and unrewarded behaviors to organizations. The theory of social interaction is based on an economic model of human behavior, in which interactional processes among individuals are motivated by the desire to maximize rewards and minimize losses to the lowest level. As explained by Blau (1964), social interactions require obligations that are not explicitly stated, and there is an expectation that if one does goodness, it will be uncertain what time and how it will be, (Gouldner, 1960:177).

There are two types of social interaction in the literature: "Perceived Organizational Support" (Eisenberger et al., 1986), which deals with the interaction between the employee and the organization he works with; and the other is "Leader Member Interaction". (Van Knippenberg et al. 2007:457).

OCB are one of the behaviors that employees try to give to the people they find useful (Tansky, 1993). In the case of high-quality lead member interaction, where fair treatment is provided, an additional organizational return can also be indicative of employees' organizational citizenship behaviors (Deluga, 1994:319). The theory of social interaction is also used to explain why subordinates work for their supervisors beyond formal labor contracts. Studies on the interaction of lead members have shown that there is a difference between subordinates according to their job outcome (Wayne and Green, 1993:1434).

Those who believe that they have good connections with their supervisors benefit more from their organizations than they need from the economic interaction. Employees who wish to respond may exhibit organizational citizenship behavior based on their discretion, in the interest of the organization, the superior, or the other side of the organization (Tansky, 1993).

However, employees who are highly benefited from job conventions may feel willing to contribute themselves, even if they have low-quality lead member interactions. As the quality of the lead member interaction increases, supervisors encourage their subordinates for various tasks by offering valuable incentives such as torpedo and support (Settoon et al., 1996:220).

This type of supervisor contribution creates a sense of necessity to respond to employees. As long as he takes the time and effort to perform his / her duties, such as for an office work, helping another colleague to stay in the office with him or to do a necessary job for the supervisor; subordinates give a kind of prejudice to the benefits

they have already acquired and obtain a high-quality lead member interaction (Wayne and Green, 1993:1435).

In high-level leader member interactions, the requirements are often scattered and uncertain. There is no standard or value for measuring gifts, incentives or contributions (Blau, 1964). Organizational citizenship behaviors can help subordinates respond and at the same time represent a dispersed, vague, and poorly timed exchange instrument. In addition, leaders in high-quality lead member interactions can direct them to higher levels of social needs by attracting members to common interests with short-term satisfaction. The fact that an individual is a "good citizen" increases the well-being of the community in which the individual lives. Therefore, it is expected that the interaction of leader members is positively related to organizational citizenship behaviors (Wang et al., 2005:420).

2.1.4.8. Age, Seniority and Hierarchical Level

As individuals' ages and seniority increase, their commitment to corporation increases and they behave more for the benefit of the organization. According to Morrison (1994:1543), with the increase in seniority, the level of commitment and confidence in the employer and the organization also increases and, accordingly, it exposes more OCB by expanding the scope of the role that is feeling more responsibility. The management power increases with the level of decision-making, supervision of other employees and work done, and free movement as the status of a company rises regardless of where a staff member is. This in turn increases the OC and hence the OCB.

2.1.4.9. Properties of Organization

When a structure of organization is desired to be formed, it is necessary to emphasize some elements that characterize the organization.
a-) Purpose: Every organization is designed in a different structure according to the aims that it wants to reach and the activities to reach for these purposes. For example, organizations whose routine work is done are designed according to the classical structure, while organizations with variable work are designed in organic structure. As can be seen from this example, this element concerns the qualities of the work and activities to be carried out in order to achieve the organizational goals.

b-) Department of work and level of expertise: As it is known, specialization means that a task is divided into very small pieces and that one person is always doing it. The degree to which specialization will be made in the sections of the organization will directly affect the organization structure. For example, the classical theory has determined how things should be done and wants people to behave in this determined direction. On the other hand, according to the socio-technical system understanding, the increase in the activity in the organization can be achieved through the work and the handling of the people together.

c-) Degree of Formalization: It means at what stage the methods and principles determined during formalization level works are applied. The degree of formalization is high if the jobs are specific, detailed, and where they are to be done, and where it is imperative to comply.

d-) Inspection Area: It is an element of the number of subordinates that should be connected to the organization. Various authors have put forward different opinions on the adjective of those who limit the supervision area of a manager, but they agree that an overtly subordinate number usually changes between 3 and 10.

e-) Number of Steps in the Organization: This factor is the result of the application of the element of the control field arises and affects whether the organization is flat or pointed. While communication in the flat structure is fast, more staff is needed in the pointed structure.

f-) Level of Centralization: The level of centralization shows the level at which employees make decisions in the organization. If decisions are made by top management, decentralization is referred to as an economic structure if shifted towards the bottom.

g-) Degree of Perplexity: refers to the degree of vertical and horizontal spread in the organization. The increase in the degree of redundancy also reveals some problems in terms of coordination, communication, communication and control.

h-) Departmentalization: The activities to be carried out in the departmental business are those related to the bringing together of these activities and the jobs, positions and departments respectively. The principles and criteria to be observed during the formation of these sections influence the departmentalization. These criteria and principles will be discussed in the section on separation.

i-) Establishment of command-and-command organs: Determination of the relations between the units that will serve as command-and-command and the organ of the staff

is another important element. If this issue is not addressed, the organization is likely to have problems in the future.

j-) Communication Channel and Shape: The type and quality of communication relations are also factors that affect the structure of the organization.

The elements is mentioned above are evaluated according to the characteristics of the environment in which each manager is present and the organizational structure emerges according to the reflection of these elements.

2.1.4.10. Organizational Vision

Vision; is an expression of the goals and objectives of the values of the organization, where it wants to see itself. The organizational vision is to present a vision to employees and to guide and motivate them for further work. The employee who tries to integrate his vision with the vision of being in the service of his own personal vision, will feel more work tendency. To reach a conclusion, the target must first be determined. If an organization can only articulate its goal clearly, employees in the organization will be able to motivate to achieve that goal (Samancı, 2007: 36).

2.1.5. Results of Organizational Citizenship

OCB is important for a company. OCB can be beneficial in terms of their sharing with other team members in the work environment, their charitable contributions, all the activities they perform because they see the organization within the company, and the behavior that they exhibit is more successful than the organizations themselves. According to the studies conducting, there is a positive result that organizational citizenship behavior increases the productivity, profitability and satisfaction levels of the organization, the customer and the employee. As a result of all these features, employees and employers benefit from this OCB as a result of working styles and principles in the business environment and by the behavior and attitudes of the managers. As a result, the employees will continue to work more comfortably and securely in the environment they are in. However, as a result of all these behaviors, the behaviors of those who work can be negative in their behavior towards the institution. To put it briefly, it can be shown as anti-productivity behaviors, harmful behaviors towards organizational assets, deviations from norms of

productivity, anti-productivity towards individuals, and disruption of organizational environment (Acar, 2013: 5).

According to Podsakoff and MacKenzie (1997:143), the training and orientation efforts of inexperienced and newly hired employees from senior employees provide conscious consumption in terms of the investment that the organization needs to transfer to such needs. In organizations where organizational citizenship behaviors are observed, this attitude increases the performances of not only managers but also employees positively. Organizational adaptation to varying environmental conditions and reduced variability in organizational performance is a consequence of organizational citizenship behavior.

2.2. Concept and Definition of Organizational Commitment

Organizational commitment (OC) is generally defined as the desire of the employees to stay within the organization, and the commitment to organizational goals and values. Commitment, as a form of concept and understanding, exists everywhere in society, and is a form of emotional expression of social instinct. An individual describes a commitment to an idea, an institution or something that an individual sees greater than himself or herself, and an obligation that he or she must fulfill (Nguni et al., 2006:148).

A wide variety of definitions have been made in the literature regarding the concept of commitment. According to this; organizational commitment, an employee, and the organization's purpose and values. A loyal employee, the organization strongly believes in its purpose and values, and follows the orders and expectations sincerely. Organizational commitment is the psychological commitment that employees feel towards the organization. Commitment is due to strong belief in interest, loyalty, and organizational values (Çekmecelioğlu, 2006: 155).

The organizational commitment which expresses the psychological attachment of the employee to the organization can also be defined as the employees desire to strive for it, and the embracing of its purpose and values. From this point of view, organizational commitment is seen as an important factor affecting the efficiency of employee and the intention to leave workplaces. Organizational commitment is the relative strength of identification of the employee with the organization and participation in it (Morrow, 1983: 491).

Organizational commitment is characterized by three factors. These are (Eisenberg et al., 1983: 181):

• A strong belief and acceptance of the aims and values of the organization,

• Show willingness to make meaningful efforts on behalf of the organization and

• Have a strong desire to continue your membership in the organization.

It is understood from this that organizational commitment represents more than a simple belief and commitment of the organizers. In short, organizational commitment is the interest of the employee in loyalty to the organization and the organization it is engaged in in order to be successful. The attitude of loyalty is determined by organizational variables such as personal, job design and leadership behaviors of the manager, such as age, intra-organizational seniority.

While the concept of organizational commitment is acknowledged by experts who point out the relationship between the employee and the organization, there is still debate about the nature of organizational commitment. The concept of organizational commitment is "an increasing issue in the literature of industrial-organizational psychology and organizational behavior". This interest has been tried to be expressed both by experimental and theoretical efforts to determine the outcomes and precursors of organizational commitment. The process of organizational commitment is beneficial to understand the meanings hidden for the worker (Mathieu and Zajac, 1990: 171).

Commitment is behavior of a person which is beyond the formal and normative expectations that an individual expects from an individual. Organizational commitment is the adoption of the characteristics of the organization, or of the organization, by the employee, in a sense embraced (O'Reilly and Chatman, 1986: 493).

Mowday et al. (1982: 311-312), on the other hand, describe organizational commitment as "the identification of an individual with a particular organization and the power of commitment he feels against it". Organizational commitment is "the identification of employees with the organization and a strong indication of organizational participation".

Organizational commitment is a concept that is important in terms of organizational effectiveness and intellectual capital management and protection. According to Steers (1977: 301), job-commitment is important as a useful indicator of organizational effectiveness. Organizational commitment is one of both the basic

activities and ultimate goals of organizations' efforts to protect their assets. Because individuals with organizational commitment are more harmonious, more satisfying, more productive, work at higher levels of commitment and responsibility, and cause fewer financials in the organization.

The content of definitions made for organizational commitment shows a wide range. According to Robbins and Coulter (2003), organizational commitment is the participation of employees in the organization, their identification with the organization, their status within the organization and their continuity in membership.

Organizations are social constructs that bring together the means of production, such as raw materials, machinery, and man, in order to achieve various purposes. Organizations express that they work in coordination with two or more people in order to achieve the stated goals. Profitability, which is the most basic objective in the establishment of an organization, is the most necessary factors for achieving its own continuity. For this continuity; production factors such as raw materials, capital, information, enterprise, technology and labor force are used. An enterprise has sufficient technological infrastructure, capital, information, raw materials, etc. does not matter how much it has possibilities, it needs the motivated human power in the direction of qualifications and purposes in order to use the current situation in the most effective way. The most important of these factors is human resources. An entity can survive; depends on the long-term continuity of the current employees to work and operation. The enterprise is making efforts for this phenomenon. Otherwise, every employee that leaves the premises is harmed, both in terms of time and materially. Especially the results of the separation of the recruited rewarding staff can be much more serious. Even motivated employers work efficiently in the direction of organizational goals, using even the limited organizational opportunities because this process is a mutual acquisition process. While the business achieves profitability as a result of the work done, the worker will have access to the motivation resources it needs as a result of people's performance (Şendoğdu et al. 2013:820).

2.2.1 The Importance of Organizational Commitment

Effective use of resources for organizations is an important problem today. Therefore, organizations are often trying to increase the commitment of employees to reduce the high cost of employee turnover and ensure continuity. It is believed that employees affiliated with the organization will be more productive and will sacrifice

themselves more to achieve organizational goals. They also produce more creative and innovative ideas for the benefit of the organization (Colquitt el al. 2011:85).

Low organizational commitment has individual and organizational negative consequences such as lag time, absenteeism, low performance and even job separation. Organizations have the potential to increase their employees' take necessary steps towards their organizational commitment. Even those who are not satisfied with the demands of normal conditions are not adequately met. The anticipation of employees will reduce their commitment and lead to stress and exhaustion. As a result, the employee with a high organizational commitment continues to stay in the organization, normally endeavoring to achieve organizational goals and not considering leaving. Higher-performing, qualified employees continue to stay in the organization and contribute to increased productivity. Also, on this basis, the organization does not bear the costs arising from the high employee turnover rate (Paré and Tremblay, 2007:337).

2.2.2 Key Elements of Organizational Commitment

Emotional commitment is one of the three dimensions used to study organizational commitment and, refers to tan emotional orientation that shows that individuals are identified with their organizations, happy with being a member of the organization and strongly connected with the organization. Continuity commitment refers to the costs to be incurred if the individual is separated from his / her organization and / or the membership of the organization due to the lack of alternative employment opportunities. Normative commitment refers to the commitment that individuals show as having a moral sense of duty and feeling obligatory (Vigoda-Gadot and Meisler, 2010:80).

Many researchers have conducted research on organizational commitment, and many findings have been identified about factors that affect organizational commitment. Organizational commitment is influenced by many factors, as well as being the determinant of many organizational movements.

When we look at the working people, we can see that the degree of organizational commitment in the very high level of education is lower than that of the people with low level of education. Higher-educated individuals are more likely to find the jobs and the better jobs to know that they will not be left vacant. While researchers have identified these factors as visibility, openness, irreversibility of behaviors, and willingness to act on behalf of scholars who distinguish the four factors that affect

organizational commitment, past experiences, personal-demographic factors, organizational-task factors and situational factors (Mahmoud, 2008:288).

2.2.2.1 Emotional Commitment

Emotional commitment is identification with the organization, integration of the goals and values, with the employee is the process. Rather than being a passive participation, it involves volunteering to play an active role in contributing consciously to organizational goals. Employees with strong emotional attachment in this context adopt the values, goals and objectives of their organizations; they want to remain a part of the organization (Gürbüz, 2006: 59).

Individuals who are emotionally linked to their organization at a high level want to stay organized not only because of economic reasons, but also to ensure that they value the values they represent, and that it fulfills its purpose. Thus, organizational performance is the forerunner and the individual's personal interests are in the background, and the individual feels himself or herself at the organization's success or failure (Brammer, et al. 2007:1707).

The strong attachment of the employee to the weave means that he or she remains in the institution for whatever he wants. Job is the best kind of commitment to organization. In fact, these people are really self-employed, dedicated and loyal employees that every employer dreams of. Such workers are really eager to take on additional responsibilities. They show a positive attitude towards work and are ready to make additional efforts when necessary (Emhan and Gök, 2011: 38).

The emotional attachment of the employees of the organization is influenced by many factors. Allen and Meyer (1990) ranked the factors that affect emotional attachment as follows:

- Strength of work: The strength of the work that the employee has done in the organization he works for, the need for struggle and an exciting job,
- Role clearance: The organization clearly states what it expects from the workplace,
- Purpose of disclosure: The employee has a clear understanding of why his organization has done what it has done,
- Objective Strength: The fact that the work requirements of the employee are not sought or demanded by the employee,

29

- Management's clearance of proposal: The people in the top management should take into consideration the ideas from other employees in the organization,

- Friendliness: close and sincere relationships among people in the organization. Organizational dependence: The workplace has the confidence that the organization will do what it says,

- Equality: This concept explains that the employees within the organization should achieve what they deserve.

- Personal importance: To encourage the empowerment of the work done by the employee, the important contributions of the organization to its major goals,

- Feedback: To provide continuous information on employee performance,

- Participation: Ensure employee participation in decisions regarding their workload and performance standards.

The person who carries this bond regards himself as a part of an organization and makes it possible for the associate to make a profit and see one's interests as one's own interests. Work experience is one of the most important elements in emotional attachment. Experienced staffs that fulfill their expectations and meet their basic needs develop a stronger emotional attachment to the workforce more than the inexperienced workers do. For this reason, inexperienced workers are more likely to have material-based expectations from the organization when they start work (Uygur, 2004).

2.2.2.2 Continuity Commitment

Continuity commitment indicates the awareness of the cost relationship with separation from the organization. It continues to work because it is in need of organizational work primarily on continuity (Meyer & Allen, 1990: 3). It has two basic backgrounds: continuity, lack of business alternatives and negative side effects. The negative side here is everything that increases the costs of giving up such as time, money, and investment in knitwear. Continuity refers to the need to stay organized and does not relate to positive organizational or individual outputs (Wasti, 2002: 526). Employees will have a much higher commitment to their current employer if they believe there are few job alternatives suitable for them.

Continuity commitment can be defined as the fact that an employee continues to stay in the organization thinking that the cost of leaving the organization will be

high for him. It is a feeling of devotion that arises from the fear that the employee's labor, time, effort, status and money he or she wastes in the organization may lose if they leave the organization (Sığrı, 2007: 272). People in this kind of commitment remain in the organization due to social, psychological and economic reasons such as not finding other jobs, not wanting to leave their colleagues, preserving the possibilities of retirement, not wanting to change the region they live in.

Continuity is about taking into account the costs of separating from the organization. The main reason for the worker's sense of loyalty and desire to stay in the organization is that they need to stay in the organization (Meyer and Allen, 1991: 67). According to this, continuity is the commitment that an employee has lost in its efforts to spend time and effort in the organization, such as status and money, with the separation of the organization from the organization. In other words, if the employee of an organization invests in, for example, seniority and benefits, it exceeds the cost of separation from the organization, the employee is networked.

In short, it is the need to remain in the organization, which is essential in continuity. Continuity (calculated loyalty) is based on two main factors, namely the importance and amount of investments made by the employee himself or herself and the inadequacy of the choices he or she perceives. The expectation is that the employee considers these accumulations as an individual investment and that the only way to translate this investment is by continuing to serve in the current organization, since the skill, experience and knowledge acquired by the employee in the organization it is working with cannot be easily transferred to other organizations. In short, the profitability of the individual investment is ensured by keeping the employee in the organization, while the knowledge and skills required by the employee do not benefit other organizations. The inability of workers to find suitable jobs according to their level of knowledge and ability also has an increasing effect on the cost of leaving the organization (Allen and Meyer, 1990a: 4). There are a number of individual and organizational factors that lead to the continuing commitment in employees.

These factors, which affect their continuity, can be summarized as follows (Allen and Meyer, 1990a: 18):

• Capabilities: The concern of how much of the talent / experience that the employee has in the organization that it currently serves can benefit it in different organizations and how much of this talent / experience can be transferred to different organizations,

• Education: The formal education that the employee has, the thought that it will not bring much benefit to it other than the existing organization and the like,

• Relocation: If the employee is separated from the organization, it does not want to move to a different location,

• Individual Investment: Considering that the employee has invested a lot of time and effort in its organization,

• Pension Premium: The pension premium that the employee may have in case of remaining in the existing organization, the thought that it may lose in case of separation from the organization,

• Society: The employee and residence of the employee in the settlement for many years,

• Options: The idea that if the employee leaves the organization, it may have difficulty finding a similarity or better in another place.

As can be seen, the main factors for continuity commitment are individual investment, talent, level of education and material expectation and different job options perceived by the employee.

2.2.2.3 Normative Commitment

In normative commitment the continuity of work is reflected as an emotional requirement. If an employee has a sense of normative commitment at a high level, continuing with the organization is a requirement for it (Meyer & Allen, 1990: 3; Meyer & Allen, 1991: 67). As a result of the socialization experiences that emphasize that it is appropriate to remain loyal to the employer, the employee is expressed as a sense of responsibility based on honesty, which develops and remains in the organization as moral and correct. Normative commitment is not as strong as emotional attachment, but its development from the norms of organizational commitment developed prior to entry (through familial and cultural socialization) or after entry (through organizational socialization) is controversial and emerges as a predictor of positive outputs (Wasti, 2002: 526).

It is stated that normative commitment originates from the "psychological contract" between the individual and the organization. Normative commitment exists because the employee is the recipient of some aid and needs to respond (Sığrı, 2007: 266). In normative commitment there is a commitment to the employee's organization

where employee is working with an inner impulse in achieving its goals and objectives. For the employee to continue to work in the organization is a moral conduct.

Normative commitment reflects the obligation of the occupants to remain in the organization. Employees need to remain in the organization in a sense of high normative commitment (Meyer and Allen, 1991: 67). Workers' sense of commitment is not due to their desire to behave this way for their individual benefits. Normative commitment is influenced by the normative pressures felt by the employee on both organizational (family and cultural socialization) and organizational socialization (organizational socialization) as a consequence of their experiences (Allen and Meyer, 1990a: 4). Normative commitment also makes it possible for an employee to feel itself as a mocking counter-borrower, as a result of investments made in the workplace and expenditure consequences (payments for individual development programs, training grants and other grants given prior to employment). This forces the employee to remain in the organization and normalizes the employee. Such an allegory of faith can only end with the payment of debts of the employee (Meyer and Allen, 1991: 72). It is imperative that normative commitment expresses the sense of responsibility of the occupants with regard to their staying in the organization. In this respect, it is influential in the belief that the workers are correct and moral in their sense of commitment. This kind of commitment is a commitment based on the belief that the employee has responsibility and obligations towards the working mate and that it is therefore obligatory to remain in the organization. In short, in the normative commitment, the employee believes that the commitment towards organization is important, and feels a moral imperative in this regard (Bergmann, 2006:646).

The sense of duty of the individual who sees the job is the willingness to remain in the organization based on loyalty and moral imperative. In formal attachment, the individual sees him or herself as responsible for the commitment, and as a result remains in the organization. This necessity in the individuals is based on the interests of the organization as well as the rational attachment. Individuals in close proximity to each other, that is, family, friends, the society they live in, and the organization they are in, learn that it is a virtue of loyalty, or they can see individuals working in the same organization for a long time. Because of this, the individual sees that faithfulness behaves correctly and feels obligated by believing in it (González ve Guillen, 2008:413).

Emotional, continuity, and normative commitment are not considered as types of organizational commitment that can be distinguished from each other, but as elements constituting organizational commitment. Thus, employees can have varying degrees of experience from each of these three psychological states. For example, some employees may feel a strong need and obligation to stay in the organization, while others may not feel a desire in this direction. Hence, the psychological status of a person can be differentiated by his / her commitment. Thus, by defining different forms of commitment, alternative management strategies that lead to desired behaviors can be developed and implemented, and the effectiveness of management can be enhanced (Mowday et al., 2013:28).

2.2.3 Concepts Related to Organizational Commitment
2.2.3.1 Organizational Commitment and Job Satisfaction

The relationship between the concepts of job satisfaction and organizational commitment is very much emphasized. These two concepts are similar in terms of cause-effect relationship. But they are closely related to each other and at the same time they are different concepts. Job satisfaction; is an attitude characteristic that results from the work experience that the employee earns. Depending on the work experience of the worker, it is the reaction that they show to their business or some aspects of their work (Eslami ve Gharakhani, 2012:86).

One of the positive business attitudes is an attitude that the business person has developed against the business and business conditions (Luthans, 1994, 108-113). When loyalty and job satisfaction are compared, focus is on work, which is a broader area of work, while work satisfaction is directed toward more specific work, whereas commitment on a time basis has a more cyclical and more continuous nature, (Marchiori, Henkin, 2004, 353). Job satisfaction is a personal assessment of work conditions (job itself, management attitude) or outcomes (wages, job security). Job satisfaction consists of internal reactions that the individual has developed against the perceptions of norms, values, work and work conditions that are passed through the system of expectants (Schneider & Snyder, 1975: 31).

It is often seen that the human resources practitioners understand the importance of business conditions in terms of job satisfaction and try to influence their organizational programs and managerial practices and employee attitudes. However, in the past 20 years, it has not yet been understood by practitioners, even though there

are research findings that provide personal understanding of job satisfaction and an understanding of the importance of cultural diversity. Although many studies show that there is a relationship between personal tendency and job satisfaction, organizations do not directly influence the person who works, but instead try to improve job satisfaction by using selection methods that will best match the employee with the jobs and placing the selected people in the jobs that are most appropriate for them (Saari and Judge, 2004: 396).

2.2.3.2. Organizational Commitment and Motivation

Managers or employers will prefer to stay in the organization for a long time, if they learn to work in the organization, are accustomed to the organization and are believed to be successful. That is why every new employee will return as a time and cost loss. The remaining staff in the organization will be within the expectation of the employer that they like to work and are dependent on the organization so that they do not cause loss (Garih, 2005: 99).

While there is a positive relationship between learning motivation and emotional and normative commitment of the staff, there is a weak and negative relationship between continuity commitments (Sabuncuoğlu, 2007: 624).

2.2.3.3. Organizational Commitment and Organizational Justice

Organizational justice is a concept that involves employees 'individual assessment of their own output, the sharing of justice within the organization, and the proper process of the decision makers' allocation of outputs (Gündoğan, 2009: 34).

Organizational justice is concerned with how employees perceive the decisions and practices of the management of the organization. It is the process of evaluating managerial decisions such as distribution of duties, observance of workplace, authorization, wage level, award distribution. For example, giving a different salary to two employees who start a new job, have the same characteristics, and perform similar tasks will cause employees with low wages to think that organizational justice is weak in the organization, which will affect the organizational commitment of the person negatively (Gündoğan, 2009: 34).

2.2.3.4. Organizational Commitment and Organizational Citizenship Behavior

It is observed that organizational citizenship behaviors were first introduced in 1983 by Dennis Organ. Organizational citizenship behaviors include behavior that is not command-based, organizationally beneficial, unformal, reducing unwanted behavior such as complaining at the same time, finishing on time, innovating and volunteering to other colleagues (Karaman and Aylan, 2012: 36).

Organizational citizenship behavior affects organizational life in three ways. The most important of these is the increase in organizational citizenship in the organization and the accompanying augmentation of organizational adaptation. The second effect is the increase in level of self-sacrifice with the development of sense of responsibility. Another effect is to increase the level of job achievement by providing the development of positive thoughts of individuals (Özdevecioğlu, 2003: 119-120).

Organizational commitment basically expresses an organizational psychological commitment, whereas organizational citizenship behavior refers to activities in the behavioral area. However, there are also approaches which show that organizational citizenship behavior is a consequence of organizational commitment (Polat, 2011: 66).

The most important factor in securing organizational commitment is the belief that employees are working in a fair environment. Organizational justice is one of the topics that have been studied extensively in the fields of organizational psychology, human resources management and organizational behavior in the last century and it has been considered as an important issue in effectively fulfilling the functions of organizations. One of the factors that encourage and motivate the efforts of workers in organizations is the belief that the practices are. A new concept called "organizational justice" has begun to be used to define the role of justice in the working environment (Moorman, 1991:845).

Rules and social norms are rules and norms about how to distribute rewards and punishments, how to handle certain distribution decisions, and processing and interpersonal practices. According to Çakmak (2005), organizational justice is an important component of organizational commitment. The rules and social norms about the distribution of organizational resources (reward, punishment), the procedures used to determine these distribution decisions, and the inter-personal behavior during the execution of these procedures are important.

2.2.3.5. Organizational Commitment and Management Style

Taking into account the ideas from other employees in the organization is one of the factors that increase organizational and governance commitment. Commitment is the commitment to the blood, to the maker of it, to the publisher and to the gentleman. The employee demonstrates his commitment to the preparation of texts and designs by participating in their current and future outcomes, explaining them to others, defending them against future criticisms and implementing them as expected (Gündoğan, 2009: 16).

It has been demonstrated that employees who tend to be committed in an orientation are increasingly connected to the organizational role, act within the limits of this role, and continue as long as they are waiting for the higher positions of the authority. For this reason, it is suggested that governance is higher in the authorities close to the source of political power. Barnard (1938), on the other hand, argues that the source of authority is based on the adoption of subordinates rather than on tops.

Accordingly, it is the primary function of managerial leadership to transfer organizational goals and mission to open subordinates and link them (Barnard, 1938)

Leadership requires people to evaluate and place the right places. Leadership is to be able to tell new horizons to those who can understand the vision to achieve success and create them by creating excitement. It is possible that the leader can reach the vision but it motivates the people and makes them dependent on them (Çelebi, 2009: 104).

Williams and Hazer (1986) found an association between organizational commitment and leadership. Management and leadership styles displayed by managers in organizations influence the commitment to organizational goals and values. If the approach of top management to employees is both repressive and controllable, then employees will be prevented from expressing themselves and generating innovative ideas. In this respect, it is possible to say that the behaviors of the senior management, which constitutes an important organ, are the determinants of employee's commitment.

İnce and Gul (2005: 72) argue that there is a greater likelihood that people in these positions are more likely to be committed, as any factor that diminishes the responsibilities imposed on the person in the business environment also reduces her commitment, and therefore senior positions require greater accountability (Gündoğan, 2009: 29 -30). Some managers give employees more freedom and self-determination

on how to do their jobs. In this case, it may be expected that more positive attitudes and improved commitment will be expected in the employees who are given free movement and decision making (İnce and Gül, 2005: 73).

The sensitivity of the manager to the needs of the employee is also closely related to organizational commitment. An employee can also be linked to the organization of a manager who is not sensitive to his needs. However, the person who is satisfied with his needs feels himself indebted to the manager, is grateful, and is more connected to the organization. Otherwise, even if the employee continues to work in the organization, it is not the normative dimension, but the emotional or necessity dimension. The leader speaks the same language as the employees; it can help employees to recognize the value proposition of the leader. This awareness can provide employees with a more positive attitude towards these value judgments (Gündoğan, 2009: 30).

In the twenty-first century, when the competitive environment prevailed, leadership for the training institutions that worked according to the understanding of productivity and quality became important. The role of effective leaders in reaching the goals of institutions is so important.

Studies conducted in recent years have shown that job satisfaction, organizational culture, organizational structure, ethics, organizational health, etc. factors are effective. One of these factors is thought to be organizational commitment. Mathews and Shepherd (2002) define organizational affiliation as a concept in which people try to explain the types of attitudes and behaviors towards the work they are working on. It is undoubtedly important for the organizations to reach the goal, the contribution of the workers who have a feeling of commitment and whose aims and values are working.

When studies on leadership and organizational are examined, it is seen that the number of researches that do not directly examine the relationship between direct leadership and organizational commitment is seen that some of the surveys depict leadership style and organizational commitment separately, while others focus on leadership style and organizational commitment and the relationship between different variables. When the studies on leadership are examined; Bass (1985), the relationship between leadership and performance, Yukl (1989) managerial leadership, Avolio, Waldman and Yammarino (1991), dimensions of the transformational leadership, Bass and Avolio (1993) transformational leadership and organizational culture, Çelik

(1998), determined the leadership levels of the administrators according to their own perceptions, emotional, personality traits, and organizational health dimensions of the leadership styles of managers, according to the perceptions of the employees. Cemaloğlu (2007) has examined the relationship between leadership styles and their demographic features.

The results of researches related to organizational commitment show that organizational commitment is an important influence on employees' job satisfaction, performance, organizational health and organizational climate. Undoubtedly, the role of the managers, is also important. It is thought that there is a relationship between leadership style in the light of these general evaluations, especially transformational and activist leadership and organizational commitment (Eslami and Gharakhani, 2012:86).

2.2.3.6. Organizational Commitment and Organizational Structure

Formation of organizations' structures, decision mechanisms and organizational goals to spread to all employees may enable employees to hear not only their own but also the desire to work on behalf of the group they are in. For this reason, organizational structures with solid, hierarchical and inter-unit communication are less successful than others in increasing employee commitment or increasing job satisfaction. The shared identity of organic organizations, such as participation, communication and alignment of goals, can contribute to a more fair perception of people's organizations. However, the most important point to consider is that the gains, rewards or penalties in the organization are distributed according to fairness measures in the true sense; it will be able to demonstrate the actual performance of the employees together with the above mentioned features (Wasti, 2002:526).

2.2.3.7. Organizational Commitment and Organization Culture

Organizations desire their employees to use their knowledge and experience to organize their goals and objectives. Employees with the desired qualifications can be kept in an organization for a long period of time and the continuation can be achieved through their commitment to the employees' organizations. The organizational culture that we define as values, norms and beliefs briefly shared on the other side is one of the important elements that differentiate one organization from the other and that is different and valuable / inferior to the internal and external customers. From this it can

be said that the organization is related to the culturally perceived perception of the worker by the perception of the worker.

In addition to anthropologists, scientists working in sociology, psychology, social psychology, behavioral sciences, management and organizational theory since the late 19th century have been interested in increasingly organized culture. Although the literature on culture or business administration was first introduced by Elliott Jaques (1951), it is observed that these studies have been continuing increasingly as much as the day-to-day work of 1980s, when the main works started in the 1970s.

The rapid change in the elements of the near and distant environments in which organizations operate is also affecting the cultures of organizations. In today's rapidly changing environment, customers who are using products and services of organizations are in new expectations and desires from suppliers, distributors, the state and other persons, organizations that are affiliated with the organization. In response to this demand, providing competitive advantage for private sector organizations by ensuring efficiency, effectiveness and creativity; it is now a necessity for public institutions to create more added values and raise public benefits to the highest level.

The way to achieve this is to motivate the employees towards the goals of the institution, to create an organizational culture that matches the aims of the individual with the purpose of the organization by creating an organizational commitment and sense of belonging. Since, employees with high organizational commitment are expected to adopt more corporate goals and intensify their efforts in line with these goals. From this point of view, establishing the relationship between organizational culture and organizational commitment, or determining which cultural characteristics are related to organizational commitment, will guide the managers to effective organizational management (Chen, 2004:434).

2.2.3.8. Organizational Commitment and Performance

Little research has been done on the relationship between organizational commitment and employee performance. Salancik and Pfeffer (1977) argued that commitment to behavior or action is evidence, and that attribution can be assessed by looking at the behavioral actions that the individual poses. In addition, it has been shown that if the achievement of the goals becomes difficult, the commitment decreases and the resultant performance decrease (Balay, 2000: 138). According to this, employees living in cities show less commitment to their organizations, they show

more interest in their specialized work and increase their performance in this direction. That is, the relationship between organizational commitment and performance is negative. However, the individuals working in the rural areas show a high degree of commitment to their work and a high degree of commitment in this direction. The organizational commitment-performance relationship is positive. Stahl, Manley, and Mc Nichols (1978) also conducted research on the same topic and found that individuals who received more training attained the result of living in cities. These individuals are connected to the work they are more specialized in. Because the work they specialize is seen as proving themselves and another stepping stone. However, the less educated individual considers organizational commitment to be the primary goal (Shore and Martin, 1989: 634), since it primarily considers job security.

2.2.3.9. Organizational Commitment and Personality

The features that distinguish individuals from each other form personality traits. Factors such as soft consistency, cohesion and extroversion are factors that enable people to stay in the organization for a long time. The remaining staff in the organization will be within the expectation of the employer that they like to work and are dependent on the organization so that they do not cause loss (Garih, 2005: 99).

While there is a positive relationship between learning motivation and emotional and normative commitment of employees, there is a weak and negative relationship between continuity commitment (Eslami and Gharakhani, 2012:87).

2.2.4. Results of Organizational Commitment

The consequences of commitment can be positive or negative in relation to the degree of commitment. While organizational purposes is not acceptable, a high level of commitment to members may accelerate the disintegration of the organization, while a high degree of commitment may result in effective behavior if the aims are reasonable and acceptable. Concerning behavioral consequences, behavioral outcomes have been found to be most strongly related to commitment. Particularly, job satisfaction, motivation, participation and desire to stay organized are positively related to organizational commitment, and job change and absenteeism are negatively related to job attachment. The concepts of low, moderate and high organizational commitment in this context are expressed below (Wiener, 1982:420).

The results of organizational commitment can sometimes rise above and below expectation. For example; employees who are dependent on the work they are working for but whose skills are inadequate and below expectations do not want to do this. On the other hand, it can be just the opposite. It is the low level of organizational commitment of the talented individuals who are aware of their talents. This situation is not at the center (Atalay, 2010: 85).

Regarding the consequences of organizational commitment, behavioral outcomes have been found to be strongly associated with loyalty. Particularly, job satisfaction, motivation, participation and desire to stay in the organization have positive relationship with organizational commitment, and negative relationship with commitment (Balay, 2000: 91). The efforts of organizations are not the same as the effort to bind individuals tightly to work.

While it is very important that the individuals who work in some of the organizations are separated from the organization, some may be a problem. In an organization where there is a need for specialists, it is essential that workers in that organization need to be networked. In an organization with a large number of staff members who are able to work, a business with a lot of job applications to enter the workplace, employers do not make an effort to network workers. The private sector takes effective measures in order to commit the work that they raise according to the official institutions.

While the first studies on organizational civilization behavior are mostly concerned with the predecessors and dimensions of this concept, recent studies have focused on the organizational implications of organizational citizenship behavior. In general, the functioning of the social mechanism of an organization exhibiting organizational citizenship behavior is facilitated and the conflicts between the employers are reduced. Thus, organizational effectiveness will increase and organizational performance will improve in the positive direction.

Chen et al. (1998) stated that the existence of organizational citizenship behavior in an organization causes low labor force devolution. Those who devote themselves to the job will stay in the organization for a longer time, produce better quality and participate in the organization in many ways. Hence, the spread of organizational citizenship behavior in an organization will create a better work environment within the organization, which will result in employeeal commitment and eventual productivity and low labor force turnover.

Cohen and Vigoda (2000) point out the contributions of organizational citizenship behavior to organizational success as follows; organizational citizenship behavior increases the productivity of employees and organizations. The organization ensures that its talented employees are retained and strengthens the ability to attract and retain workers to new job seekers. The group within the organization helps to provide coordination between team and people. It helps to better adapt to changes and transformations in the neighborhood of which we are engaged.

2.2.4.1. Results of Low Organizational Commitment

At this level of commitment, the individual lacks the strong attitudes and tendencies that connect himself or herself. Low organizational commitment has important implications for both individual and organizational commitment. Employees that have a low level of commitment in the network also make the least effort to ensure group cohesion as well as they are restored in the effort associated with the individual task. Therefore, they are defined as unreliable employees within the organization. Low organizational commitment can cause losses on behalf of the organization, the loss of trust of the customers, failure of the adaptation to the new situations and the loss of income comes (Huselid and Day, 1991:381).

- Positive results for the employee:

In situations where the commitment of the employee is low, the emergence of an ambiguous and conflicting environment can significantly increase the need for innovation. When there is a low commitment, the manager may not be held accountable if he does not go to reform. This situation can also cause the employee to seek another job. This employee may at least have the opportunity to create a new atmosphere of devotion for him or her when he or she enters a new organization

- Negative consequences for the employee:

Low organizational commitment may reveal the creativity of the individual and whether it is open to development. It can also provide more effective use of human resources because the individual can also explore alternative business opportunities because the individual has a low level of commitment to the organization. Findings in this area have shown that low-commitment individuals generally have higher commitment when they are warned about their behavior (Balay, 2000: 85).

- Positive results for the organization:

Staying in the organization with a low level of commitment can create a hidden danger for the organization. When they leave the organization, the attitudes of other employees in the organization can improve and employees who have low level of commitment can be replaced with the ones with higher commitment and, new employees may bring new skills to organization.

- Negative consequences for the organization:

As low organizational commitment results in rumors, objections and complaints, there are damages in the name of the organization, the service providers lose their trust and they cannot adapt to the new situations and loss of income occurs. Informal harmful communication spread in the organization threatens the structure of authority and makes the legitimacy of senior management questionable (Balay, 2000: 87).

2.2.4.2. Results of Moderate Organizational Commitment

This level of commitment is that an individual experiences is strong but organizational identification and commitment is incomplete. Employees at moderate level of commitment are opposed to the system's reshaping itself and thus strive to protect their identities as individuals. Employees at this level have the capacity to accept some values but not the whole; they continue to maintain their personal values while meeting organizational expectations while integrating with the organization on the one hand. However, commitment at moderate level may not always produce positive results. Employees at this level are confused between collective responsibility and commitment. This situation may lead to ambiguity and unproductive functioning (Bayram, 2005: 136).

- Positive results for the employee:

Employees at this level are opposed to the system's reshaping itself and thus strive to protect their identities as individuals. The organization has the capacity to accept some values, not the whole, but continues to maintain its personal values while meeting organizational expectations, while being integrated with the organization (Bartlett, 2001:337).

- Negative consequences for the employee:

Commitment at the moderate level may not always produce positive results. Membership behaviors such as creativity, helpfulness, suggesting ideas, making

gestures, will and sacrifice is important. Employees at this level experience a confusion and conflict between collective responsibility and commitment (Cohen, 2003:48).

- Positive results for the organization:

In this commitment profile, when the employee lengthens the period of stay in the organization, it may decrease the tendency to leave the organization and increase job satisfaction.

- Negative consequences for the organization:

Moderate level of commitment, the employees increase the duration of stay in the organization, preventing new employees from coming to the organization. This affects innovation and change in the organization in a negative way. In the long term, it causes aging in organizational purposes.

2.2.4.3. Results of High Organizational Commitment

At this level of commitment, the individual shows a strong attachment to attitudes and tendencies. As a result of identification with the organization, high commitment reflects important implications for both individuals and organizations. High organizational commitment may result in individual, professional achievement and wage satisfaction, as well as rewarding the organization by delegating authority to it and bringing it to higher positions in return for the commitment of the employee.

These persons should be separated from the organization; unhappiness, frustration, change in organizational intent and culture, dissatisfaction from the work, and the need to feel a little rewarded or deprived. High organizational commitment sometimes limits the development of employee and mobility opportunities. At the same time, this suppresses creativity and innovation, creating resistance to development. High levels of commitment sometimes lead to negative consequences such as the disappearance of creativity, excessive stress and tension in out-of-work relationships, harmony provided by enforcement, and ineffective use of human resources (Bayram, 2005: 136).

- Positive results for the employees:

This level of commitment provides satisfaction to the individual, the profession, success and wages, as well as maintaining the high level of commitment to the external pressures. The organization rewards the employee for the commitment by transferring authority to it and bringing it to the top position. Highly committed individuals are also the most valuable members of the high-level business (Whitener, 2001:515).

- Negative consequences for the employees:

High levels of commitment can prevent the development of the employee and cause bureaucratic change to become a source of resistance. As the individual's work and family roles are largely interconnected, tensions can form in family relationships (Bassett-Jones, 2005:170).

- Positive results for the organization:

High level commitment has positive consequences for the organization. It ensures that the worker has a high level of commitment and a decent work force that gives confidence to every subject. This determined and reassuring labor force willingly accepts the aims of the organization and tries to put forth the most productive product (Balay, 2000: 90).

- Negative consequences for the organization:

The negative consequences of having high organizational commitment can be explained in the way that the desire of the businessmen to continuously succeed in sending the organization to high-risk investments. As a result, the young worker in the organization can drag the end to unspecified investments (Karatepe and Halıcı, 1998: 148).

High commitment provides the highest level of productivity in organization. However, excessive commitment can reduce flexibility. The organization is strongly connected to itself; but the organization has to keep the employees that do not fit the conditions required by the organization. As a result; one of the most unacceptable consequences of the high levels of commitment and one of the most important is that these employees can be more willing to behave in legal and non-moral behavior on behalf of the organization. In intra-organizational conflicts, these employees can keep their personal morality and sanctions above the orders and rules of associations (Cohen, 2003:47).

CHAPTER 3

THEORETICAL FRAMEWORK AND HYPOTHESES DEVELOPMENT

This study aims to explain employees' OCB using the concept of organizational commitment. In order to be able to evaluate the relationship among these variables, an integrative model is proposed and tested. It is empirically supported that there is a positive correlation between OC and OCB.

3.1 The Relationship between OC and OCB

This study seeks to unfold the link between OC and OCB. As it is known, OC is a psychological situation which attaches the worker to organization itself (Meyer & Allen, 1991). Works regarding to this subject explain that; OCB is based on motivational behavior (Organ, 1997; Niehoff, 2000) and OC is a well forecaster of OCB (Gasic & Pagon, 2004; Unuvar, 2006; Dickinson, 2009).

However, Katz (1964) and Organ (1988) pointed out that a short-term view of focusing on not separating employees from the organization is important for achieving organizational efficiency and productivity, and that volunteering extra role behaviors beyond the formal roles of employees more than a stable workforce for desirable organizational effectiveness and productivity (Katz, 1964, Organ, 1988). The relationship between OCB and OC, which are important for organizational productivity, has been the main subject of many researches.

According to the results of the investigations made, OC is the precursor of the OCB (Schappe, 1998, Becker, 1992, Van Scotter, 2000, O'Reilly & Chatman, 1986).

It has been generally accepted in the literature that employees are more likely to engage in organizational goals and fulfill their formal roles as they get older and are more willing to demonstrate extra role behaviors (Mathieu & Zajac, 1990; Meyer & Allen, 1997, 2000).

It has been determined that the relationship between the two variables is mostly positive and meaningful, and that employees with higher levels of commitment are more likely to show higher PLAs in the individual studies that do not have a

relationship between PL and PLA (Bogler & Somech, 2004, Chu et al., 2006, MacKenzie, Podsakoff and Ahearne, 1998). However, in some individual studies, in contrast to the general expectation, no significant relationships have been found between SC and SC dimensions and SCS (Williams & Anderson, 1991; Tansky, 1993; Alotaibi, 2001).

Emotional, continuing and normative attachment dimensions that Meyer and Allen (1991) described in the three-component attachment model to workers' organizations or affect separation decisions (Meyer et al., 1993), and that employees of all dimensions are negatively associated with work, and the effects on their behaviors could be different (Meyer et al., 2004). The relationship between emotional attachment and SCS (Feather & Rauter, 2004; Gürbüz, 2006; Moorman et al., 1993; Van Scotter, 2000) and the relationship between normative commitment and SCS in many individual studies are reported by Sleegers and Denessen, 2006; Wasti, 2005) were found to be generally positive and significant. However, when the relationship between emotional attachment and normative attachment is compared to that of OCB, emotional attachment is more strongly related to OCB than normative attachment (Cichy, Cha, and Kim, 2009; Meyer et al., 2002; Pianluprasidh, 2005).

Despite these contradictory findings in the field literature, it was determined that the relationships between the overall LOS dimension and the emotional and normative attachment dimensions were positive and significant in the meta-analysis studies that summarized the results of individual studies that did not examine the relationship between organizational commitment and OCB (Dalal, 2005, LePine et al., 2002, Organ & Ryan, 1995, Riketta, 2002). In the meta-analysis studies that examine the relationship between continuance commitment and OCB, it was reported that the relationship between the two variables was negative or meaningless (Meyer et al., 2002, Organ and Ryan, 1995).

It can be said that the results of previous studies and meta-analysis studies that examine the relationship between OC and OCB are generally positive and significant, except for the relationship between the persistence of the relationship and the OCB, when the results of the studies are generally evaluated.

Therefore, in the light of the above theoretical and empirical context, it is possible to state that a positive relationship between OC and OCB is expected. Therefore, this study proposes the following hypothesis;

H1: Organizational commitment (OC) is expected to be positively related to organizational citizenship behavior (OCB).

H1a: Emotional commitment (EC) is expected to be positively related to organizational citizenship behavior (OCB).

H1b: Continuity commitment (CC) is expected to be positively related to organizational citizenship behavior (OCB).

H1c: Normative commitment (NC) is expected to be positively related to organizational citizenship behavior (OCB).

CHAPTER 4
RESEARCH METHODOLOGY

This chapter describes the methods and procedures that were used to investigate the relationship between organizational commitment and organizational citizenship behavior. This chapter includes the discussions of the sample, measures, data collection procedures, research design, and analyses. The questionnaire that is used for this study includes the scales of organizational commitment and organizational citizenship behavior.

4.1. Sample

The population of this research is the employees of a private company in Istanbul. The sample of respondents was selected randomly from among the total population of 500 employees. According to Sekeran and Bougie (2016) for a population of 500 a sample size of 217 is suitable. Therefore a total of 220 people from the company were asked to fill the questionnaires with 160 of the questionnaires being returned. The overall response rate was (220/500) 73%.

This company was chosen because it is the pioneer of its sector by the economic virtue. The company is leader in exports, production and innovation in the lighting sector in Turkey. It is a corporate organization with the departments which are not generally needed by many companies in the lighting sector in Turkey, such as Human Resources and Public Relations. The company's corporate profile is a significant factor besides being the leader in many aspects in the sector, for the choice of the company for the study.

The study was conducted as a survey in the form of paper and pencil questionnaires. Questionnaires were distributed to the respondents in İstanbul as booklets clearly explaining the purpose of the study. Participation was voluntary; in the questionnaires, it was emphasized that the study was for scientific purposes and that the respondents' identities would be strictly held confidential. The original scales constituting the questionnaire are in English, a Turkish version of the questionnaire was used in the study (see Appendix 1).

4.2. Measures

4.2.1. Organizational Commitment

"Organizational Commitment Scale" was used as one of the data collection tools. There are 18 items on the five-point Likert scale scored from 1 to 5, with the items related to the factors affecting the organizational commitment of the employees in the sample group as "1: Strongly disagree" and "5: Strongly agree". Allen & Smith and Meyer (1993) was developed to measure the organizational commitment of the respondents. This scale measures organizational commitment in the sub-dimensions of "Emotional Commitment", "Continuity Commitment" and "Normative Commitment" (Demirkıran, 2004:108).

Information on the scales applied in this study were entered into the SPSS program and reliability analysis was conducted and it was examined how random the data are. The reliability scale shows how well the selected sample represents the population to represent the population. The reliability of the results is expressed numerically as Cronbach's Alpha (α) and is evaluated as $0,00 \leq \alpha < 0,40$ (Not Reliable), $0,40 \leq \alpha < 0,60$ (Low Reliability), $0,60 \leq \alpha < 0,80$ (Quite Reliable), and $0,80 \leq \alpha \leq 1,00$ (Highly Reliability) (Kalayci, 2009).

Table 1. Cronbach Alpha Value, Organizational Commitment

Meyer and Allen Model of Organizational Commitment	Cronbach's Alpha	N of Items
Organizational Commitment	,876	18

Organizational commitment scale $0.80 \leq \alpha < 1.00$ so it is in high reliability range.

4.2.2. Organizational Citizenship Behavior

Organizational citizenship behavior scale developed by Podsakoff, Mackenzie, Moorman and Fetter (1990) was used. The scale consists of 5 dimensions and 24 expressions/items. For each item respondents are asked from a Likert scale of 1 (Strongly disagree) to 5 (Strongly agree) on how much they agree/disagree with each of the 24 items. Conscientiousness, sportsmanship, civic virtue, courtesy and altruism constitute the dimensions of organizational citizenship behavior (Podsakoff, et al., 1990:121).

Table 2. Cronbach Alpha Value, Organizational Citizenship Behavior

Podsakoff, Mackenzie, Moorman and Fetter Organizational Citizenship Behavior Scale	Cronbach's Alpha	N of Items
Organizational Citizenship Behavior	,729	24

Cronbach's Alpha (α) value is in quite reliable category because it is in the range of $0,60 \le \alpha < 0,80$.

4.2.3. Demographical Variables

Table 3 below displays the demographic profile of the respondents. The results indicate that the majority of the respondents were male (52%), were in the 26-30 or 41-45 age group, and were married (69%). 66% of the respondents have a Bachelor's degree. The majority of the respondents were sales representatives (61%) and 33% have been working at their present job for 1-5 years.

Table 3. Demographical Profile of Respondents

Variable		f	%
Gender	Male	83	52
	Female	77	48
Age	21-25	9	5,6
	26-30	59	36,9
	31-35	16	10,0
	36-40	8	5,0
	41-45	59	36,9
	46 years or more	9	5,6
Marital Status	Married	110	68,7
	Single	50	31,3
Education	Associate degree	6	3,8
	Bachelor's degree	105	65,6
	Master's Degree	49	30,6
Department	Sales Representative	97	60,6
	Information Technology	15	9,4
	Finance	4	2,5
	Marketing	16	10,0
	Accountancy	9	5,6
	Human Resources	10	6,3
	Public Relations	9	5,6
Years of Service in Current Job	1-5 years	53	33,1

	6–10 years	37	23,1
	11–15 years	16	10,0
	16–20	43	26,9
	21 years or more	11	6,9

4.3. Procedure / Collection of Data

The respondents of this research are the employees of a private company from the lighting sector from İstanbul Turkey. The unit of analysis was the individual. Respondents were asked to fill in the questionnaire.

4.4 Analysis of Data

In this study, questionnaire data were entered into the SPSS 22 program and coded. Descriptive statistics of socio demographic variables are tabulated. Normality test was implemented in order to check the validity of the tests that are conducted in this study. Independent sample t test was used when there were two independent variables and ANOVA test was applied when there were too many variables to investigate the difference between socio demographic variables with scales. Post-hoc Tamhane test was used, in order to investigate which variables are the source of significant differences from the ANOVA test. Pearson correlation analysis was performed to investigate the relationship between the scales, and regression analysis was performed to test the hypotheses.

Normality test was implemented in order to check if the data in the study follows a normal distribution. The results of the Normality test is important for the study, because if the data does not follow a normal distribution, it is impossible to draw accurate and reliable conclusions about the reality.

Independent Sample t test and ANOVA test were used in order to determine whether there are significant differences between the sub-dimensions of Organizational Commitment and Organizational Citizenship Behavior, and the socio demographic variables of the sample population. Independent Sample t test, which is an inferential statistical test, was used when there were two independent variables, in order to determine if there is statistical evidence on significant differences between the means of two groups. ANOVA test was used, when there were 3 or more independent groups, to determine if there are any significant differences between the associated groups. The Independent Sample t test and ANOVA test are important for this study

in the terms of findings related to the significant differences between the sub-dimensions and socio demographic variables.

Post-hoc Tamhane test was used in order to investigate which variables are the source of the significant differences in the ANOVA test. When a significant differentiation is detected from an ANOVA test, Post-hoc Multiple Comparisons Tests are used, in order to detect which variables are significantly differentiated among the associated population; and since the variances are not homogenous, Post-hos Tamhane test is suitable to achieve the intended results in this study. Usage of Post-hoc Tamhane test is important for this study, in order to point out exactly which variables are significantly differentiated from the population of the ANOVA test. Additionally, Post-hoc Tamhane tests in this study include the socio demographic variables, together with the sub-dimensions of OC and OCB, while the correlation analysis focuses on only the sub-dimensions from the scales.

The correlation analysis, was used in order to indicate the inter-correlation and multi-collinearity among the variables. The relationships between OC, OCB and their sub-dimensions have been investigated as the means of the strength of their association. Regression analysis was used to test the hypotheses, in the terms of the effect that OC, EC and CC has, on Organizational Citizenship Behavior. With the explanatory power percentages that dependent variables have, their contribution to the prediction of Organizational Citizenship Behavior has been investigated. With the correlation analysis and the regression analysis implemented in this study, the hypotheses were investigated to find if variables are correlated, and if they are, to measure the strength of the relationship in between the variables.

CHAPTER 5

RESULTS

This chapter presents the results of the study. First there is a discussion of the descriptive statistics. Then the results of regression analyses are presented. Finally, the results of the hypotheses testing are presented.

5.1. Descriptive Statistics

5.1.1. Normality Test

If the Skewness and Kurtosis values in a Normality test are between -1,5 and +1,5, it indicates that the data follows a normal distribution. A Normality test has been conducted for the data in this study, and the results are shown in the below table.

Table 4. **Normality Test**

Normality Test	Emotional Commitment	Continuity Commitment	Normative Commitment	Sportsmanship	Civic Virtue	Conscientiousness	Courtesy	Altruism	OCB (General)	OC (General)
Skewness	-1,319	-,450	-,808	1,263	-1,048	1,263	-1,048	-1,059	-,761	-,900
Kurtosis	,836	-1,156	-,198	1,437	1,420	1,430	1,440	,119	,073	-,279

As the result of the Table 4, it is concluded that the data follows a normal distribution, for that the data coefficients for skewness and kurtosis are between -1,5 and +1,5. Therefore, parametric tests has been used in this study.

5.1.2. Descriptive Statistics for Organizational Commitment Items

The descriptive statistics of the OC data are shown in table 4 below. The levels of organizational commitment were moderate to high according to sample means of the variables. Mean scores were all above the midpoint of the 5-point scale and their standard deviations were distributed mostly within the 0 – 1 interval.

55

Table 5. Organizational Commitment Scale Items Descriptive Statistics

		N	Min.	Max.	Mean	Std. Deviation
1	I am very happy to spend the rest of my profession in this institution.	160	1,00	5,00	3,9250	1,06724
2	I really feel as if this institution's problems are my own problems.	160	1,00	5,00	4,0500	1,02669
3	I do not feel a strong sense of "belonging" to the institution.	160	1,00	5,00	4,7563	,69813
4	I do not feel "emotional commitment" to this institution.	160	4,00	5,00	4,8250	,38116
5	I do not feel like "part of the family" in this institution.	160	3,00	5,00	4,7750	,44792
6	This institution is very personal to me.	160	1,00	5,00	4,0375	1,12091
7	Staying with my institution is more a matter of necessity than a matter of desire.	160	1,00	5,00	3,5063	1,13269
8	It would be very hard for me to leave the institution even if I wanted to.	160	1,00	5,00	3,4313	1,19022
9	If I decided to leave at the moment, many things were not happening in my life.	160	1,00	5,00	3,3938	1,03460
10	I have no choice but to think about leaving this institution I work with.	160	1,00	5,00	2,8625	1,36205
11	If I had not done so much to this institution, I could have thought of working somewhere else.	160	1,00	4,00	2,3875	,96471
12	One of the few negatives that will arise when I leave this institution is the lack of available job opportunities.	160	1,00	5,00	2,6500	1,32798
13	I do not feel any obligation to continue working with my current employer.	160	2,00	5,00	3,5938	,84895
14	I do not think it is right to leave this institution, even if it's more advantageous for me.	160	2,00	5,00	3,0438	,88557
15	I feel guilty leaving this institution now.	160	1,00	5,00	3,1875	1,24984
16	This institution deserves my loyalty.	160	1,00	5,00	3,6563	,97804
17	I cannot leave this institution for now, because I feel obliged to the people here.	160	1,00	4,00	2,5375	,84591
18	I owe a lot to this institution.	160	1,00	5,00	3,7563	1,10315
	Valid N (listwise)	160				

While, the expression having the highest average of the organizational commitment descriptive statistics is "I do not feel 'emotional commitment' to this institution." with the mean value 4,8250, the expression having the lowest average is "If I had not done so much to this institution, I could have thought of working somewhere else." with the mean value 2,3875.

5.1.3. Organizational Commitment General Scale Differentiation Status In Accordance with Socio-Demographic Variables

5.1.2.1 Organizational Commitment and Gender

In this study, in order to search the differentiation status of gender on OC general scale, Independent Sample t-test was conducted. Differentiation according to gender is obtained (p<0,05). The results are presented in the below Table 5;

Table 6. Organizational Commitment and Gender

	N	Mean	Std. Deviation	T	P
Male	83	3,6928	,52111	2,692	,008
Female	77	3,4509	,60784		

According to the results and as seen in Table 5, organizational commitment score of male employees is higher than the female employees.

5.1.2.2 Organizational Commitment and Age

In this study, in order to search the differentiation status of age on OC general scale, ANOVA test was conducted. Differentiation according to age is obtained (p<0,05). The results are presented in the below Table 6 below;

Table 7. Organizational Commitment and Age

	N	Mean	Std. Deviation	F	P
21-25	9	4,2778	0,00000		
26-30	59	3,1582	,54177		
31-35	16	3,2014	,42835		
36-40	8	3,0556	,35635	44,628	,000
41-45	59	3,9868	,12090		
46+	9	4,0556	,00000		
Total	160	3,5764	,57562		

As it is seen from the table, for OC general scale, the behavior can change according to age. For workers who are between 21 and 25 years old have the highest score. In addition to this, Tamhane test is performed in order to see the differentiation status between age groups.

Table 8. Tamhane Test Results, Organizational Commitment, Age

		Mean Difference (I-J)	Std. Error	Sig.
21-25	26-30	1,11959[*]	,07053	0,000
	31-35	1,07639[*]	,10709	,000
	36-40	1,22222[*]	,12599	,000
	41-45	,29096[*]	,01574	0,000
	46+	,22222[*]	,00000	0,000
26-30	21-25	-1,11959[*]	,07053	0,000
	31-35	-,04320	,12823	1,000
	36-40	,10264	,14439	1,000
	41-45	-,82863[*]	,07227	0,000

	46+	-,89736*	,07053	0,000
31-35	21-25	-1,07639*	,10709	,000
	26-30	,04320	,12823	1,000
	36-40	,14583	,16535	,999
	41-45	-,78543*	,10824	,000
	46+	-,85417*	,10709	,000
36-40	21-25	-1,22222*	,12599	,000
	26-30	-,10264	,14439	1,000
	31-35	-,14583	,16535	,999
	41-45	-,93126*	,12697	,002
	46+	-1,00000*	,12599	,001
41-45	21-25	-,29096*	,01574	0,000
	26-30	,82863*	,07227	0,000
	31-35	,78543*	,10824	,000
	36-40	,93126*	,12697	,002
	46+	-,06874*	,01574	,001
46+	21-25	-,22222*	,00000	0,000
	26-30	,89736*	,07053	0,000
	31-35	,85417*	,10709	,000
	36-40	1,00000*	,12599	,001
	41-45	,06874*	,01574	,001

As a result of Tamhane test performed, for workers who are between 21 and 25 years old have the highest score in the sense of organizational commitment.

5.1.2.3 Organizational Commitment and Education

In this study, in order to search the differentiation status of education status on OC general scale, ANOVA test was conducted. Differentiation according to education status is obtained ($p < 0,05$). The results are presented in the below table 8;

Table 9. Organizational Commitment, and Education Status

	N	Mean	Std. Deviation	F	P
Two-year degree	6	3,2037	,15181		
Bachelor Degree	105	3,7455	,45047	15,640	,000
Post Graduate Degree	49	3,2596	,68788		
Total	160	3,5764	,57562		

As it is seen from the table, for OC general scale, the behavior can change according to education status. For workers who have bachelor degree have the highest score. In addition to this, Tamhane test is performed in order to see the differentiation status between education groups.

Table 10. Tamhane Test Results, Organizational Commitment, Education Status

		Mean Difference (I-J)	Std. Error	Sig.
Two-year degree	Bachelor Degree	-,54180[*]	,07598	,000
	Post Graduate Degree	-,05593	,11618	,951
Bachelor Degree	Two-year degree	,54180[*]	,07598	,000
	Post Graduate Degree	,48587[*]	,10765	,000
Post Graduate Degree	Two-year degree	,05593	,11618	,951
	Bachelor Degree	-,48587[*]	,10765	,000

As it is seen from the table, for OC general scale, the behavior can change according to education status. For workers who have bachelor degree have the highest score.

5.1.2.4 Organizational Commitment and Marital Status

In this study, in order to search the differentiation status of marital status on OC general scale, independent sample t-test was conducted. Differentiation according to marital status is obtained ($p<0,05$). The results are presented in the below table.

Table 11. Organizational Commitment, and Marital Status

	N	Mean	Std. Deviation	T	P
Married	110	3,6828	,47466	3,597	,000
Single	50	3,3422	,70186		

As it is seen from the table, for OC general scale, the behavior can change according to marital status. Workers who are married have the highest score.

5.1.2.5 Organizational Commitment and Department

In this study, in order to search the differentiation status of department variable on OC general scale, ANOVA test was conducted. Differentiation according to department variable is obtained ($p<0,05$). The results are presented in the below table.

Table 12. Organizational Commitment, and Department

	N	Mean	Std. Deviation	F	P
Sales Representative	97	3,7222	,44848	33,680	,000
Information Processing	15	3,5000	0,00000		
Finance	4	2,9444	,44905		

Marketing	16	2,5139	,43105		
Accounting	9	4,0556	,00000		
Human Resources	10	3,1667	,00000		
Public Relations	9	4,2778	0,00000		
Total	160	3,5764	,57562		

As it is seen from the table, for OC general scale, the behavior can change according to department. For workers who are working for Public Relations has the highest score. In addition to this, Tamhane test is performed in order to see the differentiation status between departments.

Table 13. Tamhane Test Results, Organizational Commitment, Department

	Mean Difference (I-J)	Std. Error	Sig.
Sales Representative	,22222*	,04554	,000
	,77778	,22910	,554
	1,20833*	,11699	,000
	-,33333*	,04554	,000
	,55556*	,04554	0,000
	-,55556*	,04554	0,000
Information Processing	-,22222*	,04554	,000
	,55556	,22453	,861
	,98611*	,10776	,000
	-,55556*	,00000	0,000
	,33333*	,00000	0,000
	-,77778	0,00000	
Finance	-,77778	,22910	,554
	-,55556	,22453	,861

	,43056	,24905	,968
	-1,11111	,22453	,285
	-,22222	,22453	1,000
	-1,33333	,22453	,182
Marketing	-1,20833[*]	,11699	,000
	-,98611[*]	,10776	,000
	-,43056	,24905	,968
	-1,54167[*]	,10776	,000
	-,65278[*]	,10776	,000
	-1,76389[*]	,10776	,000
Accounting	,33333[*]	,04554	,000
	,55556[*]	,00000	0,000
	1,11111	,22453	,285
	1,54167[*]	,10776	,000
	,88889[*]	,00000	0,000
	-,22222[*]	,00000	0,000
Human Resources	-,55556[*]	,04554	0,000
	-,33333[*]	,00000	0,000
	,22222	,22453	1,000
	,65278[*]	,10776	,000
	-,88889[*]	,00000	0,000
	-1,11111[*]	,00000	0,000
Public Relations	,55556[*]	,04554	0,000
	,77778	0,00000	
	1,33333	,22453	,182
	1,76389[*]	,10776	,000
	,22222[*]	,00000	0,000
	1,11111[*]	,00000	0,000

In addition to this, Tamhane test is performed. According to the results, workers who are working for Public Relations have the highest score in the sense of organizational commitment.

5.1.2.6 Organizational Commitment and Years of Service/Seniority

In this study, in order to search the differentiation status of seniority on OC general scale, ANOVA test was conducted.   Differentiation according to seniority is obtained ($p < 0,05$). The results are presented in the below table.

Table 14. Organizational Commitment, and Seniority

	N	Mean	Std. Deviation	F	P
1-5 years	53	3,4486	,49617		
6–10 years	37	2,9565	,55896		
11–15 years	16	3,9722	,07590		
16–20 years	43	4,0284	,02810	43,250	,000
21years +	11	3,9343	,26968		
Total	160	3,5764	,57562		

As it is seen from the table, for OC general scale, the behavior can change according to seniority. For workers who work for 16-20 years have the highest score. In addition to this, Tamhane test is performed in order to see the differentiation status between seniority levels.

Table 15. Organizational Commitment, and Seniority

		Mean Difference (I-J)	Std. Error	Sig.
1-5 years	6–10 years	,49218[*]	,11441	,001

64

	11–15 years	-,52358*	,07075	,000
	16–20 years	-,57979*	,06829	,000
	21 years +	-,48571*	,10610	,001
6–10 years	1-5 years	-,49218*	,11441	,001
	11–15 years	-1,01577*	,09383	,000
	16–20 years	-1,07197*	,09199	,000
	21 years +	-,97789*	,12270	,000
11–15 years	1-5 years	,52358*	,07075	,000
	6–10 years	1,01577*	,09383	,000
	16–20 years	-,05620	,01945	,099
	21 years +	,03788	,08350	1,000
16–20 years	1-5 years	,57979*	,06829	,000
	6–10 years	1,07197*	,09199	,000
	11–15 years	,05620	,01945	,099
	21 years +	,09408	,08142	,960
21 years +	1-5 years	,48571*	,10610	,001
	6–10 years	,97789*	,12270	,000
	11–15 years	-,03788	,08350	1,000
	16–20 years	-,09408	,08142	,960

In addition to this, Tamhane test is performed. As it is seen from the table, for OC general scale, OC level can change according to seniority. For workers who work for 16-20 years have the highest score.

5.1.4. Organizational Commitment Sub-Dimensions Differentiation Status In Accordance with Socio-Demographic Variables

5.1.3.1 Organizational Commitment Sub-Dimensions and Gender

Table 15 presents the mean scores for each of the sub-dimensions of organizational commitment with gender

Table 16. Organizational Commitment Sub-Dimensions and Gender

Gender		N	Mean	Std. Deviation	T	P
Emotional Commitment	Male	83	4,5542	,35604	3,774	,000
	Female	77	4,2229	,68963		
Continuity Commitment	Male	83	3,0582	,75099	,352	,725
	Female	77	3,0173	,71767		
Normative Commitment	Male	83	3,4659	,60640	2,921	,004
	Female	77	3,1126	,88623		

Independent Sample t-test was conducted to investigate the significant difference between organizational commitment subscales and gender variables (p <0,05). Both the emotional commitment and the normative commitment of the average of scores of the males are higher than the females.

5.1.3.2 Organizational Commitment Sub-Dimensions and Age

As Table 16 indicates a significant difference was found for all types of commitment as a result of the ANOVA test to investigate the differentiation between organizational commitment scale sub-dimensions and age variable.

Table 17. Organizational Commitment Sub-Dimensions and Age

		N	Mean	Std. Deviation	F	P
Emotional Commitment	21-25	9	4,6667	0,00000	30,148	,000
	26-30	59	3,9124	,56845		
	31-35	16	4,4583	,59473		
	36-40	8	4,2500	,26726		
	41-45	59	4,7458	,14302		
	46+	9	5,0000	0,00000		
	Total	160	4,3948	,56593		
Continuity Commitment	21-25	9	3,8333	,00000	15,557	,000
	26-30	59	2,8870	,84386		

	31-35	16	2,2917	,61313	
	36-40	8	2,1667	,53452	
	41-45	59	3,3701	,36759	
	46+	9	3,1667	,00000	
	Total	160	3,0385	,73312	
Normative Commitment	21-25	9	4,3333	0,00000	
	26-30	59	2,6751	,72478	
	31-35	16	2,8542	,35940	
	36-40	8	2,7500	,26726	53,431 ,000
	41-45	59	3,8446	,17470	
	46+	9	4,0000	0,00000	
	Total	160	3,2958	,77228	

To determine the significant differences between the variables, a post-hoc Tamhane test was performed.

Table 18. Tamhane Test for Organizational Commitment Sub-Dimensions and Age Variable

			Mean Difference (I-J)	Std. Error	Sig.
Emotional Commitment	21-25	26-30	,75424*	,14629	,000
		31-35	,20833	,17033	,825
		36-40	,41667	,19863	,294
		41-45	-,07910	,14629	,994
		46+	-,33333	,19270	,514
	26-30	21-25	-,75424*	,14629	,000
		31-35	-,54590*	,11522	,000
		36-40	-,33757	,15401	,248
		41-45	-,83333*	,07526	,000
		46+	-1,08757*	,14629	,000
	31-35	21-25	-,20833	,17033	,825
		26-30	,54590*	,11522	,000
		36-40	,20833	,17701	,847
		41-45	-,28743	,11522	,132
		46+	-,54167*	,17033	,022
	36-40	21-25	-,41667	,19863	,294
		26-30	,33757	,15401	,248
		31-35	-,20833	,17701	,847
		41-45	-,49576*	,15401	,019
		46+	-,75000*	,19863	,003

	41-45	21-25	,07910	,14629	,994
		26-30	,83333*	,07526	,000
		31-35	,28743	,11522	,132
		36-40	,49576*	,15401	,019
		46+	-,25424	,14629	,509
	46+	21-25	,33333	,19270	,514
		26-30	1,08757*	,14629	,000
		31-35	,54167*	,17033	,022
		36-40	,75000*	,19863	,003
		41-45	,25424	,14629	,509
Continuity Commitment	21-25	26-30	,94633*	,21729	,000
		31-35	1,54167*	,25300	,000
		36-40	1,66667*	,29505	,000
		41-45	,46328	,21729	,276
		46+	,66667	,28624	,189
	26-30	21-25	-,94633*	,21729	,000
		31-35	,59534*	,17115	,008
		36-40	,72034*	,22877	,024
		41-45	-,48305*	,11179	,000
		46+	-,27966	,21729	,792
	31-35	21-25	-1,54167*	,25300	,000
		26-30	-,59534*	,17115	,008
		36-40	,12500	,26292	,997
		41-45	-1,07839*	,17115	,000
		46+	-,87500*	,25300	,009
	36-40	21-25	-1,66667*	,29505	,000
		26-30	-,72034*	,22877	,024
		31-35	-,12500	,26292	,997
		41-45	-1,20339*	,22877	,000
		46+	-1,00000*	,29505	,011
	41-45	21-25	-,46328	,21729	,276
		26-30	,48305*	,11179	,000
		31-35	1,07839*	,17115	,000
		36-40	1,20339*	,22877	,000
		46+	,20339	,21729	,937
	46+	21-25	-,66667	,28624	,189
		26-30	,27966	,21729	,792
		31-35	,87500*	,25300	,009
		36-40	1,00000*	,29505	,011
		41-45	-,20339	,21729	,937
Normative Commitment	21-25	26-30	1,65819*	,16981	,000
		31-35	1,47917*	,19772	,000

		36-40	1,58333[*]	,23057	,000
		41-45	,48870	,16981	,051
		46+	,33333	,22369	,671
	26-30	21-25	-1,65819[*]	,16981	,000
		31-35	-,17903	,13375	,763
		36-40	-,07486	,17878	,998
		41-45	-1,16949[*]	,08737	,000
		46+	-1,32486[*]	,16981	,000
	31-35	21-25	-1,47917[*]	,19772	,000
		26-30	,17903	,13375	,763
		36-40	,10417	,20547	,996
		41-45	-,99047[*]	,13375	,000
		46+	-1,14583[*]	,19772	,000
	36-40	21-25	-1,58333[*]	,23057	,000
		26-30	,07486	,17878	,998
		31-35	-,10417	,20547	,996
		41-45	-1,09463[*]	,17878	,000
		46+	-1,25000[*]	,23057	,000
	41-45	21-25	-,48870	,16981	,051
		26-30	1,16949[*]	,08737	,000
		31-35	,99047[*]	,13375	,000
		36-40	1,09463[*]	,17878	,000
		46+	-,15537	,16981	,942
	46+	21-25	-,33333	,22369	,671
		26-30	1,32486[*]	,16981	,000
		31-35	1,14583[*]	,19772	,000
		36-40	1,25000[*]	,23057	,000
		41-45	,15537	,16981	,942

As a result of the Tamhane test, significant differences were found between the scores of organizational commitment subscales among different age groups. The emotional commitment scores of people aged 46 and over are higher than others. The 21-25 age groups' continuity commitment scores are higher than others. At the same time, the normative commitment score of 21-25 age groups is higher than other age groups.

5.1.3.3 Organizational Commitment Sub-Dimensions and Marital Status

Independent Sample t-test was conducted to investigate the significant difference between organizational commitment subscales and marital status variables (p <0,05).

Table 19. Organizational Commitment Sub-Dimensions and Marital Status

		N	Mean	Std. Deviation	t	p
Emotional Commitment	Married	110	4,5000	,47086	3,161	,002
	Single	50	4,1633	,68304		
Continuity Commitment	Married	110	3,1288	,74524	2,342	,020
	Single	50	2,8400	,67087		
Normative Commitment	Married	110	3,4197	,61070	2,597	,012
	Single	50	3,0233	,99774		

As Table 18 indicates both the emotional commitment, continuity commitment and the normative commitment of the average of scores of the married people are higher than single people.

5.1.3.4 Organizational Commitment Sub-Dimensions and Education

A significant difference was found for all types of commitment as a result of the ANOVA test to investigate the differentiation between organizational citizenship scale sub-dimensions and education status variable as presented in Table 19.

Table 20. Organizational Commitment Sub-Dimensions and Education Level

		N	Mean	Std. Deviation	F	P
Emotional Commitment	Two-year degree	6	4,5556	,17213	6,957	,001
	Bachelor's degree	105	4,4984	,39257		
	Master's Degree	49	4,1531	,79846		
	Total	160	4,3948	,56593		
Continuity Commitment	Two-year degree	6	2,2222	,22771	18,171	,000

		N	Mean	Std. Deviation	F	Sig.
	Bachelor's degree	105	3,2603	,76093		
	Master's Degree	49	2,6633	,43099		
	Total	160	3,0385	,73312		
Normative Commitment	Two-year degree	6	2,8333	,14907		
	Bachelor's degree	105	3,4778	,61197	9,462	,000
	Master's Degree	49	2,9626	,97436		
	Total	160	3,2958	,77228		

To determine the significant differences between the variables, a post-hoc Tamhane test was performed.

Table 21. Tamhane Test for Organizational Commitment Sub-Dimensions and Education Level

			Mean Difference (I-J)	Std. Error	Sig.
Emotional Commitment	Two-year degree	Bachelor's degree	,05714	,08004	,871
		Master's Degree	,40249*	,13398	,014
	Bachelor's degree	Two-year degree	-,05714	,08004	,871
		Master's Degree	,34535*	,12033	,017
	Master's Degree	Two-year degree	-,40249*	,13398	,014
		Bachelor's degree	-,34535*	,12033	,017
Continuity Commitment	Two-year degree	Bachelor's degree	-1,03810*	,11898	,000
		Master's Degree	-,44104*	,11150	,008
	Bachelor's degree	Two-year degree	1,03810*	,11898	,000
		Master's Degree	,59705*	,09646	,000

| | | | | Master's Degree | Two-year degree | ,44104[*] | ,11150 | ,008 |

	Master's Degree	Two-year degree	,44104[*]	,11150	,008
		Bachelor's degree	-,59705[*]	,09646	,000
Normative Commitment	Two-year degree	Bachelor's degree	-,64444[*]	,08527	,000
		Master's Degree	-,12925	,15192	,783
	Bachelor's degree	Two-year degree	,64444[*]	,08527	,000
		Master's Degree	,51519[*]	,15147	,003
	Master's Degree	Two-year degree	,12925	,15192	,783
		Bachelor's degree	-,51519[*]	,15147	,003

As a result of the Tamhane test, significant differences were found between the scores of organizational commitment subscales among different education level groups. The emotional commitment scores of people who have two year degree are higher than the others. The continuity commitment scores of people who have bachelor degree are higher than the others. Finally, the normative commitment scores of people who have bachelor degree are higher than the others.

5.1.3.5 Organizational Commitment Sub-Dimensions and Department

As Table 21 shows, a significant difference was found for all types of commitment as a result of the ANOVA test to investigate the differentiation between organizational citizenship scale sub-dimensions and department variable.

Table 22. Organizational Commitment Sub-Dimensions and Department Variable

		N	Mean	Std. Deviation	F	P
Emotional Commitment	Sales Representative	97	4,6031	,25735	65,824	,000

	Information Technology	15	3,6667	,00000		
	Finance	4	3,5000	,57735		
	Marketing	16	3,3750	,67632		
	Accountancy	9	5,0000	0,00000		
	Human Resources	10	4,6667	0,00000		
	Public Relations	9	4,6667	0,00000		
	Total	160	4,3948	,56593		
Continuity Commitment	Sales Representative	97	3,0430	,69150	21,404	,000
	Information Technology	15	4,0000	0,00000		
	Finance	4	2,6667	,38490		
	Marketing	16	2,3333	,08607		
	Accountancy	9	3,1667	,00000		
	Human Resources	10	2,0000	0,00000		
	Public Relations	9	3,8333	,00000		
	Total	160	3,0385	,73312		
Normative Commitment	Sales Representative	97	3,5206	,54712	44,338	,000
	Information Technology	15	2,8333	,00000		
	Finance	4	2,6667	,38490		
	Marketing	16	1,8333	,60246		
	Accountancy	9	4,0000	0,00000		
	Human Resources	10	2,8333	,00000		
	Public Relations	9	4,3333	0,00000		
	Total	160	3,2958	,77228		

To determine the significant differences between the variables, a post-hoc Tamhane test was performed.

Table 23. Tamhane Test for Organizational Commitment Sub-Dimensions and Department Variable

			Mean Difference (I-J)	Std. Error	Sig.
Emotional Commitment	Sales Representative	Information Technologies	,93643*	,02613	0,000
		Finance	1,10309	,28986	,484
		Marketing	1,22809*	,17109	,000

73

		Accountancy	-,39691[*]	,02613	0,000
		Human Resources	-,06357	,02613	,300
		Public Relations	-,06357	,02613	,300
	Information Technologies	Sales Representative	-,93643[*]	,02613	0,000
		Finance	,16667	,28868	1,000
		Marketing	,29167	,16908	,903
		Accountancy	-1,33333[*]	,00000	0,000
		Human Resources	-1,00000[*]	,00000	0,000
		Public Relations	-1,00000[*]	,00000	0,000
	Finance	Sales Representative	-1,10309	,28986	,484
		Information Technologies	-,16667	,28868	1,000
		Marketing	,12500	,33455	1,000
		Accountancy	-1,50000	,28868	,254
		Human Resources	-1,16667	,28868	,440
		Public Relations	-1,16667	,28868	,440
	Marketing	Sales Representative	-1,22809[*]	,17109	,000
		Information Technologies	-,29167	,16908	,903
		Finance	-,12500	,33455	1,000
		Accountancy	-1,62500[*]	,16908	,000
		Human Resources	-1,29167[*]	,16908	,000
		Public Relations	-1,29167[*]	,16908	,000
	Accountancy	Sales Representative	,39691[*]	,02613	0,000
		Information Technologies	1,33333[*]	,00000	0,000
		Finance	1,50000	,28868	,254
		Marketing	1,62500[*]	,16908	,000
		Human Resources	,33333	0,00000	
		Public Relations	,33333	0,00000	

	Human Resources	Sales Representative	,06357	,02613	,300
		Information Technologies	1,00000*	,00000	0,000
		Finance	1,16667	,28868	,440
		Marketing	1,29167*	,16908	,000
		Accountancy	-,33333	0,00000	
		Public Relations	,00000	0,00000	
	Public Relations	Sales Representative	,06357	,02613	,300
		Information Technologies	1,00000*	,00000	0,000
		Finance	1,16667	,28868	,440
		Marketing	1,29167*	,16908	,000
		Accountancy	-,33333	0,00000	
		Human Resources	,00000	0,00000	
Continuity Commitment	Sales Representative	Information Technologies	-,95704*	,07021	0,000
		Finance	,37629	,20486	,961
		Marketing	,70962*	,07343	,000
		Accountancy	-,12371	,07021	,831
		Human Resources	1,04296*	,07021	0,000
		Public Relations	-,79038*	,07021	0,000
	Information Technologies	Sales Representative	,95704*	,07021	0,000
		Finance	1,33333	,19245	,122
		Marketing	1,66667*	,02152	0,000
		Accountancy	,83333*	,00000	0,000
		Human Resources	2,00000	0,00000	
		Public Relations	,16667*	,00000	0,000
	Finance	Sales Representative	-,37629	,20486	,961
		Information Technologies	-1,33333	,19245	,122
		Marketing	,33333	,19365	,985
		Accountancy	-,50000	,19245	,828
		Human Resources	,66667	,19245	,580

		Public Relations	-1,16667	,19245	,173
	Marketing	Sales Representative	-,70962*	,07343	,000
		Information Technologies	-1,66667*	,02152	0,000
		Finance	-,33333	,19365	,985
		Accountancy	-,83333*	,02152	,000
		Human Resources	,33333*	,02152	,000
		Public Relations	-1,50000*	,02152	0,000
	Accountancy	Sales Representative	,12371	,07021	,831
		Information Technologies	-,83333*	,00000	0,000
		Finance	,50000	,19245	,828
		Marketing	,83333*	,02152	,000
		Human Resources	1,16667*	,00000	0,000
		Public Relations	-,66667*	,00000	0,000
	Human Resources	Sales Representative	-1,04296*	,07021	0,000
		Information Technologies	-2,00000	0,00000	
		Finance	-,66667	,19245	,580
		Marketing	-,33333*	,02152	,000
		Accountancy	-1,16667*	,00000	0,000
		Public Relations	-1,83333*	,00000	0,000
	Public Relations	Sales Representative	,79038*	,07021	0,000
		Information Technologies	-,16667*	,00000	0,000
		Finance	1,16667	,19245	,173
		Marketing	1,50000*	,02152	0,000
		Accountancy	,66667*	,00000	0,000
		Human Resources	1,83333*	,00000	0,000
Normative Commitment	Sales Representative	Information Technologies	,68729*	,05555	0,000
		Finance	,85395	,20031	,303
		Marketing	1,68729*	,16053	,000
		Accountancy	-,47938*	,05555	,000

		Human Resources	,68729*	,05555	0,000
		Public Relations	-,81271*	,05555	0,000
Information Technologies	Sales Representative	-,68729*	,05555	0,000
	Finance	,16667	,19245	1,000
	Marketing	1,00000*	,15062	,000
	Accountancy	-1,16667*	,00000	0,000
	Human Resources	,00000	,00000	,061
	Public Relations	-1,50000*	,00000	0,000
Finance	Sales Representative	-,85395	,20031	,303
	Information Technologies	-,16667	,19245	1,000
	Marketing	,83333	,24438	,202
	Accountancy	-1,33333	,19245	,122
	Human Resources	-,16667	,19245	1,000
	Public Relations	-1,66667	,19245	,066
Marketing	Sales Representative	-1,68729*	,16053	,000
	Information Technologies	-1,00000*	,15062	,000
	Finance	-,83333	,24438	,202
	Accountancy	-2,16667*	,15062	,000
	Human Resources	-1,00000*	,15062	,000
	Public Relations	-2,50000*	,15062	,000
Accountancy	Sales Representative	,47938*	,05555	,000
	Information Technologies	1,16667*	,00000	0,000
	Finance	1,33333	,19245	,122
	Marketing	2,16667*	,15062	,000
	Human Resources	1,16667*	,00000	0,000
	Public Relations	-,33333	0,00000	
Human Resources	Sales Representative	-,68729*	,05555	0,000

		Information Technologies	,00000	,00000	,061
		Finance	,16667	,19245	1,000
		Marketing	1,00000*	,15062	,000
		Accountancy	-1,16667*	,00000	0,000
		Public Relations	-1,50000*	,00000	0,000
	Public Relations	Sales Representative	,81271*	,05555	0,000
		Information Technologies	1,50000*	,00000	0,000
		Finance	1,66667	,19245	,066
		Marketing	2,50000*	,15062	,000
		Accountancy	,33333	0,00000	
		Human Resources	1,50000*	,00000	0,000

As a result of the Tamhane test, significant differences were found between the scores of organizational commitment subscales among different department groups. The emotional commitment scores of people who worked in the accountancy department are higher than the others. The continuity commitment scores of people who worked in the information technologies department are higher than others. And finally, normative commitment scores of people who worked in the public relations department are higher than others.

5.1.3.6 Organizational Commitment Sub-Dimensions and Seniority

A significant difference was found for all types of commitment as a result of the ANOVA test to investigate the differentiation between organizational commitment scale sub-dimensions and seniority variable.

Table 24. Organizational Commitment Sub-Dimensions and Seniority

		N	Mean	Std. Deviation	F	P
Emotional Commitment	1-5 years	53	4,4748	,20775		
	6–10 years	37	3,5405	,49598	136,157	,000
	11–15 years	16	5,0000	0,00000		
	16–20 years	43	4,6667	,00000		

78

	21years +	11	4,9394	,13484	
	Total	160	4,3948	,56593	
Continuity Commitment	1-5 years	53	2,6635	,80097	
	6–10 years	37	2,9730	,89366	
	11–15 years	16	2,9583	,34157	12,284 ,000
	16–20 years	43	3,5853	,08430	
	21years +	11	3,0455	,26968	
	Total	160	3,0385	,73312	
Normative Commitment	1-5 years	53	3,2075	,67218	
	6–10 years	37	2,3559	,62257	
	11–15 years	16	3,9583	,11386	54,803 ,000
	16–20 years	43	3,8333	,00000	
	21years +	11	3,8182	,40452	
	Total	160	3,2958	,77228	

To determine the significant differences between the variables, a post-hoc Tamhane test was performed.

Table 25. Tamhane Test for Organizational Commitment Sub-Dimensions and Seniority Variable

			Mean Difference (I-J)	Std. Error	Sig.
Emotional Commitment	1-5 years	6–10 years	,93430[*]	,08639	,000
		11–15 years	-,52516[*]	,02854	0,000
		16–20 years	-,19182[*]	,02854	,000
		21years +	-,46455[*]	,04967	,000
	6–10 years	1-5 years	-,93430[*]	,08639	,000
		11–15 years	-1,45946[*]	,08154	0,000
		16–20 years	-1,12613[*]	,08154	,000
		21years +	-1,39885[*]	,09111	0,000
	11–15 years	1-5 years	,52516[*]	,02854	0,000
		6–10 years	1,45946[*]	,08154	0,000
		16–20 years	,33333[*]	,00000	0,000
		21years +	,06061	,04066	,839
		1-5 years	,19182[*]	,02854	,000

79

	16–20 years	6–10 years	1,12613*	,08154	,000
		11–15 years	-,33333*	,00000	0,000
		21years +	-,27273*	,04066	,001
	21years +	1-5 years	,46455*	,04967	,000
		6–10 years	1,39885*	,09111	0,000
		11–15 years	-,06061	,04066	,839
		16–20 years	,27273*	,04066	,001
Continuity Commitment	1-5 years	6–10 years	-,30945	,18355	,636
		11–15 years	-,29481	,13927	,325
		16–20 years	-,92175*	,11077	,000
		21years +	-,38193	,13681	,072
	6–10 years	1-5 years	,30945	,18355	,636
		11–15 years	,01464	,16993	1,000
		16–20 years	-,61230*	,14748	,002
		21years +	-,07248	,16792	1,000
	11–15 years	1-5 years	,29481	,13927	,325
		6–10 years	-,01464	,16993	1,000
		16–20 years	-,62694*	,08635	,000
		21years +	-,08712	,11791	,998
	16–20 years	1-5 years	,92175*	,11077	,000
		6–10 years	,61230*	,14748	,002
		11–15 years	,62694*	,08635	,000
		21years +	,53982*	,08232	,001
	21years +	1-5 years	,38193	,13681	,072
		6–10 years	,07248	,16792	1,000
		11–15 years	,08712	,11791	,998
		16–20 years	-,53982*	,08232	,001
Normative Commitment	1-5 years	6–10 years	,85169*	,13784	,000
		11–15 years	-,75079*	,09662	,000
		16–20 years	-,62579*	,09233	,000

	21years +	-,61063[*]	,15297	,006
6–10 years	1-5 years	-,85169[*]	,13784	,000
	11–15 years	-1,60248[*]	,10623	0,000
	16–20 years	-1,47748[*]	,10235	,000
	21years +	-1,46233[*]	,15922	,000
11–15 years	1-5 years	,75079[*]	,09662	,000
	6–10 years	1,60248[*]	,10623	0,000
	16–20 years	,12500[*]	,02846	,005
	21years +	,14015	,12524	,966
16–20 years	1-5 years	,62579[*]	,09233	,000
	6–10 years	1,47748[*]	,10235	,000
	11–15 years	-,12500[*]	,02846	,005
	21years +	,01515	,12197	1,000
21years +	1-5 years	,61063[*]	,15297	,006
	6–10 years	1,46233[*]	,15922	,000
	11–15 years	-,14015	,12524	,966
	16–20 years	-,01515	,12197	1,000

As a result of the Tamhane test, significant differences were found between the scores of organizational commitment subscales among different seniority groups. The emotional commitment scores of people who worked for 11-15 years in the same institution are higher than the others. The continuity commitment scores of people who worked for 16-20 years in the same institution are higher than others. And finally, normative commitment scores of people who worked for 11-15 years in the same institution are higher than others.

5.1.5. Descriptive Statistics for Organizational Citizenship Behavior Items

Table 25 below presents the mean scores for each of the items of the OCB scale.

Table 26. Organizational Citizenship Behavior Scale Items Descriptive Statistics

		N	Min.	Max.	Mean	Std. Deviation
1	I stay in the workplace more than I should be.	160	1,00	5,00	3,9188	1,06972
2	I do not use extra time except for designated rest periods	160	1,00	5,00	4,0438	1,03003
3	I will follow the rules of the institution even if one does not control	160	1,00	5,00	4,7375	,71364
4	I am one of the employees who have the most sense of mission	160	3,00	5,00	4,8125	,40728
5	I have to work honestly to get the money I deserve	160	3,00	5,00	4,7750	,44792
6	I complain about trivial matters.	160	1,00	5,00	1,4813	,89704
7	I focus on the negative aspects of the situations rather than positive aspects.	160	1,00	5,00	2,2438	1,25265
8	I grow even the slightest problems.	160	1,00	5,00	1,6063	1,02850
9	I always try to find a defect under the applications of the institution.	160	1,00	5,00	1,9250	1,16851
10	I need to be constantly encouraged (get a warning) to be able to do my job as required.	160	1,00	5,00	1,8125	1,17193
11	Even if it is not compulsory, I attend meetings which I consider important.	160	1,00	5,00	3,7625	1,00619
12	I participate in the activities that contribute to the image of the institution if it is not requested by me.	160	1,00	5,00	3,8188	1,10386
13	I follow the changes made in the institution closely.	160	1,00	5,00	4,1063	,82108
14	I consider the explanations made by the institution	160	2,00	5,00	4,3750	,74183
15	I take precautions to avoid problems with other employees	160	1,00	5,00	3,5063	1,13269
16	I think about how my behaviors affect other people's work.	160	1,00	5,00	3,4313	1,19022
17	I do not abuse the rights of others.	160	1,00	5,00	3,3938	1,03460
18	I avoid create problems co-workers	160	1,00	5,00	2,8625	1,36205
19	I consider how my behaviors will affect my colleague.	160	1,00	4,00	2,3875	,96471
20	I will help other employees when they need.	160	1,00	5,00	3,9125	1,06628
21	I help people with heavy workloads	160	1,00	5,00	4,0375	1,02108
22	Even if it is not requested from me, I help the newcomer to get used to work	160	1,00	5,00	4,7375	,70477
23	I volunteer to help someone with a business problem	160	4,00	5,00	4,8000	,40126
24	I'm ready to help the people around me	160	3,00	5,00	4,7750	,44792
	Valid N (listwise)	160				

While, the expression having the highest average of the organizational citizenship descriptive statistics is "I am one of the employees who have the most sense of mission." with the mean value 4,8125, the expression having the lowest average is "I complain about trivial matters." with the mean value 1,4813.

5.1.6. Organizational Citizenship Behavior General Scale Differentiation Status In Accordance with Socio-Demographic Variables

5.1.5.1 Organizational Citizenship Behavior and Gender

In this study, in order to search the differentiation status of gender on OCB, Independent Sample t-test was conducted and presented in Table 26 below;.

Table 27. Organizational Citizenship Behavior and Gender

	N	Mean	Std. Deviation	T	P
Male	83	3,5994	,32090	1,726	,086
Female	77	3,5022	,39034		

However no differentiation according to gender can be obtained (p>0,05). This indicates that there is no difference in the degree of OCB displayed by males and females.

5.1.5.2 Organizational Citizenship Behavior and Age

In this study, in order to search the differentiation status of age on OCB, ANOVA test was conducted. Differentiation according to age is obtained (p<0,05). The results are presented in the below table.

Table 28. Organizational Citizenship Behavior and Age

	N	Mean	Std. Deviation	F	P
21-25	9	3,7824	,18136	22,780	,000

26-30	59	3,3298	,34880
31-35	16	3,4531	,34118
36-40	8	3,1406	,24493
41-45	59	3,7839	,18960
46+	9	3,8102	,13993
Total	160	3,5526	,35820

As it is seen from the table, for OCB, the behavior can change according to age. For workers who are 46 years and older have the highest score. In addition to this, Tamhane test is performed in order to see the differentiation status between age groups.

Table 29. Tamhane Test, Organizational Citizenship Behavior and Age

		Mean Difference (I-J)	Std. Error	Sig.
21-25	26-30	,45261*	,07561	,000
	31-35	,32928	,10455	,065
	36-40	,64178*	,10561	,001
	41-45	-,00149	,06530	1,000
	46+	-,02778	,07635	1,000
26-30	21-25	-,45261*	,07561	,000
	31-35	-,12332	,09663	,973
	36-40	,18918	,09778	,707
	41-45	-,45410*	,05169	,000
	46+	-,48038*	,06510	,000
31-35	21-25	-,32928	,10455	,065
	26-30	,12332	,09663	,973
	36-40	,31250	,12155	,247
	41-45	-,33077*	,08880	,024
	46+	-,35706*	,09722	,020
36-40	21-25	-,64178*	,10561	,001
	26-30	-,18918	,09778	,707
	31-35	-,31250	,12155	,247
	41-45	-,64327*	,09004	,001
	46+	-,66956*	,09836	,000
41-45	21-25	,00149	,06530	1,000
	26-30	,45410*	,05169	,000
	31-35	,33077*	,08880	,024
	36-40	,64327*	,09004	,001
	46+	-,02629	,05277	1,000
46+	21-25	,02778	,07635	1,000
	26-30	,48038*	,06510	,000
	31-35	,35706*	,09722	,020
	36-40	,66956*	,09836	,000

		41-45	,02629	,05277	1,000

In this study, in order to search the differentiation status of age on OCB general scale, independent sample t-test was conducted.

5.1.5.3 Organizational Citizenship Behavior and Marital Status

Differentiation according to marital status is obtained (p<0,05). The results are presented in the below table.

Table 30. Organizational Citizenship Behavior and Marital Status

	N	Mean	Std. Deviation	t	p
Married	110	3,6227	,31215	3,474	,001
Single	50	3,3983	,40530		

As it is seen from the table, for OCB general scale, the behavior can change according to marital status. For workers who are married have higher score then single employees.

5.1.5.4 Organizational Citizenship Behavior and Education

In this study, in order to search the differentiation status of education status on OCB general scale, ANOVA test was conducted.   Differentiation according to education status is obtained (p<0,05). The results are presented in the below table.

Table 31. Organizational Citizenship Behavior and Education Status

	N	Mean	Std. Deviation	F	P
Two-year Degree	6	3,4306	,37884	10,331	,000
Bachelor	105	3,6405	,25829		
Post-graduate	49	3,3793	,46486		
Total	160	3,5526	,35820		

As it is seen from the table, for OCB, the behavior can change according to education status. For workers who have bachelor degree have the highest score. In addition to this, Tamhane test is performed in order to see the differentiation status between education groups. The results are represented below table.

Table 32. Tamhane Test, Organizational Citizenship Behavior and Education Status

		Mean Difference (I-J)	Std. Error	Sig.
Two-year Degree	Bachelor	-,20992	,15670	,553
	Post-graduate	,05130	,16831	,988
Bachelor	Two-year Degree	,20992	,15670	,553
	Post-graduate	,26122*	,07103	,001
Post-graduate	Two-year Degree	-,05130	,16831	,988
	Bachelor	-,26122*	,07103	,001

As it is seen from the Tamhane test, there are significant differences in between the scores of the workers who have Bachelor Degrees and the workers who have Post-Graduate Degrees. The workers who have Bachelor Degrees, have higher Organizational Citizenship Behavior results than both the workers with Two-Year Degrees and Post-Graduate Degrees.

5.1.5.5 Organizational Citizenship Behavior and Department

In this study, in order to search the differentiation status of department variable on OCB general scale, ANOVA test was conducted. Differentiation according to deparment is obtained (p<0,05). The results are presented in the below table.

Table 33. Organizational Citizenship Behavior and Department

	N	Mean	Std. Deviation	F	P
Sales Representative	97	3,6375	,29124	15,167	,000

Information Processing	15	3,4611	,17640	
Finance	4	3,0833	,33506	
Marketing	16	3,0052	,43351	
Accounting	9	3,8102	,13993	
Human Resources	10	3,4917	,26629	
Public Relations	9	3,7824	,18136	
Total	160	3,5526	,35820	

As it is seen from the table, for OCB general scale, the behavior can change according to department which employee works for. For workers who are working at Public Relations Department have the highest score. In addition to this, Tamhane test is performed in order to see the differentiation status between departments. The results are represented below table.

Table 34. Tamhane test, Organizational Citizenship Behavior and Department

		Mean Difference (I-J)	Std. Error	Sig.
Sales Representative	Information Processing	,17635	,05430	,062
	Finance	,55412	,17012	,605
	Marketing	,63225*	,11234	,001
	Accounting	-,17273	,05523	,131
	Human Resources	,14579	,08925	,946
	Public Relations	-,14495	,06730	,673
Information Processing	Sales Representative	-,17635	,05430	,062
	Finance	,37778	,17361	,905
	Marketing	,45590*	,11756	,019
	Accounting	-,34907*	,06519	,001
	Human Resources	-,03056	,09574	1,000
	Public Relations	-,32130*	,07569	,012
Finance	Sales Representative	-,55412	,17012	,605
	Information Processing	-,37778	,17361	,905
	Marketing	,07812	,19953	1,000
	Accounting	-,72685	,17390	,326
	Human Resources	-,40833	,18751	,849
	Public Relations	-,69907	,17811	,330

Marketing	Sales Representative	-,63225[*]	,11234	,001
	Information Processing	-,45590[*]	,11756	,019
	Finance	-,07812	,19953	1,000
	Accounting	-,80498[*]	,11799	,000
	Human Resources	-,48646[*]	,13725	,034
	Public Relations	-,77720[*]	,12410	,000
Accounting	Sales Representative	,17273	,05523	,131
	Information Processing	,34907[*]	,06519	,001
	Finance	,72685	,17390	,326
	Accounting	,80498[*]	,11799	,000
	Human Resources	,31852	,09626	,104
	Public Relations	,02778	,07635	1,000
Human Resources	Sales Representative	-,14579	,08925	,946
	Information Processing	,03056	,09574	1,000
	Finance	,40833	,18751	,849
	Marketing	,48646[*]	,13725	,034
	Accounting	-,31852	,09626	,104
	Public Relations	-,29074	,10366	,236
Public Relations	Sales Representative	,14495	,06730	,673
	Information Processing	,32130[*]	,07569	,012
	Finance	,69907	,17811	,330
	Marketing	,77720[*]	,12410	,000
	Accounting	-,02778	,07635	1,000
	Human Resources	,29074	,10366	,236

As it is seen from the Tamhane test, there are significant differences in between the scores of Merketing, Acconting, Human Resources and Public Relations. The workers who work in Public Relations, have higher Organizational Citizenship Behavior results than the rest of the departments, except the Accounting department.

5.1.5.6 Organizational Citizenship Behavior and Years of Service/Seniority

In this study, in order to search the differentiation status of seniority variable on OCB general scale, ANOVA test was conducted.   Differentiation according to seniority is obtained (p<0,05). The results are presented in the below table.

Table 35. Organizational Citizenship Behavior and Seniority

	N	Mean	Std. Deviation	F	P
1-5 years	53	3,5157	,27105		
6–10 years	37	3,1565	,35018		
11–15 years	16	3,8464	,16577	36,427	,000
16–20 years	43	3,7703	,16750		
21 years +	11	3,7841	,26274		
Total	160	3,5526	,35820		

As it is seen from the table, for OCB general scale, the behavior can change according to seniority of the employee. For workers who are working for 11-15 years on their job have the highest score. In addition to this, Tamhane test is performed in order to see the differentiation status between departments. The results are represented below table.

Table 36. Tamhane Test, Organizational Citizenship Behavior and Seniority

		Mean Difference (I-J)	Std. Error	Sig.
1-5 years	6–10 years	,35919*	,06856	,000
	11–15 years	-,33063*	,05571	,000
	16–20 years	-,25463*	,04515	,000
	21 years +	-,26837	,08753	,077
6–10 years	1-5 years	-,35919*	,06856	,000
	11–15 years	-,68982*	,07094	,000
	16–20 years	-,61382*	,06298	,000
	21 years +	-,62756*	,09793	,000
11–15 years	1-5 years	,33063*	,05571	,000
	6–10 years	,68982*	,07094	,000
	16–20 years	,07601	,04868	,752
	21 years +	,06226	,08941	,999
16–20 years	1-5 years	,25463*	,04515	,000
	6–10 years	,61382*	,06298	,000
	11–15 years	-,07601	,04868	,752
	21 years +	-,01374	,08324	1,000

21 years +	1-5 years		,26837	,08753	,077
	6–10 years		,62756*	,09793	,000
	11–15 years		-,06226	,08941	,999
	16–20 years		,01374	,08324	1,000

As it is seen from the Tamhane test, there are differences in Organizational Citizenship Behavior in between the workers, according their seniority. The workers who have been working for 11-15 years have higher OCB results than all the remaining seniority groups, where there is a high amount of mean difference with 1-5 years and 6-10 years, and a lower amount of mean difference with 16-20 years and 21+ years.

5.1.7. Organizational Citizenship Behavior Sub-Scales Differentiation Status In Accordance with Socio-Demographic Variables

Table 37. Organizational Citizenship Behavior and Gender

Gender		N	Mean	Std. Deviation	t	P
Sportsmanship	Male	83	1,7590	,71278	-,878	,381
	Female	77	1,8727	,91818		
Civic Virtue	Male	83	4,0030	,75657	-,234	,816
	Female	77	4,0292	,65390		
Conscientiousness	Male	83	4,5759	,36745	3,217	,002
	Female	77	4,3299	,57010		
Courtesy	Male	83	3,1783	,76574	1,058	,292
	Female	77	3,0494	,77606		
Altruism	Male	83	4,5614	,35948	2,979	,003
	Female	77	4,3351	,56980		

As a result of the Independent Sample t-test to investigate the divergence between organizational citizenship scale sub-dimensions and gender variable, there was a significant difference in Conscientiousness and Altruism dimensions. In these dimensions, the average scores of men are higher than women.

Table 38. Organizational Citizenship Behavior and Age

	N	Mean	Std. Deviation	F	P

Sportsmanship	21-25	9	1,6444	,71259	1,284	,273
	26-30	59	1,8508	,84003		
	31-35	16	1,9500	,88393		
	36-40	8	1,1500	,14142		
	41-45	59	1,8475	,84146		
	46+	9	1,8667	,71414		
	Total	160	1,8138	,81746		
Civic Virtue	21-25	9	4,1667	,70711	1,449	,210
	26-30	59	3,9746	,70205		
	31-35	16	3,7969	,62061		
	36-40	8	4,5313	,43172		
	41-45	59	4,0508	,72335		
	46+	9	3,8333	,85696		
	Total	160	4,0156	,70693		
Conscientiousness	21-25	9	4,5778	,06667	30,383	,000
	26-30	59	4,0610	,45977		
	31-35	16	4,5875	,55842		
	36-40	8	4,1000	,32071		
	41-45	59	4,7661	,16253		
	46+	9	5,0000	0,00000		
	Total	160	4,4575	,49010		
Courtesy	21-25	9	4,0000	0,00000	22,127	,000
	26-30	59	2,8203	,86279		
	31-35	16	2,4500	,60882		
	36-40	8	2,1000	,53452		
	41-45	59	3,5525	,27124		
	46+	9	3,4000	,00000		
	Total	160	3,1163	,77101		
Altruism	21-25	9	4,6000	,00000	27,580	,000
	26-30	59	4,0712	,46648		
	31-35	16	4,5500	,54894		
	36-40	8	4,1000	,32071		
	41-45	59	4,7559	,17047		
	46+	9	4,9556	,13333		
	Total	160	4,4525	,48447		

A significant difference was found for the Courtesy, Conscientiousness, and Altruism dimensions as the result of the ANOVA test to investigate the differentiation between organizational citizenship scale subscales and age variable. To determine the

significance of differences between the variables, a post-hoc Tamhane test was performed.

Table 39. Tamhane Test for Organizational Citizenship Behavior and Age Variable

			Mean Difference (I-J)	Std. Error	Sig.
Conscientiousness	21-25	26-30	,51676*	,06385	,000
		31-35	-,00972	,14136	1,000
		36-40	,47778	,11555	,054
		41-45	-,18832*	,03069	,000
		46+	-,42222*	,02222	,000
	26-30	21-25	-,51676*	,06385	,000
		31-35	-,52648*	,15190	,034
		36-40	-,03898	,12822	1,000
		41-45	-,70508*	,06349	0,000
		46+	-,93898*	,05986	0,000
	31-35	21-25	,00972	,14136	1,000
		26-30	,52648*	,15190	,034
		36-40	,48750	,17985	,178
		41-45	-,17860	,14120	,978
		46+	-,41250	,13961	,138
	36-40	21-25	-,47778	,11555	,054
		26-30	,03898	,12822	1,000
		31-35	-,48750	,17985	,178
		41-45	-,66610*	,11535	,008
		46+	-,90000*	,11339	,001
	41-45	21-25	,18832*	,03069	,000
		26-30	,70508*	,06349	0,000
		31-35	,17860	,14120	,978
		36-40	,66610*	,11535	,008
		46+	-,23390*	,02116	,000
	46+	21-25	,42222*	,02222	,000
		26-30	,93898*	,05986	0,000
		31-35	,41250	,13961	,138
		36-40	,90000*	,11339	,001
		41-45	,23390*	,02116	,000
Courtesy	21-25	26-30	1,17966*	,11233	,000
		31-35	1,55000*	,15221	,000

		36-40	1,90000[*]	,18898	,000
		41-45	,44746[*]	,03531	0,000
		46+	,60000[*]	,00000	0,000
	26-30	21-25	-1,17966[*]	,11233	,000
		31-35	,37034	,18917	,596
		36-40	,72034	,21984	,089
		41-45	-,73220[*]	,11775	,000
		46+	-,57966[*]	,11233	,000
	31-35	21-25	-1,55000[*]	,15221	,000
		26-30	-,37034	,18917	,596
		36-40	,35000	,24265	,937
		41-45	-1,10254[*]	,15625	,000
		46+	-,95000[*]	,15221	,000
	36-40	21-25	-1,90000[*]	,18898	,000
		26-30	-,72034	,21984	,089
		31-35	-,35000	,24265	,937
		41-45	-1,45254[*]	,19225	,001
		46+	-1,30000[*]	,18898	,004
	41-45	21-25	-,44746[*]	,03531	0,000
		26-30	,73220[*]	,11775	,000
		31-35	1,10254[*]	,15625	,000
		36-40	1,45254[*]	,19225	,001
		46+	,15254[*]	,03531	,001
	46+	21-25	-,60000[*]	,00000	0,000
		26-30	,57966[*]	,11233	,000
		31-35	,95000[*]	,15221	,000
		36-40	1,30000[*]	,18898	,004
		41-45	-,15254[*]	,03531	,001
Altruism	21-25	26-30	,52881[*]	,06073	,000
		31-35	,05000	,13723	1,000
		36-40	,50000[*]	,11339	,046
		41-45	-,15593[*]	,02219	,000
		46+	-,35556[*]	,04444	,001
	26-30	21-25	-,52881[*]	,06073	,000
		31-35	-,47881	,15007	,063
		36-40	-,02881	,12863	1,000
		41-45	-,68475[*]	,06466	,000
		46+	-,88437[*]	,07526	,000
	31-35	21-25	-,05000	,13723	1,000
		26-30	,47881	,15007	,063
		36-40	,45000	,17802	,255
		41-45	-,20593	,13902	,924

		46+	-,40556	,14425	,160
	36-40	21-25	-,50000[*]	,11339	,046
		26-30	,02881	,12863	1,000
		31-35	-,45000	,17802	,255
		41-45	-,65593[*]	,11554	,009
		46+	-,85556[*]	,12179	,001
	41-45	21-25	,15593[*]	,02219	,000
		26-30	,68475[*]	,06466	,000
		31-35	,20593	,13902	,924
		36-40	,65593[*]	,11554	,009
		46+	-,19962[*]	,04968	,024
	46+	21-25	,35556[*]	,04444	,001
		26-30	,88437[*]	,07526	,000
		31-35	,40556	,14425	,160
		36-40	,85556[*]	,12179	,001
		41-45	,19962[*]	,04968	,024

Significant differences were found between the scores of Courtesy, Conscientiousness, and Altruism subscales among different age groups at the end of the Tamhane test. Those above 46 years of age have a higher altruism score than others. The courtesy scores of the 21-25 age group are higher than others.

Table 40. Organizational Citizenship Behavior and Marital Status Variable

Marital Status		N	Mean	Std. Deviation	T	P
Sportsmanship	Married	110	1,8564	,81820	,978	,330
	Single	50	1,7200	,81616		
Civic Virtue	Married	110	4,0205	,71447	,128	,898
	Single	50	4,0050	,69710		
Conscientiousness	Married	110	4,5400	,44479	3,027	,003
	Single	50	4,2760	,53892		
Courtesy	Married	110	3,2436	,70144	2,971	,004
	Single	50	2,8360	,84727		
Altruism	Married	110	4,5327	,43370	2,935	,004
	Single	50	4,2760	,54494		

As a result of the Independent Sample t-test to investigate the divergence between organizational citizenship scale sub-dimensions and marital status variable, there was

a significant difference in Conscientiousness and Altruism dimensions. In these dimensions, the average scores of married people are higher than single people.

Table 41. Organizational Citizenship Behavior and Education Level

		N	Mean	Std. Deviation	F	P
Sportsmanship	Two-year degree	6	1,9333	1,44037	,330	,720
	Bachelor's degree	105	1,8419	,77295		
	Master's Degree	49	1,7388	,83287		
	Total	160	1,8138	,81746		
Civic Virtue	Two-year degree	6	3,7500	,82158	,975	,380
	Bachelor's degree	105	3,9857	,71625		
	Master's Degree	49	4,1122	,67326		
	Total	160	4,0156	,70693		
Conscientiousness	Two-year degree	6	4,6000	,17889	6,618	,002
	Bachelor's degree	105	4,5448	,36846		
	Master's Degree	49	4,2531	,66052		
	Total	160	4,4575	,49010		
Courtesy	Two-year degree	6	2,4000	,30984	19,197	,000
	Bachelor's degree	105	3,3600	,70460		
	Master's Degree	49	2,6816	,70465		
	Total	160	3,1163	,77101		
Altruism	Two-year degree	6	4,5333	,16330	6,112	,003
	Bachelor's degree	105	4,5390	,35423		
	Master's Degree	49	4,2571	,66833		
	Total	160	4,4525	,48447		

A significant difference was found for the Courtesy, Conscientiousness, and Altruism dimensions as the result of the ANOVA test to investigate the differentiation between organizational citizenship scale subscales and education level variable. To determine the significance of differences between the variables, a post-hoc Tamhane test was performed.

Table 42. Tamhane Test for Organizational Citizenship Behavior and Education Level

			Mean Difference (I-J)	Std. Error	Sig.
Conscientiousness	Two-year degree	Bachelor's degree	,05524	,08140	,888
		Master's Degree	,34694*	,11932	,021
	Bachelor's degree	Two-year degree	-,05524	,08140	,888
		Master's Degree	,29170*	,10098	,016
	Master's Degree	Two-year degree	-,34694*	,11932	,021
		Bachelor's degree	-,29170*	,10098	,016
Courtesy	Two-year degree	Bachelor's degree	-,96000*	,14397	,000
		Master's Degree	-,28163	,16166	,284
	Bachelor's degree	Two-year degree	,96000*	,14397	,000
		Master's Degree	,67837*	,12191	,000
	Master's Degree	Two-year degree	,28163	,16166	,284
		Bachelor's degree	-,67837*	,12191	,000
Altruism	Two-year degree	Bachelor's degree	-,00571	,07510	1,000
		Master's Degree	,27619	,11645	,070
	Bachelor's degree	Two-year degree	,00571	,07510	1,000

	Master's Degree	,28190[*]	,10154	,022	
Master's Degree	Two-year degree	-,27619	,11645	,070	
	Bachelor's degree	-,28190[*]	,10154	,022	

Significant differences were found between the scores of Courtesy, Conscientiousness, and Altruism subscales among different education groups at the end of the Tamhane test. Those who have two-year degree have a stronger Conscientiousness while those who have bachelor degree have Courtesy and Altruism score higher than others.

Table 43. Organizational Citizenship Behavior and Department Variable

		N	Mean	Std. Deviation	F	P
Sportsmanship	Sales Representative	97	1,7505	,73939	,471	,829
	Information Technology	15	1,9200	,87766		
	Finance	4	2,1000	,73937		
	Marketing	16	1,9875	1,20989		
	Accountancy	9	1,8667	,71414		
	Human Resources	10	1,9800	1,01740		
	Public Relations	9	1,6444	,71259		
	Total	160	1,8138	,81746		
Civic Virtue	Sales Representative	97	4,0773	,70836	1,124	,351
	Information Technology	15	4,0833	,41904		
	Finance	4	3,3750	,62915		
	Marketing	16	3,9063	,81074		
	Accountancy	9	3,8333	,85696		
	Human Resources	10	3,7750	,71151		
	Public Relations	9	4,1667	,70711		
	Total	160	4,0156	,70693		

Conscientiousness	Sales Representative	97	4,6247	,29048		
	Information Technology	15	3,8000	,00000		
	Finance	4	3,6500	,52599		
	Marketing	16	3,6750	,49464	51,570	,000
	Accountancy	9	5,0000	0,00000		
	Human Resources	10	4,8000	0,00000		
	Public Relations	9	4,5778	,06667		
	Total	160	4,4575	,49010		
Courtesy	Sales Representative	97	3,2021	,69910		
	Information Technology	15	3,8000	,00000		
	Finance	4	2,7000	,34641		
	Marketing	16	1,9750	,34928	23,578	,000
	Accountancy	9	3,4000	,00000		
	Human Resources	10	2,2000	,00000		
	Public Relations	9	4,0000	0,00000		
	Total	160	3,1163	,77101		
Altruism	Sales Representative	97	4,6206	,28356		
	Information Technology	15	3,8267	,07037		
	Finance	4	3,6500	,52599		
	Marketing	16	3,6625	,50448	49,303	,000
	Accountancy	9	4,9556	,13333		
	Human Resources	10	4,7600	,12649		
	Public Relations	9	4,6000	,00000		
	Total	160	4,4525	,48447		

A significant difference was found for Conscientiousness, Altruism and Courtesy as a result of the ANOVA test to investigate the differentiation between organizational commitment scale sub-dimensions and department variable. To determine the significant differences between the variables, a post-hoc Tamhane test was performed.

Table 44. Tamhane Test for Organizational Citizenship Behavior and Department Variable

			Mean Difference (I-J)	Std. Error	Sig.
Conscientiousness	Sales Representative	Information Technology	,82474*	,02949	0,000
		Finance	,97474	,26464	,508
		Marketing	,94974*	,12713	,000
		Accountancy	-,37526*	,02949	0,000
		Human Resources	-,17526*	,02949	,000
		Public Relations	,04696	,03693	,993
	Information Technology	Sales Representative	-,82474*	,02949	0,000
		Finance	,15000	,26300	1,000
		Marketing	,12500	,12366	1,000
		Accountancy	-1,20000*	,00000	0,000
		Human Resources	-1,00000*	,00000	0,000
		Public Relations	-,77778*	,02222	,000
	Finance	Sales Representative	-,97474	,26464	,508
		Information Technology	-,15000	,26300	1,000
		Marketing	-,02500	,29062	1,000
		Accountancy	-1,35000	,26300	,261
		Human Resources	-1,15000	,26300	,375
		Public Relations	-,92778	,26393	,558
	Marketing	Sales Representative	-,94974*	,12713	,000
		Information Technology	-,12500	,12366	1,000
		Finance	,02500	,29062	1,000

		Accountancy	-1,32500*	,12366	,000
		Human Resources	-1,12500*	,12366	,000
		Public Relations	-,90278*	,12564	,000
	Accountancy	Sales Representative	,37526*	,02949	0,000
		Information Technology	1,20000*	,00000	0,000
		Finance	1,35000	,26300	,261
		Marketing	1,32500*	,12366	,000
		Human Resources	,20000	0,00000	
		Public Relations	,42222*	,02222	,000
	Human Resources	Sales Representative	,17526*	,02949	,000
		Information Technology	1,00000*	,00000	0,000
		Finance	1,15000	,26300	,375
		Marketing	1,12500*	,12366	,000
		Accountancy	-,20000	0,00000	
		Human Resources	,22222*	,02222	,000
	Public Relations	Sales Representative	-,04696	,03693	,993
		Information Technology	,77778*	,02222	,000
		Finance	,92778	,26393	,558
		Marketing	,90278*	,12564	,000
		Accountancy	-,42222*	,02222	,000
		Human Resources	-,22222*	,02222	,000
Courtesy	Sales Representative	Information Technology	-,59794*	,07098	,000
		Finance	,50206	,18719	,687
		Marketing	1,22706*	,11253	,000
		Accountancy	-,19794	,07098	,126

		Human Resources	1,00206[*]	,07098	0,000
		Public Relations	-,79794[*]	,07098	0,000
	Information Technology	Sales Representative	,59794[*]	,07098	,000
		Finance	1,10000	,17321	,153
		Marketing	1,82500[*]	,08732	,000
		Accountancy	,40000[*]	,00000	0,000
		Human Resources	1,60000[*]	,00000	0,000
		Public Relations	-,20000[*]	,00000	0,000
	Finance	Sales Representative	-,50206	,18719	,687
		Information Technology	-1,10000	,17321	,153
		Marketing	,72500	,19397	,277
		Accountancy	-,70000	,17321	,440
		Human Resources	,50000	,17321	,746
		Public Relations	-1,30000	,17321	,098
	Marketing	Sales Representative	-1,22706[*]	,11253	,000
		Information Technology	-1,82500[*]	,08732	,000
		Finance	-,72500	,19397	,277
		Accountancy	-1,42500[*]	,08732	,000
		Human Resources	-,22500	,08732	,360
		Public Relations	-2,02500[*]	,08732	,000
	Accountancy	Sales Representative	,19794	,07098	,126
		Information Technology	-,40000[*]	,00000	0,000
		Finance	,70000	,17321	,440
		Marketing	1,42500[*]	,08732	,000

		Human Resources	1,20000*	,00000	0,000
		Public Relations	-,60000*	,00000	0,000
	Human Resources	Sales Representative	-1,00206*	,07098	0,000
		Information Technology	-1,60000*	,00000	0,000
		Finance	-,50000	,17321	,746
		Marketing	,22500	,08732	,360
		Accountancy	-1,20000*	,00000	0,000
		Human Resources	-1,80000*	,00000	0,000
	Public Relations	Sales Representative	,79794*	,07098	0,000
		Information Technology	,20000*	,00000	0,000
		Finance	1,30000	,17321	,098
		Marketing	2,02500*	,08732	,000
		Accountancy	,60000*	,00000	0,000
		Human Resources	1,80000*	,00000	0,000
Altruism	Sales Representative	Information Technology	,79395*	,03405	0,000
		Finance	,97062	,26457	,513
		Marketing	,95812*	,12936	,000
		Accountancy	-,33494*	,05295	,000
		Human Resources	-,13938	,04928	,196
		Public Relations	,02062	,02879	1,000
	Information Technology	Sales Representative	-,79395*	,03405	0,000
		Finance	,17667	,26362	1,000
		Marketing	,16417	,12742	,994
		Accountancy	-1,12889*	,04802	,000
		Human Resources	-,93333*	,04393	,000

102

		Public Relations	-,77333[*]	,01817	,000
	Finance	Sales Representative	-,97062	,26457	,513
		Information Technology	-,17667	,26362	1,000
		Marketing	-,01250	,29167	1,000
		Accountancy	-1,30556	,26672	,261
		Human Resources	-1,11000	,26602	,385
		Public Relations	-,95000	,26300	,541
	Marketing	Sales Representative	-,95812[*]	,12936	,000
		Information Technology	-,16417	,12742	,994
		Finance	,01250	,29167	1,000
		Accountancy	-1,29306[*]	,13372	,000
		Human Resources	-1,09750[*]	,13231	,000
		Public Relations	-,93750[*]	,12612	,000
	Accountancy	Sales Representative	,33494[*]	,05295	,000
		Information Technology	1,12889[*]	,04802	,000
		Finance	1,30556	,26672	,261
		Marketing	1,29306[*]	,13372	,000
		Human Resources	,19556	,05979	,093
		Public Relations	,35556[*]	,04444	,001
	Human Resources	Sales Representative	,13938	,04928	,196
		Information Technology	,93333[*]	,04393	,000
		Finance	1,11000	,26602	,385
		Marketing	1,09750[*]	,13231	,000
		Accountancy	-,19556	,05979	,093

		Human Resources	,16000	,04000	,063
	Public Relations	Sales Representative	-,02062	,02879	1,000
		Information Technology	,77333[*]	,01817	,000
		Finance	,95000	,26300	,541
		Marketing	,93750[*]	,12612	,000
		Accountancy	-,35556[*]	,04444	,001
		Human Resources	-,16000	,04000	,063

Significant differences were found between the scores of Courtesy, Conscientiousness, and Altruism subscales among different department groups at the end of the Tamhane test. Those who worked in human resources department have a stronger conscientiousness while those who have worked in public relations department have courtesy score higher than others. Those who worked in accountancy department altruism score higher than others.

Table 45. Organizational Citizenship Behavior and Seniority Variable

		N	Mean	Std. Deviation	F	P
Sportsmanship	1-5 years	53	1,8000	,77757		
	6–10 years	37	1,7568	,87195		
	11–15 years	16	1,8500	,98658		
	16–20 years	43	1,8047	,67258	,291	,883
	21years +	11	2,0545	1,14225		
	Total	160	1,8138	,81746		
Civic Virtue	1-5 years	53	3,9764	,73095		
	6–10 years	37	4,0946	,62180		
	11–15 years	16	4,1563	,56181		
	16–20 years	43	4,0000	,76181	,580	,677
	21years +	11	3,7955	,86471		
	Total	160	4,0156	,70693		
Conscientiousness	1-5 years	53	4,5283	,22903		
	6–10 years	37	3,7027	,32188	163,529	,000
	11–15 years	16	5,0000	0,00000		

104

	16–20 years	43	4,7023	,10116		
	21years +	11	4,9091	,20715		
	Total	160	4,4575	,49010		
Courtesy	1-5 years	53	2,8340	,80167		
	6–10 years	37	2,7081	,95638		
	11–15 years	16	3,3000	,27325	14,730	,000
	16–20 years	43	3,7023	,10116		
	21years +	11	3,2909	,24271		
	Total	160	3,1163	,77101		
Altruism	1-5 years	53	4,5321	,21819		
	6–10 years	37	3,7081	,33531		
	11–15 years	16	4,9875	,05000	152,369	,000
	16–20 years	43	4,6884	,10956		
	21years +	11	4,8727	,22401		
	Total	160	4,4525	,48447		

A significant difference was found for Conscientiousness, Altruism and Courtesy as a result of the ANOVA test to investigate the differentiation between organizational citizenship scale sub-dimensions and seniority variable. To determine the significant differences between the variables, a post-hoc Tamhane test was performed.

Table 46. Tamhane Test for Organizational Citizenship and Seniority Variable

			Mean Difference (I-J)	Std. Error	Sig.
Conscientiousness	1-5 years	6–10 years	,82560*	,06156	0,000
		11–15 years	-,47170*	,03146	0,000
		16–20 years	-,17402*	,03504	,000
		21years +	-,38079*	,06993	,001
	6–10 years	1-5 years	-,82560*	,06156	0,000
		11–15 years	-1,29730*	,05292	0,000
		16–20 years	-,99962*	,05512	0,000
		21years +	-1,20639*	,08186	,000

	11–15 years	1-5 years	,47170*	,03146	0,000
		6–10 years	1,29730*	,05292	0,000
		16–20 years	,29767*	,01543	0,000
		21years +	,09091	,06246	,856
	16–20 years	1-5 years	,17402*	,03504	,000
		6–10 years	,99962*	,05512	0,000
		11–15 years	-,29767*	,01543	0,000
		21years +	-,20677	,06433	,077
	21years +	1-5 years	,38079*	,06993	,001
		6–10 years	1,20639*	,08186	,000
		11–15 years	-,09091	,06246	,856
		16–20 years	,20677	,06433	,077
Courtesy	1-5 years	6–10 years	,12585	,19195	,999
		11–15 years	-,46604*	,12959	,006
		16–20 years	-,86836*	,11119	,000
		21years +	-,45695*	,13222	,011
	6–10 years	1-5 years	-,12585	,19195	,999
		11–15 years	-,59189*	,17143	,012
		16–20 years	-,99422*	,15798	,000
		21years +	-,58280*	,17342	,016
	11–15 years	1-5 years	,46604*	,12959	,006
		6–10 years	,59189*	,17143	,012
		16–20 years	-,40233*	,07003	,000
		21years +	,00909	,10011	1,000
	16–20 years	1-5 years	,86836*	,11119	,000
		6–10 years	,99422*	,15798	,000
		11–15 years	,40233*	,07003	,000
		21years +	,41142*	,07479	,002
	21years +	1-5 years	,45695*	,13222	,011
		6–10 years	,58280*	,17342	,016
		11–15 years	-,00909	,10011	1,000

		16–20 years	-,41142*	,07479	,002
Altruism	1-5 years	6–10 years	,82397*	,06274	0,000
		11–15 years	-,45542*	,03247	0,000
		16–20 years	-,15630*	,03431	,000
		21years +	-,34065*	,07389	,004
	6–10 years	1-5 years	-,82397*	,06274	0,000
		11–15 years	-1,27939*	,05652	0,000
		16–20 years	-,98026*	,05760	0,000
		21years +	-1,16462*	,08718	,000
	11–15 years	1-5 years	,45542*	,03247	0,000
		6–10 years	1,27939*	,05652	0,000
		16–20 years	,29913*	,02087	0,000
		21years +	,11477	,06869	,733
	16–20 years	1-5 years	,15630*	,03431	,000
		6–10 years	,98026*	,05760	0,000
		11–15 years	-,29913*	,02087	0,000
		21years +	-,18436	,06958	,201
	21years +	1-5 years	,34065*	,07389	,004
		6–10 years	1,16462*	,08718	,000
		11–15 years	-,11477	,06869	,733
		16–20 years	,18436	,06958	,201

Significant differences were found between the scores of Courtesy, Conscientiousness and Altruism subscales among different seniority groups at the end of the Tamhane test. Those who worked for the same institution for 21 or more years have a stronger conscientiousness and altruism score while those who have worked for 16-20 years have courtesy score higher than others.

5.2. Correlation Analysis

The correlation matrix, shown in Table 46 below, was analyzed in order to indicate the inter-correlation and multi-collinearity among the variables. The relationships between OC, OCB and their sub-dimensions have been investigated as the means of the strength of their association.

Table 47. Correlation Table

		Conscientiousness	Emotional Commitment	Continuity Commitment	Courtesy	Normative Commitment	Altruism	Sportsmanship	Civic Virtue	Organizational Commitment (General)	Organizational Citizenship (General)
Conscientiousness	Pearson Correlation	1	,975**	-,009	,368**	-,005	,988**	,019	,016	,707**	,743**
	Sig. (2-tailed)		,000	,911	,000	,949	,000	,808	,836	,000	,000
	N	160	160	160	160	160	160	160	160	160	160
Emotional Commitment	Pearson Correlation	,975**	1	,000	,400**	-,028	,973**	-,008	,045	,749**	,742**
	Sig. (2-tailed)	,000		,996	,000	,729	,000	,918	,574	,000	,000
	N	160	160	160	160	160	160	160	160	160	160
Continuity Commitment	Pearson Correlation	-,009	,000	1	,049	,151	,013	-,169*	,853**	,043	,223**
	Sig. (2-tailed)	,911	,996		,539	,056	,873	,033	,000	,589	,005
	N	160	160	160	160	160	160	160	160	160	160
Courtesy	Pearson Correlation	,368**	,400**	,049	1	-,133	,381**	-,019	,006	,897**	,654**
	Sig. (2-tailed)	,000	,000	,539		,094	,000	,808	,935	,000	,000
	N	160	160	160	160	160	160	160	160	160	160
Normative Commitment	Pearson Correlation	-,005	-,028	,151	-,133	1	-,010	-,087	,220**	-,101	-,033
	Sig. (2-tailed)	,949	,729	,056	,094		,905	,274	,005	,204	,681
	N	160	160	160	160	160	160	160	160	160	160
Altruism	Pearson Correlation	,988**	,973**	,013	,381**	-,010	1	,027	,031	,715**	,757**
	Sig. (2-tailed)	,000	,000	,873	,000	,905		,737	,700	,000	,000
	N	160	160	160	160	160	160	160	160	160	160
Sportsmanship	Pearson Correlation	,019	-,008	-,169*	-,019	-,087	,027	1	-,191*	-,040	,417**
	Sig. (2-tailed)	,808	,918	,033	,808	,274	,737		,015	,618	,000
	N	160	160	160	160	160	160	160	160	160	160

Civic Virtue	Pearson Correlation	,016	,045	,853**	,006	,220**	,031	-,191*	1	,033	,254**
	Sig. (2-tailed)	,836	,574	,000	,935	,005	,700	,015		,676	,001
	N	160	160	160	160	160	160	160	160	160	160
Organizational Commitment (General)	Pearson Correlation	,707**	,749**	,043	,897**	-,101	,715**	-,040	,033	1	,797**
	Sig. (2-tailed)	,000	,000	,589	,000	,204	,000	,618	,676		,000
	N	160	160	160	160	160	160	160	160	160	160
Organizational Citizenship (General)	Pearson Correlation	,743**	,742**	,223**	,654**	-,033	,757**	,417**	,254**	,797**	1
	Sig. (2-tailed)	,000	,000	,005	,000	,681	,000	,000	,001	,000	
	N	160	160	160	160	160	160	160	160	160	160

In the sense of Pearson correlation (R value), the correlation between variables are tested. As a result, positive and strong correlation has been found between Organizational Commitment and Organizational Citizenship Behavior (General). Additionally, a strong and positive correlation between Emotional Commitment and Organizational Citizenship Behavior (General) has been found. Also there has been found a positive but relatively weaker relationship between Continuity Commitment and Organizational Citizenship Behavior (General). However, there is no significant correlation has been found between Normative Commitment and Organizational Citizenship Behavior (General). Therefore Hypothesis 1C, regarding the positive relation between Normative Commitment and Organizational Citizenship Behavior, is not supported.

In addition to these, there is a positive and strong correlation between conscientiousness and emotional commitment, conscientiousness and altruism. In addition to this, there is positive but relatively weaker correlation between conscientiousness and courtesy is found. Also, positive and strong correlation between emotional commitment and courtesy, emotional commitment and altruism is found. The only negative relationship is found between continuity commitment and sportsmanship. Also, in this research, courtesy and altruism; normative commitment and civic virtue are positively correlated.

In the case of general correlations between organizational commitment and other variables, this concept is positively correlated to conscientiousness, emotional commitment, courtesy, altruism, organizational citizenship (general). Also,

organizational citizenship (general) is positively correlated to, conscientiousness emotional commitment, continuity commitment, courtesy, altruism, sportsmanship, civic virtue and organizational commitment (general) variables.

5.3. Hypothesis Testing

Regression analysis was conducted in order to test the hypotheses. The hypotheses for the study are as listed below;

H1: Organizational commitment (OC) is expected to be positively related to organizational citizenship behavior (OCB).

H1a: Emotional commitment (EC) is expected to be positively related to organizational citizenship behavior (OCB).

H1b: Continuity commitment (CC) is expected to be positively related to organizational citizenship behavior (OCB).

H1c: Normative commitment (NC) is expected to be positively related to organizational citizenship behavior (OCB).

To test for H1 regression analysis regarding the effect that organizational commitment has on organizational citizenship behavior has been implemented. The results are shown in Table 47 below;

Table 48. Regression Model 1 - The Effect of Organizational Commitment Has on Organizational Citizenship Behavior

R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson	F	Sig.
				R Square Change	F Change	df1	df2	Sig. F Change			
,797ᵃ	,636	,633	,34857	,636	275,599	1	158	,000	2,081	275,599	,000ᵇ

a. Predictors: (Constant), Organizational Citizenship

b. Dependent Variable: Organizational Commitment

OCB was regressed on all OC dimensions. As the results indicate, with a 63% explanatory power, this model is significant. Additionally, Correlation between OC and OCB was also positively related. In other words, OC contributes to 63% of the prediction of OCB. Therefore, Hypothesis 1 is supported.

To test for H1A regression analysis regarding the effect that emotional commitment has on organizational citizenship behavior has been implemented. The results are shown in Table 48 below;

Table 49. Regression Model 2 - The Effect of Emotional Commitment Has on Organizational Citizenship Behavior

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	F	P
1	0,742	,551	,548	,38051	193,704	0.00

Dependent Variable: Emotional Commitment
Predictors: (Constant), Organizational Citizenship Behavior (General)

As a result, with 55% explanatory power, this model is significant. In other words, EC contributes to 55% of the prediction of OCB. Additionally, Correlation between EC and OCB was also positively related. Therefore, Hypothesis 1A is supported.

	Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
2	(Constant)	,229	,301		,762	,447
	Organizational Citizenship Behavior General	1,173	,084	,742	13,918	,000

Dependent Variable: Emotional Commitment

To test for H1B regression analysis regarding the effect that continuity commitment has on organizational citizenship behavior has been implemented. The results are shown in Table 49 below;

Table 50. Regression Model 3 - The Effect of Continuity Commitment Has on Organizational Citizenship Behavior

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	F	P
3	,488	,238	,233	,64205	49,306	,000

Dependent Variable: Continuity Commitment
Predictors: (Constant), Organizational Citizenship Behavior (General)

As a result, with 23% explanatory power, this model is significant. In other words, CC contributes to 23% of the prediction of OCB. Additionally, Correlation between CC and OCB was also positively related. Therefore, Hypothesis 1B is supported.

	Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-,507	,508		-1,000	,319
	Organizational Citizenship Behavior (General)	,998	,142	,488	7,022	,000

A regression analysis regarding H1C has not been implemented, due to that there has been no positive or significant correlation found between Normative Commitment and Organizational Citizenship Behavior, from the Correlation Analysis, which indicated that the Hypothesis 1C is not supported.

5.4. Overview of Hypotheses Support

Table 51. An Overview of Hypotheses Testing Results

Proposed Hypotheses	Description of Proposed Hypotheses	Result
H1	Organizational commitment (OC) is expected to be positively related to organizational citizenship behavior (OCB).	Supported
H1a	Emotional commitment (EC) is expected to be positively related to organizational citizenship behavior (OCB).	Supported
H1b	Continuity commitment (CC) is expected to be positively related to organizational citizenship behavior (OCB).	Supported
H1c	Normative commitment (NC) is expected to be positively related to organizational citizenship behavior (OCB).	Not supported

CONCLUSION AND RECOMMENDATIONS

This study's results, which are applied to 160 people selected by random sampling among the employees of a private company in Istanbul is discussed in this chapter. First of all, significant differences were found between organizational commitment and citizenship sub-dimensions and socio-demographic variables.

Organizational citizenship behavior (general) is positively correlated to organizational commitment (general) variables, as well which means that organizational commitment and citizenship affect each other positively.

In this study, regression analysis regarding the Effect of Organizational Commitment on Organizational Citizenship Behavior has been implemented. As a result, with 63% explanatory power, OC affects the OCB. In addition to that, in this study, regression analysis regarding the Effects of Sub-Dimensions of Organizational Commitment on Organizational Citizenship Behavior in the sense of Emotional Commitment, Continuity Commitment and Normative Commitment has been implemented. As a result, with 55% explanatory power the effect of Emotional Commitment on Organizational Citizenship Behavior is significant. Also, with 23% explanatory power the effect of Continuity Commitment on Organizational Citizenship Behavior is also significant.

Also, the results of the correlation analysis support that there is a significant positive correlation between Organizational Commitment and Organizational Citizenship Behavior. So, OC and OCB have a significant positive correlation, and with a 63% explanatory power they have a significant regression model. Hence, Hypothesis 1, regarding the positive relation between OC on OCB, is supported. Additionally, positive correlations between the sub-dimensions of OC and OCB were found. Emotional Commitment and Organizational Citizenship Behavior have a significant positive correlation, and have a significant regression model with 55% explanatory power. Hence, Hypothesis 1A, regarding the positive relation between EC and OCB, is supported. Continuity Commitment and Organizational Citizenship Behavior have a significant positive correlation, and with 23% explanatory power they have a significant regression model. Hence, Hypothesis 1B, regarding the positive relation between CC and OCB, is supported. However, there is no significant correlation has been found between Normative Commitment and Organizational

Citizenship Behavior from the correlation analysis. So, there is no positive relation between NC and OCB. Hence, Hypothesis 1C, regarding the relation between NC and OCB, is not supported.

As the results indicate, there is a positive relationship between Organizational Commitment and Organizational Citizenship Behavior. Therefore, managers who aim at increasing the OCB levels at their organization, should seek ways to increase the commitment levels of the workers with the organization. An organization may follow the following suggestions, to increase the Organizational Commitment levels of the employees, in order to also increase the Organizational Citizenship Behavior levels in the organization. Several suggestions may be listed as, studying what other companies with high levels of OC do, encouraging employee participation in decisions, ensuring frequent communication, making sure employees' work is appreciated, creating a desirable corporate culture by using uplifting stories from the company history, hosting events for the employees to make the workplace fun.

In detail, managers should seek ways to increase specifically emotional commitment rates, for that the emotional commitment has the highest explanatory power with 55% from the regression analysis. An organization may follow the factors ranked by Allen and Meyer (1990) affecting the emotional commitment. The emotional attachment of the employees of the organization is influenced by many factors. Allen and Meyer (1990) ranked the factors that affect emotional attachment as follows:

- Strength of work: The strength of the work that the employee has done in the organization he works for, the need for struggle and an exciting job,
- Role clearance: The organization clearly states what it expects from the workplace,
- Purpose of disclosure: The employee has a clear understanding of why his organization has done what it has done,
- Objective Strength: The fact that the work requirements of the employee are not sought or demanded by the employee,
- Management's clearance of proposal: The people in the top management should take into consideration the ideas from other employees in the organization,

115

- Friendliness: close and sincere relationships among people in the organization. Organizational dependence: The workplace has the confidence that the organization will do what it says,

- Equality: This concept explains that the employees within the organization should achieve what they deserve.

- Personal importance: To encourage the empowerment of the work done by the employee, the important contributions of the organization to its major goals,

- Feedback: To provide continuous information on employee performance,

- Participation: Ensure employee participation in decisions regarding their workload and performance standards.

Additionally, with the Correlation Analysis that has been implemented in this study, many significant positive relationships has been found between the Organizational Commitment sub-dimensions and Organizational Citizenship Behavior sub-dimensions. Also, as a result of the Sample T-Test's, ANOVA Test's and Tamhane Test's, several significant findings has been reached. These results may be inspired upon by researchers and used for further research.

Although there are many studies supporting the results of this study, as significant positive relationships found between Emotional Commitment and Continuity Commitment and the Organizational Citizenship Behavior, where EC's relation is stronger than CC's (Moorman, Niehoff and Organ, 1993), there are studies that contradict the results of this study, where Emotional Commitment is the only significant correlation with the Organizational Citizenship Behavior (Schappe, 1998; Organ and Ryan, 1995), and where Emotional Commitment and Normative Commitment were both positively related, as EC's relation is relatively stronger than NC's, and Continuity commitment is not related to Organizational Citizenship Behavior (Meyer, Stanley, Herscovitch and Topolnytsky, 2002; Allen and Meyer, 1996). These contradictions may be a result of the differentiation of the dimensions of organizational behavior between the private and public sectors. Also, geographical locations might differentiate the behavior of the employees. For example, these behaviors might change where it is easier to find a job. Additionally, although the company has been selected very carefully, sectoral differences might affect the employees' behavior within the organization.

The average of score of emotional commitment of the males, over 46 and married found to be higher than the females, younger and single people, respectively. In this context, people who feel attached to their organization emotionally, have an ordinate lifestyle since also, their age is higher than the others.

The emotional commitment scores of people who have two year degree are higher than the others. However, people who have a bachelor degree have higher continuity commitment and normative commitment scores. People with two year degree have a strong possibility to start working in the institution in younger ages. This may cause the emotional attachment to the organization they serve. However, people who have bachelor degree, put their commitment in more sense-based context and think about costs of leaving organization and so an. This may be the result of this differentiation.

Also, there was a significant difference in conscientiousness and altruism dimension of organizational citizenship behavior. In these dimensions, the average scores of men and married people are higher than women and single people, respectively.

Also, those who have two-year degree have a stronger conscientiousness while those who have bachelor degree have courtesy and altruism score higher than others. Since those with two year degree has a low possibility of finding work in comparison to higher education levels their job loyalty can be measured with conscientiousness. However, people with bachelor degree put the work environment in priority since they value courtesy and altruism to fellow employees. Also these two concepts are also assumed to be concluded high job productivity.

Both the emotional commitment and the normative commitment of the average of scores of the males are higher than the females. This may be interpreted like, males have focused on the work environment and females are likely to behave career-oriented.

The emotional commitment scores of people aged 46 and over are higher than others. Since the construction of emotional attachment takes time, this result is not come as a surprise. However, in this study, younger age groups, (21-25) has a concern over losing their job and not finding new one since their continuity commitment scores are higher than others. At the same time, the normative commitment score of 21-25 age group is higher than other age groups.

In above context, it can be predicted as the emotional commitment scores of people who worked for 11-15 years in the same institution are higher than the others. The continuity commitment scores of people who worked for 16-20 years in the same institution are higher than others. And finally, normative commitment scores of people who worked for 11-15 years in the same institution are higher than others.

Both the emotional commitment, continuity commitment and the normative commitment of the average of scores of the married people are higher than single people. This situations' reason is that single people have greater mobility than married people since they are capable of changing the organization, city and even country where they live for that matter.

The emotional commitment scores of people who worked in the accountancy department are higher than the others. The continuity commitment scores of people who worked in the information technologies department are higher than others. And finally, normative commitment scores of people who worked in the public relations department are higher than others.

While investigating the divergence between organizational citizenship scale sub-dimensions and marital status variable, there was a significant difference in Conscientiousness and Altruism dimensions. In these dimensions, the average scores of married people are higher than single people.

Significant differences were found between the scores of Courtesy, Conscientiousness, and Altruism subscales among different department groups. Those who worked in human resources department have a stronger conscientiousness while those who have worked in public relations department have courtesy score higher than others. Those who worked in accountancy department altruism score higher than others. These suitable results can be interpreted like this; since human resources department works for recruitment for their organization it is important for them to have strong conscientiousness, on the other hand, public relations as a social context of organization, has a high courtesy score. Accountancy department has to be a combination for both and fır that, has a high altruism score.

Significant differences were found between the scores of Courtesy, Conscientiousness, and Altruism. Those who worked for the same institution for 21 or more years have a stronger conscientiousness and altruism score while those who have worked for 16-20 years have courtesy score higher than others.

In the sense of Pearson correlation (R value), the correlation between variables are tested. As a result, positive and strong correlation between conscientiousness and emotional commitment; conscientiousness and altruism is found. If an employee feel obliged to their organization in the sense of their mission they feel emotionally committed to them, too. In addition to this, there is positive but relatively weaker correlation between conscientiousness and courtesy is found. Although these two concepts may go hand by hand, it is not necessary for an employee two have them both.

Also, positive and strong correlation between emotional commitment and courtesy, emotional commitment and altruism is found. Also, in this research, courtesy and altruism; normative commitment and civic virtue are positively correlated. The only negative relationship is found between continuity commitment and sportsmanship. This may result that, if an employee is continue to work because of the fear that he or she might end up unemployed, their behavior within the organization in the context of sportsmanship may decrease.

In addition, in the case of general correlations between organizational commitments concept is positively correlated to conscientiousness, emotional commitment, courtesy, altruism. Also, organizational citizenship is positively correlated to, conscientiousness emotional commitment, continuity commitment, courtesy, altruism, sportsmanship, civic virtue.

However, this study is limited to a private company located in Istanbul. In different geographic locations, for example where finding job is relatively harder, this behaviors and thus results might change. Also, private and public sector have different dimensions when it comes to organizational behavior. In addition, although the lightning company chosen is very successful in its own sector, sectoral differences might affect the behavior of the employees.

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APPENDIX

Appendix 1. Organizational Commitment Survey Form

Below are 18 statements that measure your feelings and ideas about the institution you are working with. Please indicate to what extent you are participating in these statements. If you agree 100% to the statement, tick the "Strongly Agree " box and if the statement does not reflect your emotions and thoughts at all tick the "Strongly Disagree" box. (0%).

Strongly Agree • Agree • Undecided • Disagree • Strongly Disagree

No	Statements	Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree
1	I am very happy to spend the rest of my professional life in this institution.					
2	There is no strong sense of belonging towards this institution.					
3	It would be hard for me to leave the institution at the moment even if i wanted to.					
4	This institution has a very personal (special) meaning for me.					
5	If I decide to leave the institution at this point, most of my life will be upside down.					
6	I really feel like this institution's affairs are my own.					
7	I do not feel emotionally attached to this institution.					
8	I owe a lot to my institution.					

No	Statements	Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree
9	Since I feel obliged to the people here, I can not leave the institution at this time.					
10	I do not feel like "part of the family" in this institution.					
11	Even though it is advantageous for me, I feel that it is not right for me to leave the institution.					
12	One of the reasons that prevented me from leaving my institution is that there are few alternatives.					
13	I do not feel any spiritual obligation to stay with my current employer.					
14	I think there's a little business option for me to think of leaving this institution.					
15	If I had not given this institution so much to myself, I could have thought of working elsewhere.					
16	I would feel guilty if I left my institution now.					
17	This institution deserves my loyalty.					
18	Staying in this institution is result of my desires and obligations, equally.					

Appendix 2. Organizational Citizenship Behavior Scale

Dear Respondent;

Please use the rating scale below to respond to the following statements related to your behaviour at work (The Organizational Citizenship Behaviour Scale, Podsakoff et al., 1990). It is important that you respond to each statement. Thank you for your time.

Strongly Disagree	Disagree	Neither satisfied nor dissatisfied (Neutral)	Agree	Strongly Agree
1	2	3	4	5

1. My attendance at work is above the norm.	1	2	3	4	5
2. I do not take extra breaks.	1	2	3	4	5
3. I obey company rules and regulations even when no one is watching.	1	2	3	4	5
4. I am one of the most conscientious employees.	1	2	3	4	5
5. I believe in giving an honest day's work for an honest day's pay.	1	2	3	4	5
6. I consume a lot of time complaining about trivial matters.	1	2	3	4	5
7. I always focus on what's wrong, rather than the positive side.	1	2	3	4	5
8. I tend to make a "mountain out of molehill".	1	2	3	4	5
9. I always find fault with what the organization is doing.	1	2	3	4	5
10. I am the classic "squeaky wheel" that always needs greasing.	1	2	3	4	5
11. I attend meetings that are not mandatory, but are considered important.	1	2	3	4	5

12.I attend functions that are not required, but help the company image.	1	2	3	4	5
13. I keep abreast of changes in the organization.	1	2	3	4	5
14. I read and keep up with organization announcements, memos, etc.	1	2	3	4	5
15. I take steps to try to prevent problems with other workers.	1	2	3	4	5
16. I am mindful of how my behavior affects other people's jobs.	1	2	3	4	5
17. I do not abuse the rights of others.	1	2	3	4	5
18. I try to avoid creating problems for co-workers.	1	2	3	4	5
19. I consider the impact of my actions on coworkers.	1	2	3	4	5
20. I help others who have been absent.	1	2	3	4	5
21. I help others who have heavy workloads.	1	2	3	4	5
22. I help orient new people even though it is not required.	1	2	3	4	5
23. I willingly help others who have work related problems.	1	2	3	4	5
24. I am always ready to lend a helping hand to those around me.	1	2	3	4	5

Appendix 3. Personal Information Form

PERSONAL INFORMATION

1. What is your gender?

☐ Male   ☐ Female

2. How old are you?

☐ 21-25   ☐ 36-40

☐ 26-30   ☐ 41-45

☐ 31-35   ☐ 46+

3. What is your marital status?

☐ Single   ☐ Married

4. What is your department?

☐ Sales   ☐ Accounting

☐ Computing   ☐ HR

☐ Finance   ☐ Public Relations

☐ Marketing

5. What is your seniority in business life?

☐ 1-5 years   ☐ 16–20 years

☐ 6–10 years   ☐ 21 years +

☐ 11–15 years

Appendix 4. Örgütsel Bağlılık Anket Formu

Aşağıda, çalıştığınız kurum hakkındaki hislerinizi ve düşüncelerinizi ölçen 18 ifade bulunmaktadır. Lütfen bu ifadelere ne ölçüde katıldığınızı belirtin. İfadeyi % 100 kabul ederseniz, "Kesinlikle Katılıyorum" kutusunu işaretleyin ya da ifade duygularınızı ve düşüncelerinizi hiç yansıtmıyorsa, "Kesinlikle Katılmıyorum" kutusunu işaretleyin (% 0).

No	İfadeler	Kesinlikle Katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Kesinlikle Katılıyorum
1	Mesleki hayatımın geri kalanını bu kurumda geçirmekten çok mutluyum.					
2	Bu kuruma yönelik güçlü bir aidiyet duygum yoktur.					
3	İstesem e kurumu terk etmem zor olurdu.					
4	Bu kurumun benim için çok kişisel (özel) bir anlamı var.					
5	Kurumu şu an terk etmeye karar verirsem hayatımın alt üst olur.					
6	Gerçekten de bu kurumun işlerini kendi işlerim gibi benimsiyorum.					
7	Duygusal olarak bu kuruma bağlı hissetmiyorum.					
8	Kurumuma çok borçluyum.					
9	Buradaki insanlara yükümlü hissettiğimden beri, şu an kurumdan ayrılamam.					
10	Bu kurumda "ailenin bir parçası" gibi hissetmiyorum.					
11	Benim için avantajlı olmasına rağmen, kurumumu terk etmenin doğru olmadığını düşünüyorum.					
12	Kurumdan ayrılmamı engelleyen sebeplerden biri de birkaç alternatifin olması.					

No	İfadeler	Kesinlikle Katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Kesinlikle Katılıyorum
13	Şu anki işverenimle kalma konusunda manevi bir yükümlülük hissetmedim.					
14	Bu kurumdan ayrılmayı düşünemem çünkü çok az iş seçeneği var.					
15	Bu kurumu kendime pek fazla vermeseydim, başka yerde çalışmayı düşünebilirdim.					
16	Şimdi kurumumdan ayrılırsam kendimi suçluluk duyardım.					
17	Bu kurum sadakatimi hak ediyor.					
18	Bu kurumda kalma, benim arzularım ve yükümlülüklerimin eşit bir şekilde sonucudur.					

Appendix 5. Organizasyonel Vatandaşlık Davranışı Ölçeği

Sevgili Katılımcı,

İşyerindeki davranışınızla ilgili aşağıdaki ifadelere yanıt vermek için lütfen aşağıdaki derecelendirme ölçeğini kullanın (Örgütsel Vatandaşlık Davranışı Ölçeği, Podsakoff ve ark., 1990). Her ifadeye yanıt vermeniz önemlidir. Zaman ayırdığınız için teşekkürler.

Kesinlikle Katılmıyorum	Katılmıyorum	Nötr	Katılıyorum	Kesinlikle Katılıyorum
1	2	3	4	5

1. İş yerim katılım normların üstündedir.	1	2	3	4	5
2. Ekstra ara vermem.	1	2	3	4	5
3. Kimse görmese de şirket kurallarına ve düzenlemelerine uyarım.	1	2	3	4	5
4. Ben en dikkatli çalışanlardanım.	1	2	3	4	5
5. Maaşımın karşılığını dürüst bir şekilde vermeye inanırım.	1	2	3	4	5
6. Önemsiz meselelerden şikayet etmek için çok fazla zaman harcıyorum.	1	2	3	4	5
7. Olumlu taraf yerine, her zaman yanlış olana odaklanırım.	1	2	3	4	5
8. Küçük şeyleri büyütürüm.	1	2	3	4	5
9. Her zaman örgütün ne yaptığı ile ilgili bir hata buluyorum.	1	2	3	4	5
10. Bir şeyler edinmek adına her zaman şikayet ederim.	1	2	3	4	5
11. Zorunlu olmayan ancak önemli toplantılara katılırım.	1	2	3	4	5
12. Şirketin imajına etki edebileceğini düşündüğüm etkinliklere katılırım.	1	2	3	4	5
13. Örgütteki değişiklikleri takip ediyorum.	1	2	3	4	5

14. Organizasyon duyurularını, notlarını okurum ve takip ederim.	1	2	3	4	5
15. Diğer çalışanların sorunlarını önlemeye çalışmak için adımlar attım.	1	2	3	4	5
16. Davranışımın başkalarının işlerini nasıl etkilediğine dikkat ediyorum.	1	2	3	4	5
17. Diğer insanların haklarını gasp etmem.	1	2	3	4	5
18. İş arkadaşlarım için sorun yaratmamaya çalışıyorum.	1	2	3	4	5
19. Eylemlerin iş arkadaşlarıma olan etkisini göz önüne alıyorum.	1	2	3	4	5
20. Yerinde olmayan çalışanların işlerine yardım ediyorum.	1	2	3	4	5
21. İş yükü ağır olan çalışanlara yardım ederim.	1	2	3	4	5
22. Gerekli olmamasına rağmen yeni insanları yönlendirmeye yardımcı oluyorum.	1	2	3	4	5
23. İşle ilgili sorunlar yaşayan diğer kişilere de yardım ederim.	1	2	3	4	5
24. Çevremdeki insanlara yardım eli uzatmaya her zaman hazırım.	1	2	3	4	5

Appendix 6. Kişisel Bilgi Formu

1. Cinsiyetiniz?

☐ Erkek   ☐ Kadın

2. Yaşınız?

☐ 21-25   ☐ 36-40

☐ 26-30   ☐ 41-45

☐ 31-35   ☐ 46+

3. Medeni Durumunuz?

☐ Bekar   ☐ Evli

4. Bölümünüz?

☐ Satış   ☐ Muhasebe

☐ Bilgi İşlem   ☐ İnsan Kaynakları

☐ Finans   ☐ Halkla İlişkiler

☐ Pazarlama

5. Kaç yıldır çalışıyorsunuz?

☐ 1-5 yıl   ☐ 16–20 yıl

☐ 6–10 yıl   ☐ 21yıl +

☐ 11–15 yıl

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by Kerem Ozgen

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