



NEAR EAST UNIVERSITY  
GRADUATE SCHOOL OF SOCIAL SCIENCES  
BUSINESS ADMINISTRATION PROGRAM

**THE INFLUENCE OF ORGANIZATIONAL DEMOCRACY  
AND ORGANIZATIONAL BELOGINGNESS ON THE JOB  
SATISFACTION AND ORGANIZATIONAL CITIZENSHIP  
BEHAVIOUR RELATIONSHIP: A STUDY OF THE  
BANKING SECTOR**

ÖZHAN TOKAY

PhD THESIS

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2020

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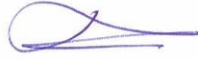
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## ABSTRACT

### THE INFLUENCE OF ORGANIZATIONAL DEMOCRACY AND ORGANIZATIONAL BELONGINGNESS ON THE JOB SATISFACTION AND ORGANIZATIONAL CITIZENSHIP BEHAVIOUR RELATIONSHIP: A STUDY OF THE BANKING SECTOR

The aim of this research is to determine the perceptions of organizational citizenship behavior and job satisfaction of employees in the Turkish and TRNC banking sector and to examine the effects of belonging and democracy perceptions on these perceptions. The universe of the work is staff working in private banks located in Istanbul and the TRNC. At least 384 people will be selected by simple randomization. Survey form will be used as data collection tool. The questionnaire takes the form of questions related to demographic characteristics, organizational citizenship scale, belonging scale, organizational democracy scale and job satisfaction scale. Data analysis in the study was done in SPSS 16 package program. As a result of the research, it was determined that the perceptions of organizational democracy and organizational belonging were influenced by organizational citizenship behavior and job satisfaction perceptions of the bank employees, as well as between organizational citizenship behavior and job satisfaction perceptions.

**Keywords:** Banking Sector, Organizational Citizenship Behavior, Job Satisfaction, Participation, Organizational Democracy

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## ABBREVIATIONS

<b>BRSA</b>	: Banking Regulation and Supervision Agency
<b>TRNC</b>	: Turkish Republic of Northern Cyprus
<b>INC</b>	: Limited
<b>OCB</b>	: Organizational Citizenship Behavior
<b>CMB</b>	: Capital Markets Board
<b>BAT</b>	: Banks Association of Turkey
<b>CBT</b>	: Central Bank of Turkey
<b>TDK</b>	: Turkish Language Association
<b>LCM</b>	: Least coefficients method

## INTRODUCTION

Increasing competitive conditions in our globalizing world has effected all sectors. All the businesses apply variety of strategies to be able to continue their existence in this fierce competition environment. One of the most important strategies is managing human resources properly and increasing efficiency. Human resources is the most important input especially in the service sector and to maximize this input's contribution, increasing the efficiency is a must.

Employees' performances and efficiencies in service sector, is among the most important factors in business's continuing their presence and increasing their effect. For this reason, strategies for increasing staff performance gains importance. Businesses can follow different paths to increase staffs' performances. But first, it is needed to determine staffs' thoughts on organization before deciding the path. Staffs' perceptions of satisfaction and organizational citizenship behavior indicate their attitudes toward the organization. That is why determining staffs' perception of job satisfaction and organizational citizenship behavior and develop these perceptions in a positive way will effect businesses' performance in a positive way.

Being high of employees' perception of satisfaction toward job and increasing their performances voluntarily just for increasing the business's performance will markedly increase the business's success. For this reason, detecting staffs' perception of job satisfaction and organizational citizenship behavior and businesses to determine right strategies in this direction has importance. When a business determines right human resource oriented strategies, it effects its own success in the positive direction with having staff with high performance.

There are several factors which effect perception of job satisfaction and organizational citizenship behavior, but especially the democracy perception within the organization and feeling of belonging toward the organization is one of the most important. Being high of in-organization democracy, pave the way for staffs having voice in the organization by providing them joining

the organizational processes and management. This situation, increases staffs' perception of satisfaction by making them feel belonging to the organization, and makes them consider themselves as a citizen of the organization and determine their attitude and behaviors thataway.

In all sectors, human resource performance is important and variety of strategies are used to increase it. Showing high performance of especially finance sector staff in the service sector has positive effects on some factors which effects organizational success like customer satisfaction, activity, competitive capacity, and efficiency.

Finance sector, meets the sponsor needs of individuals and bussinesses and contributes a lot to national economy. Especially the bank sector is among the most important foundations in the finance sector. Nonetheless, there is a direct association between the efficiency of banking sector and staff performance. Showing high performance of staff, has a leading role in the success of banking sector. And for the high performance of staff, high satisfaction, organizational citizenship behavior, belonging and democracy perceptions has an important role. Where staff's showing performance in a democratical organization effects positively their belonging senses toward the organization, belonging and democracy perceptions effect job satisfaction perception and organizational citizenship behavior perceptions.

The aim of this research is to determine the perceptions of organizational citizenship behavior and job satisfaction of employees in the Turkish and TRNC banking sector and to examine the effects of belonging and democracy perceptions on these perceptions. In this direction, this research has seven chapters.

In the first chapter, organizational citizenship behavior is investigated. The definition, content, graduation, extension and species of organizational citizenship are examined. Also, the theories that is met in the literature of organizational citizenship are given places.

In the second chapter of the research, job satisfaction term is investigated. The definition and importance of job satisfaction and the factors that have



effect on it are examined. Also, some studies for increasing job satisfaction in the organizations and the results of job dissatisfaction are analyzed.

In the third chapter of the research, the term of belonging is investigated. Organizational belonging, organizational loyalty and the other terms are examined. Addition to these, literatural information of commitment to job and internalization are given a place in this chapter.

In the forth chapter of the study, democracy term is investigated. By examining the democracy term and organizational democracy terms, applying organizational democracy to the foundations and preconditions are studied.

In the fifth chapter of the study, banking sector as a service sector and human resources in the banking sector are investigated. The term of service sector and its development, qualifications are examined. Also, banking sectors in Turkey and NCTR are studied and some information on the literature of human resources in banking sector is given a place.

In the sixth chapter of the study, information about the methods that are used for the investigation is given a place. The model of the investigation, hypothesises, universe, sample, data gathering tool, premise and data analysis are in this chapter.

In the seventh and last chapter of the study, the findings that are made during the field study are given place. The results of the questionnaires that were applied to the staff working in the banking sector in Turkey and NCTR are evaluated.

## **CHAPTER 1**

### **1. THE TERM OF ORGANIZATIONAL CITIZENSHIP**

#### **1.1. The Definiton and Content of Organizational Citizenship**

The word of “citizenship” is used with the word of “countryman” and it means to be born or to live in a country, to belong to a country and to be depend to a country (Puskulluoglu, 2000:1040). While citizenship is mostly used in companies, countryman is used in states. In organizational citizenship, individuals make more effort and show more performance except from their responsibilities. There is noregulations or laws to determine conditions here. The behaviors and attitudes are applied depends on personal preferences (Ay, 2007: 11).

Organizational Citizenship Behavior is used as a term first by Denniss Organ and his friends. Organizational citizenship behavior is explained as beneficial behaviors for organizations, which are shown with no thought of personal gain and except from legal attitudes and needs (Organ, 1997: 86). These behaviors are not created by an obvious structural system, on the contrary, volunteer behaviors which make easier for organization to function (Alp, 2007: 59). As it its understood from the explanations, individuals display behaviors without any organizational expectation even if it is not their responsibility. It does not mean that these behaviors are not examined or liked by their co-workers or superiors because they are displayed voluntarily (Cinay, 2015: 23).

Volunteer organizational citizenship behavior causes not to be awarded of the attitudeds and behaviors (Konovsky and Pugh, 1994: 656). Volunteering means the attitudes that workers display organizational citizenship behaviors

beyond the work agreement with the organization and more than they are supposed to. That is why organizational citizenship is attitudes and behaviors which are like when it is displayed, awarding is not necessary and when it is not displayed punishment is not applied (Dyne, Graham and Dienesch, 1994: 772). Workers display organizational citizenship behavior as if it is their own personal decision for being loyal to the spiritual agreement that they have made with the organization (Demirci and Atalay, 2010: 3). In this term, personal preferences are in the front in these attitudes. Organizational citizenship behavior requires displaying more behaviors than job description without any expectation.

Not making structural assessments, being independent from the awarding system and setting forth more jobs than the organization asks for leads organizational citizenship behavior is explained as “good soldier behavior” in the studies (Özdevecioğlu, 2003: 118). And the workers who meet the responsibilities as its best and even volunteer for more responsibilities are the staff who display “good soldier behavior”.

Factors like following the orders in the work place, helping co-workers when they face with a problem, contributing to keeping the work place clean, undertaking more work load without complaining, helping saving the sources of organization can be defined as organizational citizenship behavior (Bateman and Organ, 1983: 588). Also, organizational citizenship behavior involves providing positive feedbacks about responsibilities, supporting co-workers on a duty, giving information and advices and this kind of elements (İşbaşı 2000: 4-5).

If workers give performance over their responsibilities without a reward expectation, it is named as contextual performance (Lepine, Erez and Johnson, 2002: 53). Contextual performance provides an opportunity to distribute the responsibilities among workers. Although it is not in the job description, it includes elements like supporting other workers and taking some volunteer responsibilities in terms of conducting activities (Çınar, 2000: 2). In accordance with the mentioned explanations, it is possible for us to express that organizational citizenship is done without any expectation and contextual performance is displayed for a reward expectation.

Prosocial behavior and organizational citizenship behaviors have similar characteristics. The behaviors that are applied in order to ensure the peace of certain people or people are called prosocial behaviors (Borman and Motowidlo, 1997: 100). The attitude and behavior based on volunteerism established for the purpose of cooperation, cooperation are considered in this scope. Structurally speaking, there are two types of prosocial organizational behaviors. The first is the role defined, and the second is the extra role. Here, extra role behavior and organizational citizenship behavior are similar. Extra role behaviors represent positive behaviors that benefit the organization beyond existing expectations and responsibilities (Organ, 1997: 32). In this respect, it is possible to state that extra role behaviors, prosocial behaviors and organizational citizenship behaviors are similar items in the studies (İşbaşı, 2000: 359). Prosocial behavior is separated from organizational citizen behavior because it requires extrinsic role definitions.

Things that people in an organization may not be able to comment on as "good citizens" can be expressed (Appelbaum et al., 2004: 22):

- Having environments with the organization and colleagues,
- Avoiding the organization from unnecessary debates and conflicts,
- Supporting all employees in the organization,
- Responsibilities include volunteering for score studies,
- Respect the practices, rules and regulations of the institution.

When explanations on organizational citizenship behavior are considered; it can be mentioned if a worker can run the organization with no expectation other than in-organization job responsibilities, as a volunteer, without the idea of reward, and any order or motivation.

## **1.2. Classification of Organizational Citizenship**

It is seen that the citizenship behavior of organized citizenship is evaluated in two classes. The first type of behavior has a structural structure, and the second type of behavior is behavior that will harm the institutional structure.

### **1.2.1. Active Participation in Organizational Structure**

Organizationally superstructure of employees and organizational associations of employees. In other words, employees actively work together. Employees who display active behavior can be organized and display behavior without force (Özdevecioğlu, 2003: 118-119). Volunteerism, responsibilities, innovation, behaviorism, non-behavioral structure (Çelik, 2007: 119).

### **1.2.2. Avoiding from Harmful Behaviors to the Organizational Structure**

In order to avoid harmful behaviors to the organizational structure, it is necessary that the employee do not touch the institution and avoid displaying behaviors which can harm the organization (Özdevecioğlu, 2003: 119). Complaining about co-workers at work, revealing the wrongs of colleagues, discussing more with colleagues than unnecessary reasons are some of the harmful behaviors to the organization. Restraining arise of the problems, using resources efficiently, making effort for creating a compatible working conditions are considered under this category (Çelik, 2007: 119).

Although there is no difference with the literature, in the working life, both these two styles are acceptable. Avoiding behaviors or active participation behaviors are ought to be used as long as they have benefits for organization and increase the organizational activity. (Özdevecioğlu, 2003: 119).

### **1.3. Dimensions of Organizational Citizenship Behavior**

The dimensions of organizational citizenship behavior in the theoretical framework are covered in different studies. In this section, some studies will be mentioned about the dimensions of organizational citizenship behavior in the literature.

### **1.3.1. Dimensions of Organizational Citizenship Behavior Arising from Dennis W. Organ**

The definition of organizational citizenship behavior was first made by Dennis W. Organ. This definition made by the Organ is one of the most used definitions in the theoretical framework. It has also dealt with the definition of organization and the dimensions of organizational citizenship behavior. These dimensions are gentleness, kindness, gentleness, conscientiousness and civil virtue (Yener and Akyol, 2009: 258).

#### **1.3.1.1. Altruism**

Citizenship behavior is one of the most important issues in the research on organizational citizenship behavior. Structurally voluntary and self-help to other people means to prevent problems from occurring. The basis for one's trust in one is that the individual has the belief that the person is a good person, that his trust in him is preserved and that he will not be harmed. This phenomenon refers to benevolence. On the basis of trust, it is one of the reasons that the defensiveness of a person will not be used for an interest and that this deficiency will not be exploited. In the event of doubt or lack of confidence related to one's self-sacrifice, the time and energy spent to find different methods and methods can lead to some loss. It is possible that a boss who does not trust his employees will be able to follow his employees and to be able to concentrate on his / her work by thinking about related items and thus presenting the damage as an example (Samancı, 2007: 35).

Examples include a senior employee who teaches new ways to do their job responsibilities better, a teacher who looks after a class instead of a teacher because of being sick, and another member of the organization that supports a friend who has a lot of work to do. In this respect, besides being a problem in altruism, there is a possibility of solving this problem (İşbaşı, 2001: 5-7). From this point of view, it is possible to express attitudes related to altruism in the following ways (Lepine, Erez and Johnson, 2002: 53):

- Helping newcomers to adapt to work,

- Conducting the work of employees who are unable to work due to discomfort or different reasons,
- volunteering for some jobs, even if they are not compulsory,
- Helping colleagues who have too many tasks and tasks.

#### **1.3.1.2. Kindness**

The concept of courtesy is sometimes confused with the concept of altruism. The reason for this is the fact that there is help at the base of these two behaviors. The main difference between these two behaviors is the timing of help. In the context of the emergence of a problem in the concept of self-concept and the help to be provided afterwards, it is mentioned that the problem of courtesy is avoided by taking precautions before problems occur. In this respect, politeness emerges as a proactive approach.

In order for the institutions to carry on their activities, the units involved should act in a certain coordination. In the event of a problem with any of the units, the better the other units, the worse it will be. The concept of courtesy is in effect at this point. From a structural point of view, this means that the individuals within the organization must be in constant interaction. The decisions taken in this regard are included in the concept of courtesy that the duties made are announced to the other institution members and the possible situation is expressed to the employees of the institution. Since the decisions made within the organization directly or indirectly affect all employees, it is important that they are disclosed to them. Employees also want to be aware of decisions that will affect them. In this respect, it is important that communication channels are opened within the institution. Taking the ideas related to the decisions and acting on the rights in the decisions are included in the courtesy dimension of organizational citizenship behavior (Bingöl et al., 2003: 496).

The issues such as the sharing of relevant findings with the problems that may arise in the matters related to the colleagues in the organization and the disclosure of the changing elements related to their responsibilities to other employees are gathered under the concept of courtesy. Issues such as

informing the marketing department of a product that has not yet begun to be produced, but related to a product planned to be launched, or the criticism of consumers related to products or disclosure to the production department by the marketing department are contested as courtesy attitudes (İşbaşı, 2000: 28). In this sense, the concept of courtesy includes the attitudes of the workers to tell the managers and other colleagues about the problems they think will arise in the institution, and their attitudes to support them related to the solution of these problems (Çelik, 2007: 130).

#### **1.3.1.3. Gentlemanship**

Attitudes that focus on removing or overtaking problems that may arise between people, parties and segments are called gentlemen (Özdevecioğlu, 2003: 121). In addition, the attitudes they carry out in order to abolish the tough conditions that are unfolded while the occupations fulfill their organizational responsibilities are also expressed as gentlemen (Farh, Zhong and Organ, 2004: 242). A gentleman worker delivers more work and responsibility without seeking for a guilty and complaining about the job.

Gentleman employees are not only uncomfortable because they are disturbed by other employees, but they are those who maintain their coolness in case of problems in operation, are not annoyed if they do not agree with their ideas, respect the opinions of other employees and sacrifice their teamwork (Köse, Kartal and Kayalı, 2003: 4). It is also possible to exhibit a negative attitude in terms of gentility. The gesture of the gentlemen's dimension is to stay away from the elements that may be negative effects. This situation distinguishes gentlemanship from other dimensions.

#### **1.3.1.4. Scrupulousness**

Scrupulousness within the dimensions of organizational citizenship behavior means that the employees of the organization voluntarily fulfill responsibilities related to their own attitudes. It includes punctuality, coming to work on time, continuity at work, being compatible with the rules and regulations at work.



Although some of these concepts are included in the scope of the employment contract, they are based on volunteerism in some organizations. For example, in some cases it can be ignored if it is not often desired to come to work because of adverse weather conditions, illness, problems like some personal reasons. Apart from that, despite the tolerance provided, if there is an effort on demand, the scrupulousness of the employees is revealed (Kamer, 2001: 12).

Scrupulousness and helpfulness can be perceived as similar dimensions. The most obvious difference between these two dimensions is that while there is a behavior to support one in helpfulness, an attitude towards a person in scrupulousness is not revealed and attitudes that provide knitty benefits are exhibited. A situation where an employee wants to leave his/her child at home and wants to reach his/her place of employment even though the weather and road conditions are bad is a challenge. Not only one person is positively affected by these behaviors but the entire organization is positively affected.

The factors that contribute to the helpful attitudes of employees in organizations may not always lead to the display of scrupulousness. Conscience or helpfulness is a bit of a match for attitudes, because there is an element to help on whatever they are about. However, when philanthropy appeals to a particular extent, conscientiousness appeals to the general public (İşbaşı, 2000: 27).

The main reason for the existence of conscience within the dimensions of organizational citizenship behavior is that the occupants are not always willing to remain committed to the rule. The rules are generally not put in line with the opinions of employees. In this respect, the employees who internalize the regulations and the rules established by the organization and carry out them without being subject to a control have revealed organizational citizenship behavior. Because of this reason, scrupulousness shows the rule of law. Employees are obliged to adhere to rules and regulations while under supervision and control. However, even in cases where there is no control, it is the citizenship behavior of the employee to be

adhered to by the rules. Moreover, this situation is within the scope of scrupulousness (Bingöl et al., 2003: 496).

#### **1.3.1.5. Civic Virtue**

It implies that employees participate in organizational life and that they include civic virtue behaviors, including practices carried out in the organization (Moorman, Niehoff and Organ, 1993: 214). Apart from that, civilian virtue also means helping the organization by using appropriate methods to its administrations. These appropriate methods include the application of organizational elements, reading and responding to mails, participating in meetings, transferring relevant ideas to tactics that should be pursued, opportunities and dangerous observations, providing relevant views on the policies to be carried out, following issues related to organizational issues, (eg, Konovsky and Pugh, 1994: 657).

Organizational citizenship behavior is treated in theory in two classes. The first of these two classes is conscientiousness, gentility and civil virtue-like behaviors, both of which are done but which have positive effects on performance and corporate image. In other words, these behaviors reveal organization-based organizational citizenship behavior. The second class is behavior like altruism, which aims to provide benefits to the occupations in the organization. These express individual-based organizational citizenship behavior (ÖVD-B). If the employee demonstrates politeness or altruism, it means that he does not want his colleagues to be in the bad situation. In this respect, it is in the desire to be useful to working co-workers. Apart from this, civilian virtue, gentleman, conscientious behavior is exhibited, it seems that the organization is trying to win success. In some cases, it can reveal attitudes that may be useful for the organization with working colleagues. This situation can be said that this employee is a good organization employee.

### 1.3.2. Graham's Dimensions of Organizational Citizenship Behavior

Graham is the other person in the literature who is involved in organizational citizenship behavior. Graham has addressed the obligation to be an organizational citizen in three ways. These are (Graham, 1991: 255):

- **Obedience:** The organization is obliged to comply with regulations and rules, to monitor job descriptions, and to adopt personnel policies. Apart from these, similar concepts such as respecting the rules, using the resources efficiently, fulfilling responsibilities in time are included in the concept of obedience.
- **Loyalty:** the institution explains its commitment to itself, its managers, its leaders. In this regard, as well as being inclined to protect occupational organizations against possible threats, they are putting forward certain behaviors in order to be beneficial to the institution's prestige.
- **Participation:** Even if it is not compulsory, it includes activities such as attendance at meetings, taking responsibility for organizational responsibilities, participating in processes, sharing ideas and ideas with other organizational staff.

It is stated that organizational citizenship behaviors should be in harmony with obedience and loyalty (Graham, 1991: 255). Apart from this, the three factors can also manifest themselves as a result of the interaction between the people inside the organization. These are considered as responsibilities within the context of organizational citizenship, but also as perceptions depending on the interactions of the employees with the institutions (Van Dyne, Graham and Dienesch, 1994: 767-769). These dimensions mainly examine the interactions between the businessmen and the institution. In this respect, attention is paid to the interaction of businesspeople with managers or leaders. However, the Organ has examined the interactions between employees as well as between employees and organizations. In this respect, the Organ has dealt with the issue of organizational citizenship behavior in a broader context. While Graham set out an obligation-based view, the Organ revealed a voluntary opinion.

## **1.4. Theories Relevant to Organizational Citizenship Behavior**

There are a number of theories that are utilized in expressing the causes of citizenship behaviors of workers who interact with organizational citizenship behavior. This section will focus on five relevant theories.

### **1.4.1. Social Change Theory**

This theory is used to express different things in the context of business interactions. (Johnson and O'Leary-Kelly, 2003: 627). In this context, the theory of social change is exploited in terms of trust as a manager, relations of functions with managers, organizational justice, organizational citizenship behavior and job satisfaction. From this point of view, it can be said that the workshops have a positive or negative attitude towards the institution, and the social relations relations between the workshops and the organization are important.

The theory of social change is one of the elements that present an effective perspective in which the expression of organizational citizenship behavior is utilized. This theory serves as a support for attitudes and behavior in the workplace. The reason for this is that the benefits gained within the context of social change are based on reciprocal relationships and benefits among employees. Mutual support of employees is investing in future relationships (Aryee, Budhwar and Chen, 2002: 267-268). This explains the importance of the theory of social change in introducing organizational citizenship behaviors.

Social change implies that there is an ambiguity in the behavior of the occupants and that in this respect the employees are able to take some responsibilities as volunteers. In addition, the likelihood of exhibiting organizational citizenship behavior may increase if businesspeople see themselves within the conditions of social change. Apart from this, the developments between employees and organizations will be like the consequences of social change relations. For this reason, the probability of exhibiting organizational citizenship behaviors in the context of organizational social change interaction is increasing (Moorman et al., 1993: 209-225).

There is a belief that there is a positive interaction between organizational citizenship behavior and job satisfaction. In fact, there are two approaches that can be based on this view. The first of these approaches is that occupations, which are in some conditions as prescribed by the theory of social change, do not want to be under the favor if they see one as good. From this point of view they want to show you this goodness. The corresponding response can reveal itself as organizational citizenship behavior (Van Dyne, Graham and Dienesch, 1994: 771). The second approach is to increase the likelihood of exhibiting prosocial behaviors if the workshops are generally in good mental state. Often, job satisfaction emerges as a result of positive emotional state. Because of this, employees who are oversatisfied can find organizational citizenship behavior because they want to adhere to the principle of acceptance (Organ, 1994: 54). The theory of social change should not be considered relevant only to organizational citizenship behavior. This fact also provides for the emergence of different behaviors and attitudes of citizenship behavior in individuals.

#### **1.4.2. Leader-Member Exchange Theory**

Leader-member exchanges are expressed as the quality of interaction between employees and managers (Graen and Uhl-Bien, 1995: 225). In this context, it is important for the parties to be fair to one another and to have certain values of interaction in order for the interaction to continue. Within the context of leader-member exchange relations, some willing attitudes resembling organizational citizenship behavior can be revealed (Moorman, Niehoff and Organ, 1993: 223). In this respect, it can be expressed as a leader-member exchange relation that the more positive attitudes of the managers to the employees who have more contribution to the organization as a result of the organizational citizenship behaviors put forward by the employees.

Much of the work on the interaction between organizational citizenship behavior and leader-member exchange mentions that leaders need more support for members and more confidence in leadership-member exchanges (Wang, Chu and Ni, 2010: 149). In this respect, the support that the leaders

give to the employees encourages the employees to behave in the organizational citizenship way.

### **1.4.3. Theory of Equality**

The motivation of the occupants varies depending on if they think that they are equal and fair. If the employee is not treated fairly by himself or herself, this will lead to a decrease in employee's productivity and performance. From this point of view, the theory of equality is an approach based on perceptions of relevance, whether the organization is fair and equal to employees (Koçel, 2010: 636). In this context, the concept of intra-organizational justice in this theory is a crucial factor.

The main element of the theory of equality is that this desire is motivated by the desire of employees to accept similar treatments within the context of work relations (Koçel, 2010, 636). The theory of equality is gained by Stacy Adams in the literature. According to this theory, employees compare themselves to other employees. As a result of the comparison, the items related to him / herself reach the relevant result when they are treated equally and fairly because other employees have similar characteristics. Employees who feel that they are not treated equally are in some initiatives in the institution to treat them equally (Newstrom and Davis, 1993: 156). If it is thought that there is injustice in the institution, it is a relevant search for solution of this problem. Here, organizational citizenship behavior emerges as an important tool for equality and justice within the organization. Employees tend to be more inclined towards organizational citizenship behavior, or avoiding it, as a reaction to the inequalities in which they live. Organizational citizenship behaviors are structurally in the context of voluntary behavior attitudes beyond the need for formal roles. In this respect, this attitude is an answer to equality. However, if there is a change in organizational citizenship behaviors, it is aimed to change the behavior of official attitudes (Moorman et al., 1993: 209-225).

#### 1.4.4. Theory of Attorney

The theory of attorney expresses the transfer of powers possessed by a certain decision-making authority to a veil. When the theory of attorney is dealt with within the context of the working relationship with the organization, while the attorney is the organization while the representative is the employee. In this theory, it is stated that the parties try to maximize the benefit. Because of this reason, organizations are trying to minimize the risks that may arise due to organization and interactions. The risk of proxy is related to the extent to which the efforts to be made within the context of change interactions can be met. Nevertheless, if the representatives are inadequate or beneficiaries, it is possible to put the attorneys at serious risk. If the attorneys are not informed of the activities carried out by the attorneys, this is the case for the parents. This, in turn, poses a threat to subordinates (Whitener, et al., 1998: 514-515). In order to reduce the risk, the attorney of the person giving the power of attorney appeals to the observance of the proxy (Koçel, 2010: 355).

The theory of power of attorney is trying to answer the following elements (Koçel, 2010: 355-356):

- How the parties with different interests and desires in each other and in conflict of interest will be kept under control,
- The way in which information flows between segments can be realized,
- In what form the most effective relationship that can be established between the deputies and the attorneys with knowledge advantage in terms of structure can be established.

With the correct answers given to the items listed above, it is possible to establish the right relationship between the proxy and the proxy. The successes provided by these factors increase the likelihood that the agencies will exhibit organizational citizenship behavior.

### 1.4.5. Expectation Theory

This theory explains that people have the potential to have a productive performance that is relevant to their work and in the end, expect to earn some prizes (Arnold and Feldman, 1986: 49-53). From the perspective of expectation theory, a person's over-exertion causes a high performance expectation. If the individual performs too much, s/he may be able to provide some positive outcome. Positive outcomes may be reward for some, material like money for others, while spiritual items for others. Positive outcome leads to increased satisfaction of the people and therefore high performance of the people.

According to the expectation theory, the motivation is based on three factors. These three factors are (Newstrom and Davis, 1993: 148-149):

- Valens: refers to the rate at which the person will receive the reward given by the effort. A staff member strongly demands a promotion, in this respect the promotion has high valence in terms of the staff. In general, the prize valens are of special character. In this regard, the valence is determined on the basis of the experience of the person and varies with the process. The reason for this is that the requirements are met and new requirements arise.
- Expecting: Describes a probability perceived by the person. The probability is related to the person receiving a certain prize as a result of a certain effort. If the person thinks he will get a reward after a certain effort, s/he will display more effort.
- Instrumentality: explains the belief that a person will receive a prize if s/he finishes her/his task.

In terms of the expectation theory, people are doing an analysis similar to the benefit-cost analysis. The benefit that the person expects to do is to make more use of the efforts of the individual, at least in the effort they spend. The fact that Kisin is trying harder can cause to reveal the attitude of organizational citizenship. However, the point to be noted here is that the attitude has been exhibited by expecting a response from the person. In this



respect, the theory of expectation is separated from the behavior of organizational citizenship.

### **1.5. Types of Organizational Citizenship Behavior**

Organizations maintain their assets by bringing together a group of people and working together for a purpose. For this reason, the individual and the organization carry out their activities as a whole. Organizational citizenship behavior is also shaped by these two factors. The types of organizational citizenship behaviors are found in the literature as follows (Williams and Anderson, 1991: 601; Finkelstein, 2006: 604; Bülbül, 2010: 43)

- Individual organizational citizenship behavior
- Organizational citizenship behavior towards knitting

In the following sub-headings, the perception of organizational citizenship behavior towards the individual and the knitting is examined.

#### **1.5.1. Organizational Citizenship Behavior for Individuals**

The important thing in organizational citizenship behavior towards the individual is benevolence and courtesy. Employees have to be helpful towards each other and gentle approaches are gaining importance. However, responsibilities of employees to inform each other also come to the forefront. Employees are adopting shared behaviors that support each other and share each other (Bülbül, 2010: 43).

It is important for employees to support each other in line with the benefit of the organization and to complement each other's deficits and deficiencies. The fact that an employee is missing at a point where other employees are supportive and behaves in a way that observes the benefit of the organization shows the positive side of organizational citizenship behavior (Finkelstein, 2006: 604).

### **1.5.2. Organizational Citizenship Behavior for Organization**

Employees present their own assets in the development and progress of the organization. All employees carry out their activities as a whole and carry out their work in line with the benefit of the organization. The organization continues its activities as a whole in order to achieve its aims and objectives (Finkelstein, 2006: 605).

Three important factors are emerging in organizational citizenship behavior towards knitting. These are the dimensions of civil virtue, gentility and conscience. If employees fulfill their responsibilities in a formal and conscientious manner, organizational citizenship behaviors will positively contribute to the organization (Williams and Anderson, 1991: 602).

## **1.6. Organizational Citizenship Behavior for Individuals**

### **1.6.1. Positive Effects**

Organizations with employees who volunteer to fulfill more of the role requirements they need to fulfill can provide noticeable benefits (Morrison, 1994: 1563). Organizational citizenship behaviors are more likely to emerge in organizations that provide proactive collaboration and enable employees to be motivated. In addition, these organizations can achieve competitive advantage while increasing performance (Dyne et al., 2000: 4). Organizational activities are beginning to walk more effectively with organizational citizenship behavior. Hence, it is possible to say that institutions with organizational citizenship can reach their aims easier. It is stated that the employees of the institution will achieve competitive advantage not only with the skills they possess but also with the citizenship behaviors they have put out of these skills.

Organizational citizenship behavior affects organizational life in three parts. In the meantime, the tendency of one's cooperation in the institution increases together with the citizenship behavior. Therefore, information sharing rate increases with the information acquisition rate in the institution. The second effect is the increase in the sense of responsibility of the

employees of the organization. The reason behind this is that organizational citizenship behaviors do not make employees sacrifice for the institutional considerations and for the institution. If it is the last influence, it is related to employees' positive behaviors and attitudes. Positive behaviors and attitudes affect the success levels of employees in the institution (Özdevecioğlu, 2003: 119). Fundamentally, these three domains are hostile as important resources used to achieve institutional success.

Work attitudes that employees have adopted in organizations have an impact on organizational citizenship behavior. Structurally, business attitudes can be expressed as a way of responding of employees to the institutions. From this point, employees with positive attitudes display positive attitudes towards their institutions while those with negative attitudes display negative attitudes towards their institutions. Furthermore, organizational citizenship behavior improves performance by contributing to the awareness of responsibility, which in turn increases the productivity of the institution. However, organizational citizenship behavior also tends to relate to the tendency of employees towards various areas in the organization. In this sense, managers can find more time to address important issues together with organizational citizenship behavior (Ahmadi, Forouzandeh and Kahreh, 2010: 109).

The increase in organizational performance has the effects of organizational citizenship behavior. The reason for this is that organizational citizenship behaviors support the functioning of the institution, increase the efficiency of the employees and administrators and reduce the conflicts within the institution. Organizational citizenship behavior, however, leads to the efficient use of limited resources in the organization, ensuring the coordinated execution of teamwork, and more enthusiastically working at the institution (Podsakoff, Ahearne, MacKenzie, 1997: 263-264). It is important to have organizational citizenship behavior in the corporate culture in order to have skilled workers. Thus, the employees of the institution will be more effective and the institution will be able to achieve more success.

While trying to reach the targets of the institutions and employees, it is a basic necessity to ensure that the employees of the institution and the

employees also reach their targets. In this respect, organizational citizenship behavior emerges as a factor to be used to reach both institutional and personal goals (Özdevecioğlu, 2003: 120). This qualification, which organizational citizenship behavior has, ensures that it is preferred by institutions and employees. While the employees reach their targets, the institutions also ensure their continuity.

Organizational citizenship behavior is shaped by characteristics of the employee, characteristics of the organization, and characteristics of the manager or leader. In addition, these factors also shape the spiritual states of employees while they work. The working conditions that affect employees' positive mental state ensure that the employee exhibits organizational citizenship behaviors as it ensures that employees qualify the developing situation and situation positively. Thanks to this situation, the efficiency of the institution also increases (Erdem, 2008: 64). Employees who are in a negative mental state characterize events within the organization as negative and thus avoid exhibiting organizational citizenship behaviors.

It is possible to express that there are relevant contributions to the following issues with the movement of organizational citizenship behavior (Köse, Kartal and Kayalı, 2003):

- Increased efficiency of managers and employees,
- More effective use of institutional resources,
- Support for the development of coordination between the units and groups,
- The ability of the organization to keep its talented employees in the organization and the further development of these employees,
- Providing continuity in corporate performance,
- The organization is able to adapt to variable environmental factors.

Organizational citizenship behavior improves the performance of employees by achieving organizational success. The reasons for the organizational citizenship behavior in order to achieve success are as below (Cohen and Vigoda, 2000, Karaman and Aylan, 2012, Korkmaz and Arabaci, 2013):

- Minimizes problems in organization.

- Organizational continuity is ensured by providing that the organization operates as a whole.
- It is important for the continuity of organization's success.
- It has positive effects on productivity of organization.
- Increase individual performance by improving the employees themselves.
- Employees accept more responsibility for the benefit of the organization.
- The staff slows down the turnover rate as it increases employees' commitment perceptions.
- The organization can adapt to changes and innovations more easily.
- Employees take on more responsibility by exhibiting conscientious behavior.
- Employees exhibit more gentlemanly behaviors and this reveals their positive side.

These aspects of organizational citizenship behavior are positively affecting organizational productivity.

### **1.6.2. Negative Effects**

Although there are generally positive expressions about organizational citizenship behavior in the literature, some researchers have mentioned negative effects on organizational citizenship behavior. Organizations which have high organizational citizenship behavior are reported to have to help each other continuously if they are not trained at the same time (Karaman and Aylan, 2012).

Organizations with high organizational citizenship behaviors are expressed to have a negative impact on the employees, because they attach greater importance to the work of others and their sense of benevolence is higher than their own affairs. Employees' desire to help their colleagues can cause their jobs to hang. This can cause organizational problems and productivity to decrease (Bolino et al., 2004: 229-246).

According to Bolino et al. (2004: 229-246), organizational citizenship behavior is high, and the negative effects that can occur in organizations are listed below:

- There may be some problems with staff management
- Expectation of the continuity of organizational citizenship behavior can create pressure on the employee
- Organizational citizenship behavior has negative effects on employees' performance by preventing them from doing business.
- It can cause role conflict by affecting the role definition in the negative way.
- The high sense of helpfulness of the employees prevents the team from working over time.

The high level of organizational citizenship behavior can prevent employees from focusing on their own business or create pressure on them. This reduces the efficiency of the organization by affecting the performances of employees in the negative direction.

## **CHAPTER 2**

### **2.CONCEPT OF JOB SATISFACTION**

#### **2.1. Definition of Job Satisfaction**

It is important for employees to be satisfied with their work and the activities they carry out in terms of maintaining the work of employees other than being productive. Job satisfaction, especially in terms of businesses that want to improve and maintain their continuity, should be among the priority issues. Due to this reason, there are many studies related to this topic in the literature.

Relevant to job satisfaction, there are many definitions in the literature. In these definitions, job satisfaction is described as the level of positive emotions felt for job or work related situations (Adams and Bond, 2000: 538). In another definition, job satisfaction is defined as the emotional reaction that employees can put into their jobs (Keles, 2006: 3). Job satisfaction in a different definition is explained in the form of feelings of workers about occupations that often have work or work (Aşan and Özyer, 2008: 135).

Canbulat (2007) finds job satisfaction as that employees can meet the wishes and expectations of the organization and that the organization also fulfills the wishes and expectations of the employees and that they are satisfied with the work and the institutions of the employees. In terms of Keser (2006), job satisfaction is a concept used to explain the happiness and satisfaction of the employee.

Job satisfaction is an important source of job absenteeism and job turnover (Moura et al., 2009: 541). On this point, the reason behind too much work related to job satisfaction is the significant affect it has on the work force

(Brown and Sargaent, 2007: 212). In this regard, studies related to job satisfaction are examined under four different scopes. These four different contexts can be expressed as follows (Kuşculuoğlu, 2008: 13):

- Issues related to organizational issues such as organizational commitment, performance and labor turnover.
- Issues related to the effects on employees such as burnout and stress.
- Issues related to job qualifications, leadership-like management issues.
- Personality related issues.

## **2.2. The Importance of Job Satisfaction**

It is at the root of institutions' desire for job satisfaction of employees that they can make their employees more effective. This situation causes the concept of job satisfaction to be perceived as a motivational tool (Can, Akgün and Kavuncubaşı, 1995: 111). In this respect, businesses have started to perceive their employees' job satisfaction equivalent to production. That is why businesses are now focusing on the job satisfaction of employees as well as focus on production. The fact that job satisfaction also affects the lives of employees in particular makes this concept more important. When this situation is addressed from the point of view of the institutions, it is seen that the employees' job satisfaction has three effects. Employees who do not have job satisfaction according to the first effect tend to abstract themselves from the job and leave the job. The second effect is that employees with high job satisfaction are more likely to remain in the organization. If it is the third effect, the behavior and attitudes of the employees with high job satisfaction will be positive (Özkalp, 2004: 29).

The ability of organizations to provide job satisfaction is closely related to the skills and capabilities that employees have. For this reason, the business policies that institutions create or will create are important. Institutions will be able to influence their job satisfaction with the changes they make and this situation will be reflected in the productivity of employees (Can, Akgün and Kavuncubaşı, 1995: 111). Productivity is also important in terms of effective use of institutional resources. The limited resources of the institution require



that resources are not to be wasted. Employees who provide job satisfaction must be productive in terms of effective use of resources. When employees are thought to be a source, effective use of these resources is provided by job satisfaction (Şimşek et al., 2003: 36).

Failure to provide job satisfaction will have negative effects on organizations. It is possible that these negative effects are listed as below (Budak, 2006: 23-24):

- Employees are reluctant to come to work,
- Losses and absences in the labor force,
- Sudden strike and appearance of boycotts in the institution,
- Decrease in productivity,
- Problems arising in the institutional discipline,
- Disruptions in the organization's goals and objectives,
- The growth rate of the labor force turnover rate of the institution,
- Problems that arise when the institution finds qualified labor,
- Reductions in corporate image,
- Occuring problems in collaboration in the institution,
- Increases in business mistakes,
- Increase of wrong decisions and problems in decision making,
- Occupational diseases and occupational accidents are becoming more often,
- The problems that arise in the institution are being began to ignore by the employees,
- Employees are beginning to experience reductions in their institutional-related considerations.

Work satisfaction has some effects on employees as much as it has on institutions. The benefits employees obtain who provide job satisfaction can be expressed as follows (Budak, 2006: 24):

- Employees will not have a will to look for a different job.
- Because they provide job satisfaction, employees will do their jobs more carefully and will be exposed to work accidents less often.
- Work satisfaction of employees will provide more peace of mind.
- Employees who provide job satisfaction will also feel happy in their private lives.
- Employees who provide job satisfaction will be less likely to have occupational diseases.
- Employees will be able to meet their cultural and social needs in an easier way if they have job satisfaction.
- Employees who provide job satisfaction will feel more committed to the organization themselves.

### **2.3. Factors Affecting Job Satisfaction**

Factors affecting job satisfaction of employees are taken from two perspectives. These are individual factors and organizational factors (Keser, 2006: 73). Within this chapter, these factors will be discussed under the subheadings.

#### **2.3.1. Individual Factors (Demographic Characteristics)**

Individual factors are antagonistic factors that depends on employees. In view of this, an employee can not value another employee with an element of value. This causes employees to provide or refuse job satisfaction from different individual factors. Also, it is related to their own perceptions if employees provide job satisfaction related to individual elements or not (Canbulat, 2007: 29).

##### **2.3.1.1. Gender**

The studies on the effects of gender on job satisfaction have different results. In some studies, it has been stated that in men's office activities, men provide

job satisfaction in managerial activities (Keser, 2006: 110). In a relevant study of this issue, it was concluded that female psychologists provide less relevant job satisfaction with issues such as pay, respect and promotion compared to male psychologists (Sweeney et al., 2002: 59).

In an other study of women and men's job satisfaction, it was seen that women achieved lower job satisfaction than men. In this, it is stated that women may have to work in more unskilled jobs and that they may be less effective than men. It is also said that the social roles that are imposed on women and men may also be effective in this end (Kantar, 2008: 47).

The effects of gender on job satisfaction may change according to professions. Especially when women work in a sector where men are dominant, it can cause them to drop their expectations and this can lead to easier job satisfaction for women (Keser, 2006: 111).

#### **2.3.1.2. Age**

The relationship between age and job satisfaction is confronted as one of the interesting topics in the literature. Especially when people have different ideas in every age, this makes it even more interesting. In studies, there is a similarity between age and job satisfaction in relation to "U" interaction. According to this analogy, it is stated that job satisfaction is high due to the fact that there is a lot of enthusiasm for work in the new entry periods. However, it is said that there is a decrease in job satisfaction with the progress of age and the start of experience at work. Later on, as the employees become increasingly acquainted with the aged, it is stated that job satisfaction has started to increase again (Okpara, 2006: 52). Apart from this view, there are also studies that compare the relationship between age and job satisfaction to the "inverse" interaction, with the view that job satisfaction increases with age (Keser, 2006: 101).

#### **2.3.1.3. Marital Status**

Studies show that married employees are less likely to leave work than single employees. Nevertheless, it is expressed that in case of working partner of

employees, change is observed in these rates. In this process, the opportunities of spouses working can have an effect on leaving work. Besides that, it is possible to say that family relations has affects on job satisfaction. Especially with the child's ownership, the assumption of childcare by women can cause men to work harder to increase their incomes. Women start thinking that they are not going to work because they are disconnected from work. Even if they return to work, they are working with less promotion and less wage expectation. Low expectations can lead to easier job satisfaction. Men, on the other hand, focus on wages because of their familys' livelihood. Difficulties in wages can cause job satisfaction of men to decrease (Aydoğdu, 2009: 13).

When married and single employees are compared, married employees are said to be happier than single ones. On the basis of this, it is stated that married employees focus on family livelihood and that they are more satisfactory. Married employees can provide more job satisfaction than single employees because they want to stay at the job rather than high expectations (Brough and Frame, 2004: 10).

#### **2.3.1.4. Intelligence and Ability**

Intelligence and ability emerge as crucial factors for their employees to Show their creativity. Employees with high levels of intelligence and ability are able to produce more with less workload. Employees with low levels of ability and intelligence may have to work harder. These conditions leads enterprises to examine the intelligence and skill levels of people in the selection of personnel. Besides, employees' ability to adapt to work is also closely related to their level of talent and intelligence. Employees with high levels of competence and intelligence are employed in jobs that are appropriate to their level, helping to increase job satisfaction. However, employees who are assigned to tasks below their own abilities and levels of intelligence may result with dissatisfaction (Silah, 2001: 12).

Individuals can display different characteristics in respect to talents. These abilities usually manifest themselves in the form of physical abilities and

intelligence-related abilities. Intelligence-related abilities include activities in which cognitive abilities are used, as physical abilities include activities that need events such as body coordination, hand skills. Today, businesses are seeking to employ highly skilled workers who are interested in intelligence. The reason for this is that there is a moderate increase in the work related to intelligence in social life (Özkalp and Kirel, 2001: 28).

As the education level approaches to each other in enterprises, the importance of intelligence and skill levels increases. It may not be right to say that job satisfaction can be achieved even if the level of competence and intelligence of the work done by the employees is matched. However, it will be possible to say that the level of ability and intelligence will lead to job dissatisfaction that is far above the job requirements (Budak, 2006: 55).

#### **2.3.1.5. Personality**

Personality is all of the features that become known in a process, but do not emerge quickly, that identify with a person. It is possible to predict the attitudes and behaviors of individuals by understanding their personalities (Keser, 2006: 118). Personality can affect a person's work-related ideas and feelings in a negative or positive way (Demir, 2005: 136). In this regard, the positive personality structure of the individual is important for the individual to provide more job satisfaction (Akgündüz, 2006: 99).

In terms of expressing the relationship between personality and job satisfaction, the effect of different types of personality on job satisfaction is emphasized. In this regard, it is expressed that different personality types have different qualities on job satisfaction. Such types of people; open minded, outward-facing, harmonious, responsible, and emotionally balanced (Mohammed et al., 2009: 135).

#### **2.3.1.6. Status**

The status is a concept that affects the position and career of the workforce in a hierarchical way. Structurally, status also shapes work-related

expectations. In this regard, the overlap of status and anticipation is very important with regard to providing job satisfaction (Keser, 2006: 126).

Most of the employees enter the working life with the expectation of reaching a certain career. At the root of this expectation is the possession of a high status. In this respect, the high status qualitatively provides an element of job satisfaction for employees (Akgündüz, 2006: 100). Often it is said that job satisfaction increases with the increase in the status. It is possible to express that the increase in salary, independence and prestige is influential to this rise (Eren, 2008: 517).

#### **2.3.1.7. Education Level**

Educational levels of employees are increasingly related to job-related expectations. In this sense, job satisfaction can be increased by being able to respond to rising expectations of employees. The employee with a high level of education wants to work in a job that suits the level of education and wants to get a salary incurred in the level of education. But as the expectations increase, they can be removed from the possibilities provided and this can cause job satisfaction to decrease (Demir, 2005: 130). Highly educated employees see this education as having great expectations. In this way, the job satisfaction of employees who do not meet the education and the wages they receive are showing a decline. However, in general, it is also possible that we can say that people who are well educated are working in better jobs than those who are not well educated and that job satisfaction is higher due to this reason (Aydoğdu, 2009: 13).

#### **2.3.1.8. Seniority**

The seniority is related to how long the employee works in a company. The time spent in the company grows the experience of the employee who is related to the field in which the employee is working and thus the employee's seniority is increasing. As the employee gets seniority, the reputation of the company rises. In this respect, highly reputed employees can have more say in institutions. Also, new employees learn their business processes and

activities in consultation with senior employees and benefit from their experience. In this sense, senior employees are pleased that their respect for their work and their work experience are trusted.

The expectation of these employees also increases because their seniority can make an important contribution to the company. In this respect, it becomes important that the expectations of senior employees can be met by the institution. Job satisfaction of senior employees who meet expectations is rising (Kantar, 2008: 65). However, senior employees who do not meet their expectations will begin to think about their time spent working in the company they are in, and this will be reflected negatively on job satisfaction (Turk, 2007: 75).

#### **2.3.1.9. Socio-Cultural Environment**

Employees' attitudes and behaviors are shaped by their growth and their cultural background and social qualities. The thoughts, ideas and behaviors of the individuals are in this aspect in the socio-cultural environment. Employees often shape their attitudes and behaviors depending on the conditions they are in. Due to this, they can think that they will be excluded if they are not display appropriate behavior. In this respect, the socio-cultural environment affects business life as much as it affects private life (Budak, 2006: 64).

Positive interactions between employees causes positive effects on job satisfaction. At first, individuals meet their basic needs and then aim to meet their social needs. This situation requires individuals to have socio-cultural relations. The interaction established by the socio-cultural environment influences the formation of individual attitudes and behaviors. In this sense, it is obvious that employees will not have a chance to not have socio-cultural interaction. However, these relationships may show an increase in job satisfaction in the case of positive qualifications (Islamoğlu and Börü, 2007: 71).

### **2.3.2. Organizational Factors**

Organizational factors are the factors that develop from the characteristics of employees' institutions. Organizational factors can be studied in different ways from a structural point of view. Some of these factors will be included in this section.

#### **2.3.2.1. Physical Properties**

Physical features include work, cleanliness, light, noise, temperature, ventilation. Problems in this condition may cause employees to feel uncomfortable. Also, defects in physical conditions will return to those who work as a source of stress. Raising the physical qualification in working conditions will increase the confidence of the employees to the institution and this situation will be reflected positively on the job satisfaction of the employees (Akgündüz, 2006: 105).

#### **2.3.2.2. Wages**

Individuals want to work to meet their needs in the first place. In this respect, individuals pay certain fees as compensation for their work. So, the perception that employees have a relevant relationship with their salary will have an impact on job satisfaction (Korunka et al., 2003: 69).

It is expressed that employees pay attention to mainly three factors related to the salary they receive. These elements can be stated as follows (Erdoğan, 1999: 238-239):

- a) Comparing the level of salary provided with the salary level in the world,
- b) Comparison of salary of employees with the same level of education,
- c) Comparing the salary of employees who do similar work in the organization.

When salary levels of employees increase, job satisfaction levels increase. However, one point that the employees are concerned with about the salary is whether there is a fair wage distribution in the institution (Akgündüz, 2006:



104). In this aspect, employees compare the salary they receive with the wages they receive from other employees and decide whether there is a fair wage distribution. If employees think that they are paying less than the content they are doing, this will lead to the idea that there is no fair wage distribution for employees. All these negative conditions will cause the decrease of the job satisfaction level of the employees (Keser, 2006: 77). To be able to prevent these problems, institutions should follow a fair pay policy.

### **2.3.2.3. Structure of Work**

Work qualifications have some influence on employees. Constant repetitive tasks cause employees to feel bored over time and distract attention. Also, the fact that the content of the job is far below the employee's capacity causes the employee to cool off. However, the fact that the content of the work is too higher than the employee's capacity also leads the employee to perceive the work as a danger (Demir, 2005: 141).

The ability of the employee to identify with the work depends on the structure of the work being compatible with the employee. From this point of view, it will be appropriate for the institutions to act according to the principle of proper working. This will prevent work dissatisfaction by preventing employees from suffering from work structure (Pearson and Moomaw, 2005: 40).

### **2.3.2.4. Promotion Opportunities**

The content of promotion opportunities are consist of promotion and career opportunities. The career opportunities they have is one of the important work-related expectations of employees. An employee who starts a new job in the company is starting working with the expectation that he will be promoted in the future. If the employee is not promoted in time, the job will begin to show a satisfactory decline (Kantar, 2008: 67).

Promotion opportunities can be interpreted differently by employees. While some employees look at the possibilities of promotion from the material point of view, some employees are emotionally looking at the possibilities of

promotion as a result of promotion and the possibilities of promotion in the direction of the prestige. As the employees gain experience, they are in the process of being more responsible and the institutions can respond with the promotion of the employees to this desire. However, inadequate career opportunities at the institution is starting to become a problem for employees who have begun to work easily and are therefore more likely to take responsibility for it. These problems cause the employees to experience job dissatisfaction over time (Eren, 2008: 515).

#### **2.3.2.5. Superior-Subordinate Relationships**

Employees generally have a desire to be appreciated within the scope of their relationships with superiors. Also, most of the employees do not want to hear negative feedback from managers. For this reason, the appreciation of employees is a quality that increases their job satisfaction. If the employee gets appreciated relevant to the performance s/he has exhibited, s/he will be willing to make an effort to improve her/his performance (Başaran, 2000: 220).

Collaboration in the organization is required to meet the needs and realize the individual goals. However, the system that exists today makes it obligatory for individuals to cooperate (Tabancalı, 2000: 314). As the number of companies increases, competition conditions become increasingly difficult. In order for companies to be able to distinguish themselves from other companies, it is necessary to exhibit different items. In order to be able to provide this element, the companies should maintain their activities in positive subordinates and superordinates associations. Positive relationships between subordinates and superordinates will provide the development of the firm (Basım and Şeşen, 2008: 61).

Companies have to evaluate their resources in the most efficient way to get the most from their production. It is important to remember that companies do not have resources that are only material. From this point of view, employees are the most important resource companies have. In order for this resource to be used efficiently, it is important that the subordinate and superordinate

relations are established to have positive qualities. If firms can not establish positive relationships, employees will not be able to work peacefully and this will be reflected negatively in the job satisfaction of employees (Vural and Coşkun, 2007: 141).

#### **2.3.2.6. Co-Workers**

Because people are social lives, they have to interact with other people. Companies also emerges as one of the areas where people constantly interact with each other. In this aspect, the employees interact with each other in order to ensure the continuity of the company activities as well as for social purposes. In this regard, being colleague means that employees accept people who will work with each other (Kirel et al., 2004: 78). When employees love their colleagues, relationships established will be positive. This situation will increase the job satisfaction of employees (Başaran, 2000: 220).

Creating conditions in which employees can have good relationships is important for the development of business partnerships. In an organization with positive business partnerships, it is highly likely that employees are happy with their work. This situation is an improvement for the employee's job satisfaction. In addition, good co-workers ensure that employees can collaborate more effectively and produce more effectively. In this regard, positive co-workers show an effect that increases productivity (Akkoç et al., 2012: 110).

#### **2.3.2.7. Management Style and Control**

The management style of the companies also affects the policies of the companies. Companies that adopt authoritarian management style focus primarily on their own desires and ignore employees' desires and expectations. It is not possible for employees who work in this management style to reveal their own ideas. Employees are performing their duties only because they are obligatory under such management. Employees are unlikely to be able to provide job satisfaction from the tasks they perform as a

necessity (Başaran, 2000: 220). Instead, in companies that care about employees' ideas and allow them to express their thoughts, the employees perceive their work as their own parts and are doing their job willingly. This situation has been shown to increase the job satisfaction of employees (Kantar, 2008: 67).

Besides the management style, the control systems applied at the firm also have an effect on the job satisfaction of the employees. Employees in companies that are strictly and frequently supervised may feel themselves under constant threat. It is not possible for employees who are constantly threatened to concentrate on their work. This can lead to a decrease in the job satisfaction of employees (Eren, 2001: 518). For this reason, it will be important for companies to determine the control systems they will not feel under pressure.

#### **2.3.2.8. Communication**

Communication is needed to establish human relations. In this respect, communication is the basis of social functioning (South, 2001: 197). The fact that human relations are based on communication also shows itself in the production processes. The production and sustainability of the production is only possible with the communication between the employees. Managers are able to transfer the work that needs to be done to the employees through communication and they can explain the responsibilities of the employees to the managers again through communication. So, communication is provided. From this point of view, communication processes must be smooth in order that the operation in the company can be smooth. This requires the establishment of certain communication systems in the company (Sabuncuoğlu and Tüz, 1998: 138).

Establishing proper communication infrastructure in the companies will ensure that the communication problems that may arise between the employees are at the lowest level. In addition, proper communication infrastructure will make it easier to solve problems that emerge. Communication is also important in terms of developing relationships

between employees. It is not possible for employees to be happy in an organization that does not have effective communication and communication systems. This situation causes job satisfaction of employees to decrease.

#### **2.4. Studies for Increasing Job Satisfaction in Businesses**

High satisfaction perceptions of employees' also increases their performances. The high performance of the employees increases productivity and efficiency in the enterprises. That is why businesses can use a variety of tools to improve their satisfaction perceptions. Some of the tools used to raise employees' satisfaction perceptions are (Giauque et al., 2012: 175):

- Fees
- Rewarding
- Confidence
- Social participation
- Valuation
- Independent work
- Authorization
- Training
- Participation in decisions
- Effective communication

All of these factors affect employees' satisfaction perceptions positively. Factors affecting satisfaction perception in the literature are classified in three groups. These have been examined in subheadings.

##### **2.4.1. The Effects of Socio-Economic Tools on Job Satisfaction of Employees**

Socio-economic instruments are an important factor affecting employee satisfaction perceptions. The socio-economic instruments often used by

organizations are as follows (Herzberg et al., 2011: 40-42; Bang et al., 2012: 97):

- Wages are expressed as the most effective tool of satisfaction. It is necessary for the employees to start their business life and to make their financial livelihoods in order to keep their business life despite the changing conditions. That's why giving employees bonuses, ensuring their profitability, or raising wages will positively affect their sense of commitment and motivation, which increases the satisfaction perceptions of employees. However, the most important factor to pay attention to is the fair approach. It is important to determine fair approaches in the distribution of salaries.
- Rewarding is one of the important factors that raise employees' satisfaction perceptions. The rewarding of disciplined employees shows them the value they are given, and this increases the satisfaction perceptions of employees. Rewards satisfy employees and link them to organization.
- Trust is another important factor that employees expect from the work environment. Security needs are among the basic needs of people. Having employees' job security, having social security and environmental confidence, affects their perceptions of satisfaction positively. Employees with job security work more peacefully and happily. This increases the employee's satisfaction perceptions and motivations, thereby increasing the success of the company.

#### **2.4.2. The Effects of Psycho-Social Tools on Employee Job Satisfaction**

Psycho-social tools are often used to increase satisfaction perceptions of employees. The psycho-social tools used by businesses are listed as follows (Bang et al., 2012: 98; Weiner, 2013: 30-33):

- Social inclusion is seen as an important factor in raising employee satisfaction perceptions. When employees are constantly communicating and their needs are met quickly, their level of motivation increases and this increases their satisfaction perceptions.
- Independent work is expressed as employees' independent exhibition of knowledge and abilities in line with organizational goals and objectives.

Continuously interfering with employees can affect their work negatively by causing them to feel under pressure.

- Value and respect for employees are also important concepts. Appreciation and respect for the employees increase the satisfaction perception by providing the employee the status s/he wants to have.
- One of the most important factors for employees is involvement in decisions. The suggestion of employees about the working environment, working patterns and the execution of her/his suggestions have positive effects on the satisfaction perceptions of the employees.
- Psychological trust is one of the most important issues that employees expect from organization. Employees want to work in a peaceful environment without job anxiety. In this way, employees' sense of satisfaction increases and performance improves and business success is positively affected.
- Social work is one of the basic needs of employees since humans are social creatures. With social organizations organized by businesses, social life outside of work life is supported, which affects employees' satisfaction perceptions positively.

#### **2.4.3. The Effect of Organizational and Managerial Tools on Job Satisfaction of Employees**

Businesses are trying to improve employees' satisfaction perceptions within organizational and managerial tools. The key managerial and organizational tools affecting employees' satisfaction perceptions are listed below (Herzberg et al., 2011: 40-42; Weiner, 2013: 30-33):

It is important to ensure that employees work as a whole for a purpose. The consolidation of the employee and organizational goals in a common point will increase both employee satisfaction and organizational success.

Empowering employees according to their skills ensures that employees work more efficiently and are satisfied with their work.

Giving training to the needs of the employees and increasing the knowledge and skills of the employees about the issue increases the satisfaction of the employees by increasing their ability to do business.

Effective communication with employees increases the satisfaction level of employees. Communication is decisive in solving the needs of employees. With the communication to be established with the employees, the needs of the employees can be perceived more clearly and solutions can be suggested.

## **2.5. Consequences of Job Dissatisfaction**

Job satisfaction is one of the most important factors which affects employee performance. Employees who do not have high job satisfaction or even job dissatisfaction perform poorly, which decreases the productivity of the employer (Oudenhoven et al., 2003: 2).

Job dissatisfaction can cause conflicts between the employer and the employee by causing employees not to do business in line with the goals and objectives of the organization. Employees who are not satisfied with their job are more likely to leave the job. This weakens the sense of responsibility for employees' work and reduces their productivity (Jong et al., 2001: 355).

Job dissatisfaction can cause many negative effects on employees. The absenteeism of employees increases and their intention to leave the workplace increases. According to Oudenhoven et al. (2003: 2-3), some of the impacts of job dissatisfaction in their work are as follows:

- Affect employees' mental health negatively
- Affect physical health negatively
- Increase in labor turnover
- Work slowdown
- Tiredness
- Absenteeism
- Conflict



- Decreased life satisfaction
- Theft

All these reasons can be caused by the dissatisfaction of employees. Reducing employees' satisfaction perceptions has negative effects on their performance and affects both mental and spiritual health of the employees in the negative direction. For employees with job dissatisfaction, the goals and objectives do not matter. This situation causes the employees to work or not to work only in their own desires.

### **2.5.1. Absenteeism**

Absenteeism is one of the most important factors affecting the work force cycle negatively which leads to high costs for organizations and at the same time affects the working atmosphere in a negative way. This situation decreases the productivity of the business (Turan and Parsal, 2011: 3).

Depending on job dissatisfaction, there are many factors that affect absenteeism and these factors are categorized. These are expressed as individual, behavioral and organizational factors. Depending on the gender, age or educational status of the employees, the perceptions of absenteeism may change, or absenteeism may vary according to attitudes, judgments or working conditions. Job dissatisfaction often creates a problem of absenteeism in employees, but the extent of this absenteeism can vary according to various factors (Rössler, 2012: 67).

Employees' absenteeism may differ depending on their motivation to go on to work and their ability to continue to work. Factors that affect the motivation and competence of employees to continue to work are listed below (Stimpfel et al., 2012: 2503).

The factors that influence the motivation to continue to work are:

- Job satisfaction
- Procedures about continuity for organization
- Fees

- Other job alternatives
- Communication with colleagues
- Communication with managers
- Responsibility towards work

Factors affecting the ability to continue to work are:

- Accident
- Health problems
- Transportation problems
- Family issues

Both the motivation to continue to work and the ability to continue to work have an impact on employees' perceptions of absenteeism. It is difficult or even impossible to remove the absenteeism in the business. However, the absenteeism can be controlled (Yürür and Keser, 2010: 167).

Businesses can apply various procedures in order to avoid the absence. However, the fact that these procedures are so strict will increase the intentions of employees to leave work. The fact that employees are forced to come to work, even if they are sick, or that they are not asked to leave absenteeism in a crucial question about their family will create pressure on employees. It is important for businesses to follow the controlled absence procedure (Lopez, 2010: 108).

### **2.5.2. Labor Force Turnover**

The workforce turnover is defined as the process of employees leaving their current job in order to evaluate other business alternatives. Employees are planning to leave work when they are not satisfied with their current job. This situation causes the operator to search for another staff, and thus the workforce is devalued (Yüksel, 2011: 292).

In organizations, labor costs cause significant costs. Separation of experienced staff from the job and starting a new employee causes costs for

the business. In the companies, the transfer of labor can be caused by various reasons. Some of these reasons are as follows (Şahin, 2011: 25):

- Death
- Retirement
- Becoming distant with work
- Resignation

The reason for the labor force turnover is mostly leaving the job. Employees can decide to leave their jobs for many reasons. However, job dissatisfaction is one of the most important factors affecting employees' intention to leave work. Employees who are not satisfied with their jobs and who think it does not meet their needs choose between alternative job opportunities and leave their current jobs (McHugh et al., 2011: 205).

Low job satisfaction leads to high labor force turnover. If employees' perceptions of satisfaction with their work are low and if they do not take effective steps to raise these perceptions, employees will increase their intention to leave the job. Separating employees from their jobs leads to increased management and training costs in enterprises and reduced productivity (Jodlbauer et al., 2012: 42).

### **2.5.3. Life Satisfaction**

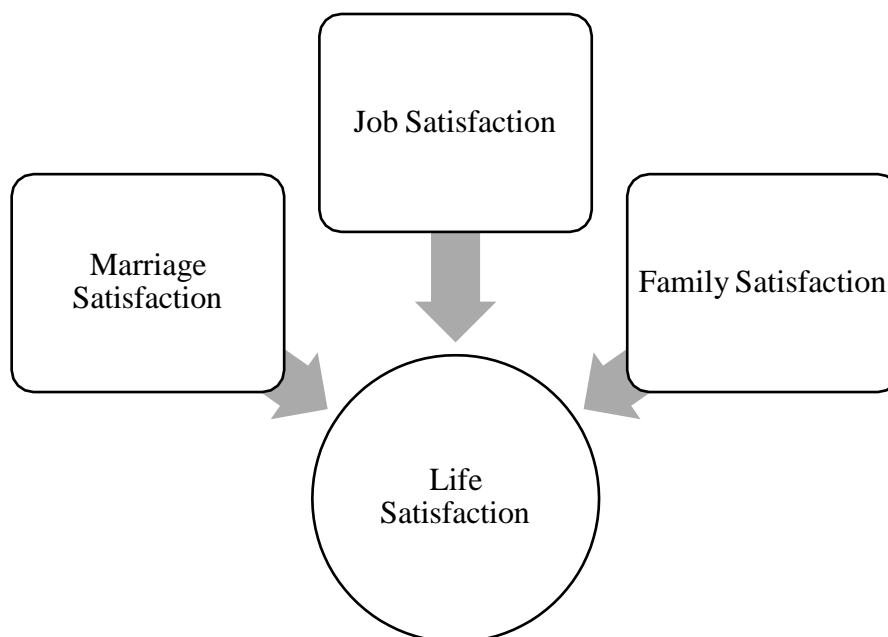
Work and life satisfaction have an important relationship between them. Individuals' business and private lives are intertwined. When individuals want to devote more time to their work life, they have to cut this time out of their private lives. If individuals spend more time in their private lives by reducing the time they spend in private lives, their expectations for business life are increasing. Individuals want employers to compensate for the time they separate. If employees' expectations are not met, the perception of dissatisfaction rises (Green and Zhu, 2010: 742).

Individuals' perceptions of satisfaction in general are acting as a whole. An individual who is not satisfied in business life will not be satisfied in his private life. The expectation of individuals from life creates integrity. The fact

that certain needs are not met in the business or private life of the individual affects the whole life in the negative direction. This may be due to the individual's perception of satisfaction

(Rössler, 2012: 67).

It is stated in the literature that the individual has three important factors affecting the overall satisfaction perception. These factors are as shown in Fig.



**Diagram 1.** The Factors Affecting Life Satisfaction

Source: Stimpfel vd., 2012:2504.

It is expressed that the relationship between work and life generally has spreading characteristic. A situation that is happening in business life also affects private life, or a situation that is happening in private life affects business life. Various situations that occur somewhere in the lives of individuals can affect the individual's whole life positively or negatively (Yurur and Keser, 2010: 166). Individuals' dissatisfaction with their business life has negative effects on their general life. Some of these effects are listed as follows (Lopez, 2010: 110):

- Aggressive behavior

- Frustration
- Physical health deterioration
- Problems in mental health
- Shortening of life expectancy
- Decline in life satisfaction

There is an important relationship between individuals' job and life satisfaction. The satisfaction of those who are happy in their private lives is higher than those who are not happy in their private lives. Those who are happy with their lives are more positively approaching their business lives because they feel less job pressure (Green and Zhu, 2010: 742).

Demographic characteristics are also influential on life satisfaction. The age, marital status, educational status and income of the persons have an influence on satisfaction perceptions. Having different needs due to each individual having different lifestyles differentiates their life satisfaction. Different positive or negative developments cause different effects in each individual. This indicates that demographic characteristics are important in determining work and life satisfaction (Turan and Parsak, 2011: 3).

#### **2.5.4. Physical and Mental Health**

Job dissatisfaction can cause employees to experience physical and mental health problems. Employees who experience job dissatisfaction may experience psychological depression and experience various physical problems. Employees want to know the effects of job dissatisfaction and take precautions about them. There are basically two reasons why workers want to know the mental and physical problems of their employees due to job dissatisfaction. These are listed below (Yüksel, 2011: 293):

- Physical and mental problems of employees can lead to life's problems,
- Employees' mental depression life can cause significant financial loss.

Job dissatisfaction of employees can cause adverse effects on mental health. These effects can cause one to lose confidence in himself or to experience

problems with his family and friends. Problems in employees' mental health can lead their lives to be worried, sad and tense. The low level of satisfaction in employees affects their general view of life negatively. This situation can cause employees to feel unwell and to suffer difficulties in making decisions (Lopez, 2010: 110).

Various factors that create job dissatisfaction and disrupt workers' mental health are listed as follows (Kantar, 2008: 65):

- Repetitive tasks
- Boring jobs that does not provide any good for employee
- Having communication problems with colleagues
- Over workload
- Constant changes in company
- Lack of confidence in work

Job dissatisfaction also affects the physical health of the people over time. Various physical problems that can occur in employees due to job dissatisfaction are listed as follows (Türk, 2007: 78):

- Headache
- Fatigue
- Continuous sweating
- Difficulty in breathing
- Loss of appetite
- Joint pain
- Over use of alcohol
- Indigestion
- Hypertension
- Nausea
- Heart attack
- Risk of paralysis due to a stress

All these negativities can come into play as a result of job dissatisfaction. Job dissatisfaction can cause various stress factors in employees and this can affect the mental and physical health of employees in a negative way.

## **2.6. The Relationship between Job Satisfaction and Some Concepts**

There are some concepts that affect the concept of job satisfaction. These are such as morale, productivity, performance and motivation. This section will focus on the relationship between these concepts and job satisfaction.

### **2.6.1. Job Satisfaction and Job Attitude**

The concept of attitude is expressed in the form of a person being spiritually ready or accustomed for an object, an event or a person. Also, attitude may be explained as some behavioral patterns that are attached to the objects of the people as a result of previous experience (Koçel, 1998: 522).

The work attitude of employees reflects their views and thoughts related to their work. From this point of view, it is possible to express that employees who show a positive job attitude love their jobs, and those who exhibit a negative job attitude do not like their jobs. In this respect, it also shows that the attitudes of employees shows us if they have job satisfaction or not. In this regard, it is possible to say that employees who have negative job attitudes have a low job satisfaction, while those who exhibit positive job attitudes have high job satisfaction. However, it is important to determine the factors that affect the attitudes and behaviors of the employees. Organizations have important influences on employees' attitudes and behaviors in determining the factors that affect them, and positive attitudes of employees. Organizations' ability to meet employees' needs and to rely on their employees will cause employees to demonstrate a positive attitude toward business. This will have a positive effect on the performance of employees by raising job satisfaction perceptions. Increasing employee performance is seen as an important factor in increasing the productivity and effectiveness of the employer (Eren, 2001: 518).

### **2.6.2. Job Satisfaction and Mood**

It is stated in the literature that the relationship between mood and job satisfaction is the same. In this respect, when employees' mood is high, it means that employees' job satisfaction levels are high. But mood is a concept that can have qualities that vary from person to person. In this respect, the high mood of an employee does not reveal that organizational motivation is high. However, in terms of employee, the good mood is an indicator of high job satisfaction (Şahin, 2011: 33).

### **2.6.3. Job Satisfaction and Efficiency**

Firms have to go through a certain production process in order to sustain their assets. In order to be able to continue this process effectively, they need workers. The efficiency that the employees will demonstrate will ensure both the continuity of the company and the development of the company. The ability of employees to work efficiently will depend on job satisfaction levels. In this respect, the level of job satisfaction will also affect productivity. This suggests that there is a positive relationship between job satisfaction and productivity (Kantar, 2008: 66).

### **2.6.4. Performance and Success with Job Satisfaction**

It is possible to say that the relationship between performance and success with job satisfaction is similar to that between job satisfaction and productivity. However, it is possible to say that there are three different dimensions of the relationship between employee performance and job satisfaction. These dimensions are (Mohammed et al., 2009: 138):

- Increasing employee performance allows job satisfaction to occur,
- Allows for increased job satisfaction performance,
- The award has a decisive influence on the relationship between job satisfaction and performance.

The ability of employees to show success has increased their confidence in themselves. In addition, employees who are successful can be rewarded by



the organization to make them proud of themselves. In this respect, the return of success to employees has positive qualities. Because of their success, the level of job satisfaction of those who are appreciated and rewarded also increases (Budak, 2006: 69).

#### **2.6.5. Job Satisfaction and Motivation**

The concept of motivation and job satisfaction come out as two structurally interactive between each other concepts. Job satisfaction can increase motivation as well as motivation can increase job satisfaction. It is noticeable that the concepts of motivation and job satisfaction influence each other positively. This causes a cyclical relationship between motivation and job satisfaction (Türk, 2007: 78)

## **CHAPTER 3**

### **3. CONCEPT OF BELONGINGNESS**

#### **3.1. Organizational Belongingness**

Before the concept of organizational belonging is expressed, it will be appropriate to express the concept of belonging. Belongingness stands out as a concept related to giving priority to understanding others in relationships with the other people. This concept is expressed in the dictionary as "relation", "state of belonging" and "connection". The direction of the association expressed here can be a human being, an object, a social class, or a community. In other words, these items can be increased according to the factors that the individual can use to express himself. The concept of belonging, which can be expressed as an element of connection between society and people, also helps people to be understood (Alptekin, 2011: 12).

When the concept of belonging is considered in terms of emotional state, it can be expressed as a person's self-worth and importance because s/he feels that s/he is in a certain position in society and is accepted by others. The notion of belonging from a different angle expresses the need that comes from the reflection of these elements in one's life as a result of the desire of the person to be loved, valued and accepted by others (Uslu, 2012: 16). From a different perspective, the concept of belonging means the process of articulation or integration. It is the desire for integration and desire for relevant element. The desire to be involved in an item, person or situation is a human necessity. From this point of view, the belonging occurs in the will of the people and as a result the individual is able to establish direct or indirect relations with their surroundings (Alptekin, 2011: 12)

Relevant studies in the literature are based on the concept of organizational belonging until the 1950s. However, this issue came to the forefront with the increase in the work done with this subject in the 1980s. Every work carried out has been very important in order to establish new items related to organizational belonging and to create theoretical sub-structure. Researchers have considered psychological theories on what the concept of organizational belonging is based on. The reason for this is to think that people can not feel in terms of organizations that are not in their own sense of emotion. Researchers have suggested that the sense of belonging must be primitive precursors, and this is analogous to the relationship between mother and baby (Brown, Rodgers and Kapadia, 2008: 354, Nelson and Quick, 2009: 544).

One of the first definitions related to organizational belonging was made by Grusky. According to his definition, organizational belonging means the strength of one's association with the organization. In a different definition, organizational belonging is described as all the normative pressures internalized in order to be able to demonstrate attitudes in a way that will provide organizational goals and benefits. In this aspect, it can be expressed as organizational belonging, internalization of organizational benefits and aims by members of the organization, exertion in order to be a part of the employee, and employee organization as just a family (Akt Özdevecioğlu, 2003: 114). Organizational belonging mostly refers to the employees' desire to stay in the organization, their commitment to organizational values and goals, and the mental ties that employees feel for the organization (Özgan, Külekçi and Özkan, 2012: 197).

It is possible to list some of the definitions made related to organizational belonging as below (akt. Günel, 2009: 117):

- McDonald and Makin (2000) described organizational belonging as a psychological agreement between the organization and the employee. The relationship between the people and the organization is clearly represented by spiritual agreement.

- Swailes (2002) stated that organizational belonging has a strong will to accept the organization's culture and goals and to continue the process with the organization.
- According to Chen et al. (2002), organizational belonging is psychological identity felt by the employee against the organization.
- Valentine et al. (2002) describes organizational belonging, as employee loyalties and information in parallel with organizational orientations.
- Erdheim et al. (2006) expressed the organizational belonging in the form of a mental state involving the relationship between the employee and the organization, and the desire to remain in the organization due to the consequences of this relationship.

The concept of organizational belonging is closely related to some concepts. In this respect, it will be appropriate to express these concepts in terms of understanding the concept of organizational belonging. In this respect, these concepts will be covered in other chapters.

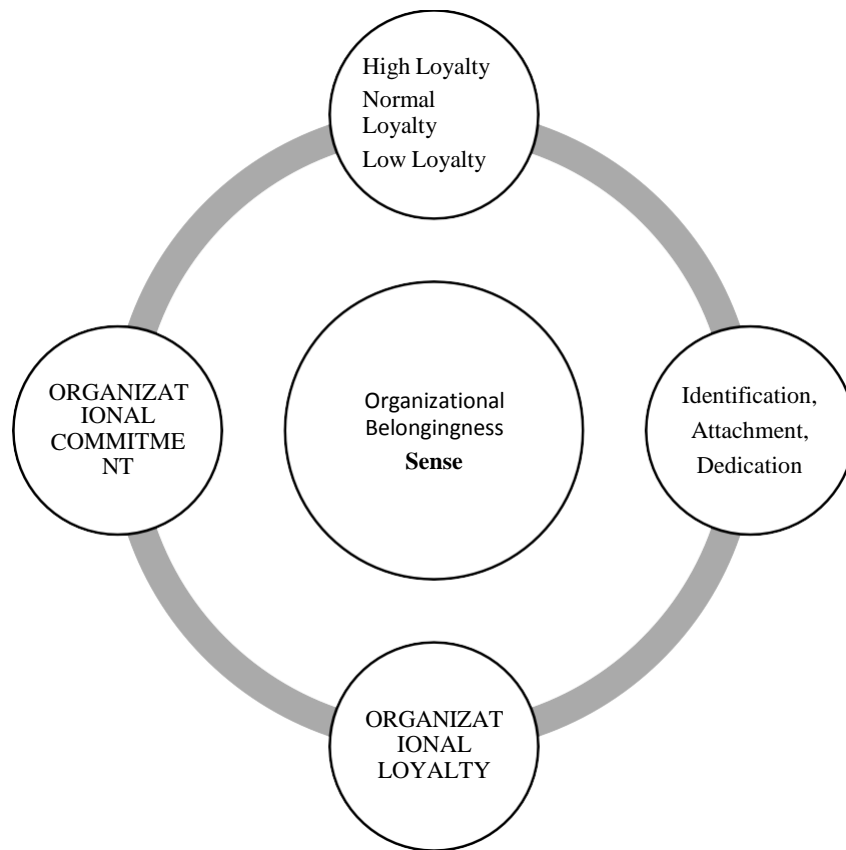
### **3.2. Organizational Loyalty**

Various definitions are made in the relevant literature with the concept of organizational loyalty. In these definitions, organizational loyalty is defined as member behaviors that include increasing the interests of the institution that are highly dependent on the benefits of the person and belonging to those benefits. In another definition, organizational loyalty is expressed as a spiritual sense of belonging to the institution (Koç, 2009: 204). Podsakoff et al., (2000) described organizational loyalty as a process involving praise of the institution, protection of the institution against external threats, and institutionalization even in unusual circumstances. Demir (2005) deals with organizational loyalty as an element after the identification and internalization of organizational belonging. According to him, organizational loyalty and organizational belonging are concepts that can not be separated from each other.

Aydogdu (2009) says that organizational loyalty sometimes causes employees to become passive. According to him, those who work in organizational loyalty think that the management of the organization will take the right steps. In this respect, these employees are not involved in any act. Some researchers stated that this concept has active qualities within the scope of opinions related to organizational loyalty, while some researchers have stated that they have passive qualities.

The concept of loyalty that has been discussed in the literature has also been discussed under the concept of customer loyalty. In this regard, customer loyalty has been evaluated as one of the most important indicators of profitability (Payne and Webber, 2006: 366). The concept of loyalty has been tried to be expressed as a pioneer in the structural aspect of trust (Kuşçuluoğlu, 2008: 4).

There are also cases where the concept of loyalty is handled within the context of the individual self-mastery. In this regard, when there is a high level of loyalty, the employees keep the requirements of their organizations in the foreground and they are in some sacrifice. However, it has also been expressed that employees can always make a high contribution to high sadacanthate when they can be faithful to their business or their organization, if they are not loyal to the organization, and that this can affect the output positively (Von Nordenflycht, 2010: 156).



**Diagram 2.** Relationship between Organizational Belongingness and Organizational Loyalty

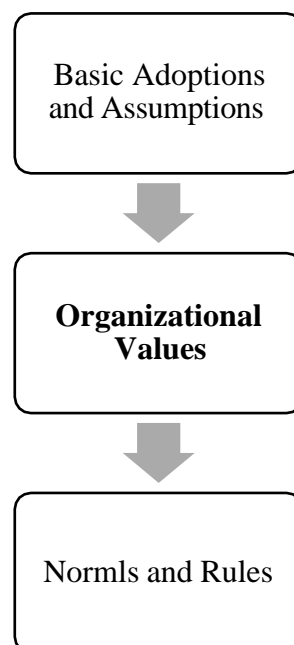
Source: Koç, 2009: 208.

Keles (2006) stated that loyalty is a feeling of emotional attachment to the corporation and emotional attachment to the institution. According to him, loyalty is a concept that is closer to normative commitment. Apart from this, it is stated that psychological contracting is effective with expectations in sadacatin formation. In addition, beliefs toward to organization, voluntary work and organizational responsibility for the organization may also be considered as loyalty (Keleş, 2006: 101). In a different study, loyalty has been considered in the context of normative commitment, which is expressed as an attachment to the value of the organization, which leads to the culturality (Köksal, 2012: 19).

In the literature, the relation of values concepts with loyalty has been examined. Robey, Anderson, and Raymond (2013: 379) stated that they regarded values as the reference of individuals in their work. Kirkman, Lowe

and Gibson (2006: 287) stated that values are the act of selecting a certain and desired state within a community. It is possible to express business value and organizational values on the concept of value. While job value emerges as the result of adapting individual values to working life, organizational values emerge in the form of application of rules and cultures in organization (Aygündüz, 2003: 36).

In organizations, organizational values emerge in line with some basic adoption and assumptions, and these values contribute to the formation of norms and rules in the institution. This operation can be expressed as in Figure.



**Diagram 3.** Formation of Organizational Values and Organizational Values Shaping Norms and Rules

Source: Aygündüz, 2003: 36.

As can be seen in Figure 3, organizational values emerge within the context of basic adoptions and assumptions. Organizational values are structurally the same for every department in an organization. But norms and rules can not be the same for every department. A new employee is adopting organizational values over time by establishing relationships with employees within the organization. However, if organizational values and personal

values are incompatible, it will be difficult for employees to adopt organizational values, which may cause the organization to lose faithfulness.

### **3.3. Personal and Organizational Value Adaptation**

Within this section, personal and organizational harmony will be expressed on; concept of value, concept of personal value, concept of organizational value and adaptation of personal-organizational value.

#### **3.3.1. Value Concept**

While there is no common definition of relevance associated with the concept of value, when we examine the basics of this concept, sometimes philosophical, sometimes personal, and sometimes organizational meanings emerge. The concept of value is a concept that shapes the behavior of individuals in everyday life, including the ideas and feelings of all people (Koiranen, 2002: 175). In addition, despite the fact that there is no consensus on this concept today, it seems that relevant theoretical studies have been made on this topic. According to this definition, the value can be expressed as a belief that reveals the attitudes and behaviors that one will exhibit, and a continuing belief in which to choose between the two different points of personal or social preference (Carlson and Kacmar, 2000: 1042).

The value can be expressed as thoughts shaping our negative and positive feelings, and related to what some situations should be. In this regard, values are the shaper of our behaviors. In other words, the value is explained as an attitude and a force that enables to be selected according to behavior with opposite attitude to behavior (Sezgin, 2006: 558). The beliefs that are covered in value can mean meanings such as the closeness, condition, conditions and standards of the individual or a community that the individual feels about the environment. However, it is not possible for people to be separated from the values when it is thought that value is acquired together with knowledge and experience. In this sense, the concept of value moves with the entity (Koiranen, 2002: 175).



Value collects all the elements that people need to be able to hold on to life and be happy in life. The difficulty of fully expressing the concept of value arises from the fact that it can be expressed in terms of many elements like social, moral, economic, institutional, personal, scientific. For this reason, many values can be defined in different forms. There are two dimensions within the concept of value in terms of structure. These dimensions can be expressed in the following way (Robbins and Judge, 2007: 121):

- The content aspect of the value: Contains perceptions about which items are important.
- Intensity aspect of value: It is the aspect that allows sorting of important items. In this aspect, the order of importance emerges with this dimension. When a person's values are put in order, the value structure of that person will be understood. The intensity dimension of this value comes out as a dimension that varies from person to person.

The concept of value is a personal precaution and there is also a great importance in terms of organizations. In this respect, the common values that organizations have are confronted as elements that shape institutions. Another issue that makes values important in terms of institutions and individuals is that the possibilities of differentiation, change and stretching of values are very small. Values generally shape organizational functioning as people are made up of events and experiences they live in. Values in this respect cause some attitudes and behaviors in the organization to be seen as more important than others (Yılmaz, 2007: 642).

### **3.3.2. The Concept of Personal Value**

Relations form the personal values of people, the events they have experienced in their past, and their surroundings. The individual's value system is shaped by the relationship of the individual with his family, with his teachers, with his friends, and with the people around him. However, the values and skills that the individual has genetically possesses shape the individual's value structure (Hammann, Habisch and Pechlaner, 2009: 44). Personal values are effective on the organization because they can shape

the behavior of employees in organizations (Karacaer et al., 2009: 54). However, there is no such thing as a movement on a value in the organizations, but it is a matter of acting on common values instead.

Personal values can be dealt with in two ways. These can be expressed as follows (Robbins and Judge, 2007: 122):

- Objective values: Contains the values that the individual wants to achieve throughout his or her lifetime.
- Tool values: Refers to the values that an individual has to acquire in order to reach its objective values.

Table 1 shows the purpose and tool values of two dimensions of personal values.

**Table 1.**

*The dimension of personal values*

<b>Objective Values</b>	<b>Tool</b>
An easy life	Being hardworking, determined and ambitious
Feeling successful	Being enough and effective
A peaceful environment A nice earth	Fun
Equal opportunities and brotherhood	Cleanliness
Independency with free will	Courage
Reaching happiness	Helpfulness
Spiritual harmony	Being honest
Spiritual loyalty	Being creative
National security	Self-confidence
Complacency	Being intellectual
A continuous nice life	Being rationalist
Self-respect	Being amiable
Honored in society	Being responsible and loyal
Making real friendships	Being kind
Reaching wisdom	Being reliable
	Living controlled

Source: Robbins and Judge, 2007: 122.

As seen in Table 1, at the beginning of the formation of personal values, the individuals determine the objective values and use the tool values by which the objective values can be realized. Personal values may vary from one person to another, and the purpose and tools used to access these values may vary from person to person. Because of this situation, it is possible to say that personal values are in a complex form. In the researches, business values or common culture factors are mostly considered separately.

### **3.3.3. Concept of Organizational Value**

Organizational values are confronted as a concept that comes to the fore of organizational goals and the factors that bring about organizational culture (Citp and Ballaro, 2014: 55). It is possible that organizational values can be called into account for all the elements of the organization's employees, including the continuity of the institution and the preservation of the institution's prestige, as well as internalization of the employees' beliefs as they become part of the organization (Kartal, 2009: 285).

It is possible to state that all of the concepts that are important for the organization are included in the scope of organizational values. There are studies in the literature that explain the concept of organizational value through different concepts. These studies are included in Table 2.

**Table 2.***Studies Describing Organizational Values*

McDonald and Gandz (1991)	They used organizational goals while explaining organizational values. According to this, organizational values are formed as a result of goals shared with organizational goals. These targets can also have different characteristics.
O'Reilly, Chatman and Caldwell (1991)	Initially, organizational values have all the elements that are important to the organization. But as a result they decided that organizational values are organizational culture.
Boxx, Odom and Dunn (1991)	They expressed that organizational values direct all activities in the organization.

**3.3.4. Personal-Organizational Value Adaptation**

As long as one person is not compulsory, s/he will not want to work in an organization s/he has not associated. It is not so easy to express this theoretically, which can be easily understood by everyone. The reason for this is that at first personal and organizational values need to be expressed and then it is necessary to determine why there is no numbness between these values at this point. There is no system in the literature to measure the values accepted by everybody, and everyone has a different opinion about values (Yılmaz, 2007: 643).

Some studies have been carried out in the literature in order to understand the harmonization systems. Within the context of this study, the

harmonization of the following processes has been examined (Hambrick, Finkelstein and Mooney, 2005: 472):

- Environmental resources-personal purpose, motivation values adaptation (S-V compliance),
- Environmental demand-ability and skill compatibility (D-A compliance).

While S-V compliance provides job satisfaction in the interviews, it is stated that D-A compliance influences the criteria that bosses use when selecting employees (Hambrick, Finkelstein and Mooney, 2005: 472). It is also stated that if the personal values do not match the environmental resources (S-V nonconformity), unsatisfactory people and if organizational demands exceed individual skills (D-A incompatibility)

Despite the difficulty of evaluating adaptation, researchers have found some scales to measure. It is expressed that the value system is shaped even though it has no direct effect on behavior and attitudes. That is why, it provides relevant information about how a person's information system-related information may be motivated. The Rokeach Value Study, developed in this regard, enables organizations to understand the values they possess and thus to evaluate them according to organizational values (Robbins and Judge, 2007: 134).

### **3.4. Commitment to Work**

Commitment to work is expressed in the literature as "dependence on work" and "devotion to work" (Bal, 2008: 18). In the literature, the concept of burnout has been used as a waypoint in order to explain the concept of dedication to work. In this respect, dedication to work has been expressed as a concept that is strengthened if there is reasonable business resources, or drifted to "depletion" if not (Hallberg, Johansson and Schaufeli, 2007: 135).

There are two dominant views related to dedication to work. These views can be expressed as follows (Bal, 2008: 18):

- The concepts of commitment to work and exhaustion are the exact opposite of each other. In this respect, dedication to work involves inverses of the

ineffectiveness, exclusion, desensitization and emotional exhaustion discussed in the context of burnout.

- The concept of dedication to work may be the opposite of the concept of exhaustion. However, different sub-dimensions may be relevant to this situation. Because of this situation, these dimensions need to be examined. These sub-dimensions are expressed as absorption, vitality/energy (vigor) and dedication/consecration.

The employee's willingness to work during his/her working hours, his/her mental endurance at the upper level, his fearlessness from problems, is defined as vitality/energy. It is explained in the form of dedication/consecration that the employee should establish a bond between himself and his work, be happy with his work, consider his/her work important, and be proud of it. It is explained that the employee gives the whole concentration to work, does not finish the job, and if he can not leave the job, he is buried (Çalışkan and Erim, 2010: 661).

### **3.5. Internalization**

The concept of internalization is defined as combining work and individual identity (MCKelvey and Sekaran, 1977: 282). Lodahl and Kejner (1965) have expressed the concept of internalization of studies as "the degree to which one identifies himself or herself with work or with his or her own total image, and determines the self-respect of one's performance".

The concept of internalization is a positive expression, characterized by effort, self-sacrifice and self-sense. The person spends a high level of energy while working, is working for the job and is volunteering for it (Kasnte, 2011: 755). The person who has internalized his work is the person who is fully focused on his work and focused on happiness. By internalizing the person's work, he is away from negative concepts such as burnout (Bakker, 2008: 187). The person who has internalized the work behaves in accordance with the values and purposes that his job requires. It strives to fulfill the roles required of the person in the best way (Eroğlu, 2007: 34).

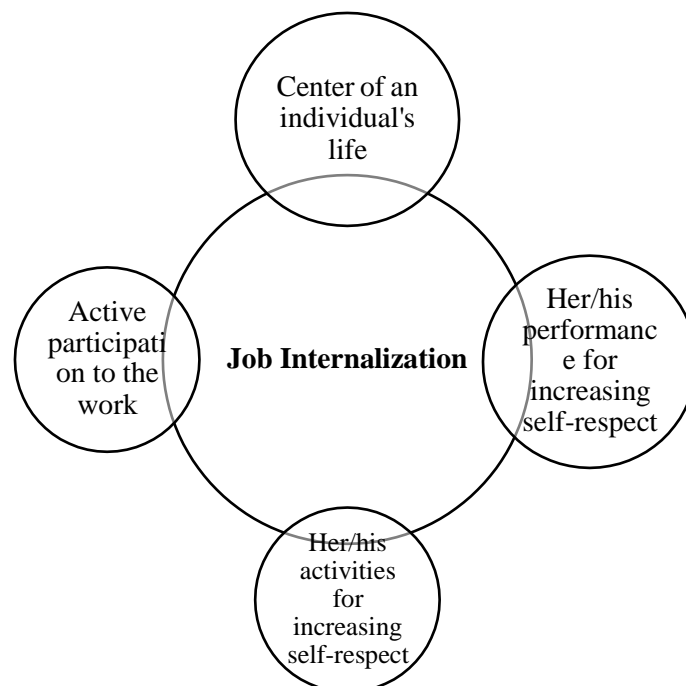
The concept of internalization is defined as the positive attitude of the individual towards the work and the combining of the person's self with work (Schaufeli, Taris and Rhenen, 2008: 176). The feeling of internalization towards work refers to positive work experience. In the organizational life, the internalization perception has many benefits for the organization. Organizations organized by those who internalize their work are more successful (Near and Erdil, 2012: 372).

The person who has internalized his work has taken his business to the center of his life. Those who have internalized their work see their work as the most important parts of their lives. Along with this, the person spends energy, time and resources for business life and strives for business success (Zhang, Zheng and Wei, 2009: 200). Those who internalize the work also determine their behavior according to their work. Intra-organizational and non-organizational behavior develops for the benefit of the organization. The person acts by considering the success of the business and the good of the organization (Çalışkan, 2014: 365). A person is defined by his job when he can combine his work with his image or express himself. The person feels himself psychologically belonging to the work. The private life and work of the quiche are intertwined. He is happy about his personal affairs and reflects this in his private life (Keles, 2014: 97).

Internalization can be directly related to the work of the person concerned or related to the organization. There is a fundamental reason that the person is in the psychology of internalization. When people identify and express their identities, they take into account their business development, job satisfaction and performance. People feel themselves in that job, and their satisfaction is determined by this. In the researches, it was not possible to distinguish exactly the internalization of the person against the work or against the organization. Despite the fact that many researchers carry out studies to determine the internalization perception against job and organization, the differences in perception of job and organization are not fully determined due to the fact that full scales can not be developed and different variables influence internalization perception (Lodahl and Kejner, 1965; McKelvey and Sekaran, 1977; Cardoso et al., 2010).

It is important to determine whether they are in the sense of internalizing the employees against their work or against their organizations. In his work, Thornton (1970) states that many personal, organizational and non-organizational factors are influential in the dilemma of people who feel they belong to the fields of expertise or against mobilizing. However, the concepts of internalizing work and internalizing organization are closely related. In general terms, the higher the level of expertise related to one's job, the more they feel they belong to the area they specialize in, and the lower the level of belonging relative to.

People feel more confident about their work and internalize their work than the organizational internalization. The person first thinks of his own value and acts in this direction. The person keeps his or her own performance and improvement of his / her expertise in front of his organizational well-being. (Cardoso et al., 2010: 200). In the study conducted by Saleh and Hosek (1976), it is seen that the definition of internalization against work is diversified. These definitions are generally grouped into four groups. These are shown in FIG.



**Diagram 4.** Factors Required for Business Internalization

Source: Saleh and Hosek, 1976.



Business internalization is expressed as a directive in which one expresses himself/herself with work, his/her active participation in the work, performance and activities, and self-esteem. In their work, McKelvey and Sekaran (1977: 300) argue that "the identity of an individual can be handled as dependent on individual, work, and organization. In the context of business internalization, it falls on the basis of these contexts and attempts to find out which business elements create low or high business internalization."

Internalization of work is strengthened as support for organization is strengthened, and organizational internalization is also increasing. The progress of the person who specializes in the field by taking the support of the organization strengthens the internal integration and the sense of belonging by affecting the sense of organizational internalization positively (Chen and Chui, 2009).

All investments made by individuals on their business will increase their business success and ensure that business and organizational perceptions are positively impacted. The perception of internalization related to people's work and organization will cause the perceptions of loyalty, satisfaction and motivation to rise with time. All these things will only come into play when the people feel themselves belonging to the organization. The perception of work and organizational internalization of the person also feeds the sense of belonging. However, the individual who felt himself belonging to the organization would also have caught the internal union (Turunc and Çelik, 2010: 185).

In the literature, the effects of work internalization and organizational internalization perceptions have been examined in different ways (Brown, 1969, Chen and Chui, 2009, Bee and Havitz, 2010). Researchers working on work internalisation have investigated which emotions lead to work internalization in general and have been found to be influential on work attitudes such as organizational commitment, job satisfaction, nonworking, job change. However, the relationship to organizational citizenship behavior has also been examined and a positive relationship has been identified. It is expressed that the perception of work internalization influences the attitudes related to the work in general positively (Chen and Chiu, 2009: 478). In

Brown's (1969: 346) study, the internalisation of an individual by a person is expressed as the perception of the extent to which the individual feeds his/her own sources of satisfaction with the organization. It is an important issue that employee refers to the sources of satisfaction in internalizing the organization. Depending on the sources of satisfaction of the person, the internalization perception may change (Brown, 1969: 346). In different studies, it has been tried to determine relations between internalizing work and different attitudes. Bee and Havitz (2010: 144) define the attitudes that work internalisation perception is effective as organizational commitment, high performance and behavioral loyalty. In their work, Soul, White and Wood (1975: 309-311) says, work internalization has been influential on motivation and organizational identity perceptions. Hollon and Chesser (1976: 310) investigated the factors affecting job internalisation and found that participation in decisions was an important factor in job internalisation. People have to take on various responsibilities in business life and participate in decisions to strengthen their perceptions of work internalization by causing them to feel that job.

Various variables are taken into account in expressing business internalization and in determining the factors affecting it. Chen and Chui (2009: 485) have identified the factors that influence work internalization in their work as variables of skill use, task specificity, nature, autonomy, and feedback. In their studies, Rabinovitz, Hall and Goodale (1977: 279) found that factors influencing perception of work internalization were the demographic characteristics such as the person's developmental effort, job duration, job qualifications, work ethics, age, gender, marital status and control orientation variables. The demographic characteristics of the people and the skills and experiences related to the business are influencing the internalization of the business. The time and specialization effort that the person spends on the job is influencing the perception of work internalization. Considering all these facts, it is stated that many factors are influential on business internalization and that the specialization effort may be the most important factor.

Ldahl and Kejner (1965) point out that the process of socialization at the beginning of job internalisation and organizational internalization is effective in their work. The efforts of people to socialize in business life and the responses they receive increase the internal integration towards their business. In the rise of the internalisation perception of the person, besides socialization, the goodness of the organization as a whole is also important. The organization has a positive impact on the internalization process, the ability to work as a whole, the high level of communication skills and the support of each other.

Besides the positive effects of the internalization process, it has been found that some studies also have negative effects. Igbaria, Parasuraman, and Badawy (1994) found that high levels of job internalization perceptions in their work have an impact on the role conflict. High internalisation feelings about people's work can lead to organizational role conflicts or role ambiguities as they wake up to want to take an active role in all activities (Liu, et al., 2009: 580).

### **3.6. Relation to Organizational Identification and Organizational Identity**

The concept of identity refers to the elements of individuals that are invisible but known, together with the apparent qualities used to express one. Also, inanimate beings also have identities. In this sense, the concept of identity emerges as an element attributed to both the living and the inanimate.

There are many factors such as choices, decisions, values, assumptions, rules and habits within the scope of individual identity. Individual identity reveals how the individual expresses his / her importance, what interests him/herself, and reveals himself/herself about events, thoughts and ideas (Tüzün, 2006: 44).

#### **3.6.1. Individual Identity**

As it is expressed that the individual identity, the individual, the person making the individual are related to what is the relevant question, it is also stated that the individual is an element that reveals the basic qualities

(Tüzün, 2006: 44). The concept of self emerging when the concept of individual identity is expressed makes it difficult to make this definition easy. When the concept of self is considered from a psychological point of view, it is possible to say that this concept is ideas and perceptions that the individual has relevant to himself (Loža, 2003: 8).

While discussing the concept of identity in psychology, two different opinions were presented. Although these opinions are different opinions, they are highly interacted with each other. These opinions are as follows (Loža, 2003: 8):

- Individual identity,
- Social identity.

The reason for the individual identity and social identity to interact is that the self is formed within the context of the relationships established by the individual's environment. The environment recognizes the identity of the individual and at the same time creates social identity by making an impact on the individual. There is a mutual development in this aspect.

### **3.6.2. Collective Identity**

Collective identity arises from the ways in which societies that differ from social, cultural, and historical aspects reflect the differences of others. Although they have different characteristics, they become a concept that not only differentiates the situation with communicating communities over time but also reveals the process. Inter-community interaction is required for the formation of collective identities (Loža, 2003: 10).

Collective identity communities have been linked to one another, with strong links from the historical process. Sometimes this situation manifests itself strongly in the context of ethical attitudes. From this point of view, common items belonging to communities such as artworks, beliefs, customs, values, and symbols are highly influenced by the collective identity.

### 3.6.3. Social Identity and Social Identification

According to the theory of social identity, people tend to divide themselves with other people into social classes according to differences such as age, gender, religion and membership in a different community. It is stated that this class has two functions. These are (Coşkun, 2006: 20):

1. Individuals rank their social environments by dividing them into mental parts. Thus, a systematic solution is provided.
2. The social class defines the person according to the gathering he or she has lived and provides the place for himself/herself in this society.

The theory of social identity suggests that individuals are educated within the values of the society in which they live, and that the individual exhibits attitudes that are identified with these values, while the social identity is developed according to the group in which the person is present (Haslam, 2001: 105).

It is stated that, in studies conducted related to the social identities of persons, individuals generally tend to have social identity because they tend to work for community benefit. But this does not show that you will not have a negative identity. Persons with negative social identities use elements that can remove negative items by introducing some benchmarking systems. Social identity theory provides a fairly reasonable system for perceiving attitudes, behaviors, judgments and evaluations at the social level (Moura et al., 2009: 540).

The concept of social identification is defined as meaning that a person belongs to a community (Tüzün, 2006: 46). As a result, individuals struggle to handle themselves in a common class. If there are differences with the common class, they will pay attention to the elements that will close those differences. In such a case, if individual identity is small, it is damaged and transformed into a form of social identity that reveals social qualities (Coskun, 2006: 21).

#### **3.6.4. Organizational Identity**

All of the features used when expressing and describing an institution reveal the organizational identity of that institution. Every institution is separated from other institutions in terms of their characteristics. But as individuals move from their own perceptions while expressing an institution, they express themselves part of the institution's identity. Often they fill in the open sections of their definitions with the views of the people they interact with and identify the institution from this point of view. Due to this situation, social identity is very important in the creation of organizational identity. Often, individuals do not have enough information to evaluate institutions. But society is revealing identity.

In one study, organizational identity was considered from three perspectives. In the first of these three perspectives, organizational identity has been evaluated in terms of concepts expressed by the state, such as incorporated companies and holding companies. In the second, organizational identity, which institutions express on their innovative, pioneering similar concepts, was dealt with, and organizational identity was handled on the basis of customers who defined institutions on honest, high quality similar expressions from the third angle (Loža, 2003: 13).

#### **3.6.5. Organizational Identification**

The concept of organizational identification is one of the issues that are emphasized due to the fact that the organizational efficiency and the job satisfaction of employees are affected structurally. While there are studies in the literature that consider the concept of organizational identification as an organizational commitment concept, there are studies that characterize this concept as an ethnicity of organizational commitment (Guatam, Dick and Wagner, 2004: 302).

In terms of understanding the concept of organizational identification, the concept of identification should be understood. Identification or identification is expressed as the adoption of any identity or identity, the feeling of commitment to the particular identity. In other words, identification is the

person's reaction to understanding himself. In this regard, certain interaction occurs in the process and allows the interaction of the people to continue (Karayiğit, 2008: 19). This situation also leads to the conclusion of the concept of identification in the context of organizational commitment (Loğa, 2003: 35).

Employees prefer an institution, allowing them to identify themselves because of their affiliation with this institution, and to provide a more detailed description. However, in the shortest sense, organizational identification is the adoption of the identity of the institution to be used by the employee. Whether or not the employee is able to respond to the relevant question through the institution, this indicates an organizational identity (Guatam, Dick and Wagner, 2004: 302).

## **CHAPTER 4**

### **4. ORGANIZATIONAL DEMOCRACY**

#### **4.1. Democracy**

##### **4.1.1. The Concept of Democracy**

The concept of democracy emerges as a concept defined in different forms. In the Turkish Language Association's dictionary, this concept is defined as a form of government based on the sovereignty of the people (TDK, 2017). Structurally, the concept of democracy comes out as a Greek word. In other words, this concept derives from the union of the words "demo" and "cracy". From these words, "demo" means individual or human, while "cracy" means rule or force. From here it is possible to express democracy as the power of individuals (Tutar, et al., 2009). Historically, for the first time, the Greek historian Herodotus mentioned the concept of democracy in the 5th century BC. In this process, Herodotus emphasized the power of the people. In this respect, relevant explanations of the concept of democracy are mentioned quite often in the elements of the people and the people's administration (Holden, 2007).

People have continued their lives in certain communities in the process from the past to the present day. Within this process, two groups, generally called "ruled" and "ruler", emerged within the communities. From the structural point of view, the concept of democracy is expressed as the directing of the people itself. But it would also be possible to say that democracy does not exist precisely when it is thought that the democracy that shows its existence now also shows up in the Greek Sites but collective works are carried out today and only in one or a few persons in the Greek Situations. In this respect,



there are also opinions that suggest democracy is not realistic (Duverger, 1993: 6).

Beethan and Boyle (1998: 1) defines the concept of democracy as the decisions that affect the institutions in full are taken by all the members of the institution and that everyone has equal rights in the decision making systems. In other words, democracy means to have equal rights in the use and exercise of rights in decision-making processes. Democracy is the form of government that gives the greatest possible diversity and protects it, giving the most freedom to many individuals.

Democracy for Rouseseau (2012: 63); it is a concept that never existed in the case of the full understanding, and it is a concept that will not exist in the future. It is not possible for the public to be able to collect continuously, without interruption, in relation to public activities. However, it is not possible to establish commissions because the form of government is not differentiated. Sartori (1996: 225) has made the definition of democracy in a negative way. According to him, democracy means that no one will be able to choose himself, no one will have the ability to manage himself, and therefore, the individual will not be able to independently seek power.

In terms of Lewis (2007) democracy is an inevitable form of government. In this regard, Lewis "Adventure of Turkey's Democracy" stated in his book that democracy is a normal condition in the new world conditions. He also said that democratic deviations should be corrected. Lewis expressed democracy through two simple rules. One of these rules is to take the responsibilities and authorities of the administration from the people. Management can be changed by the public when necessary. Another of these rules is that the people make their choices at the time intervals determined by laws and regulations. In terms of Lewis, democracy is the most difficult to implement along with the best forms of government. Under existing circumstances, almost everywhere in the world there are democratic or nearly democratic regimes, and developments exist in existing democratic institutions (Lewis, 2007: 48).

Under the latest conditions in the world, a large part of political thinkers and politicians have begun to rely on the concept of democracy. In this respect, the 20th century is expressed as "century of democracy". During the last 25 years of this century there has been a considerable increase in the number of democratic countries. In this process, 82 democratic countries emerged from 44 democratic countries. Similarly, the number of authoritarian countries has fallen from 67 to 26 (Yazdani, 2010). But it is not possible to say that the process has progressed since the time the concept of democracy emerged. Relevantly, philosophers such as Aristotle and Plato could be portrayed as pioneers for expressing the notion of democracy as the management of communities at the expense of property and wisdom. Until the 1800's, the term democracy was considered as a negative concept. But nowadays, even individuals with different political identities urge upon it (Heywood, 2007).

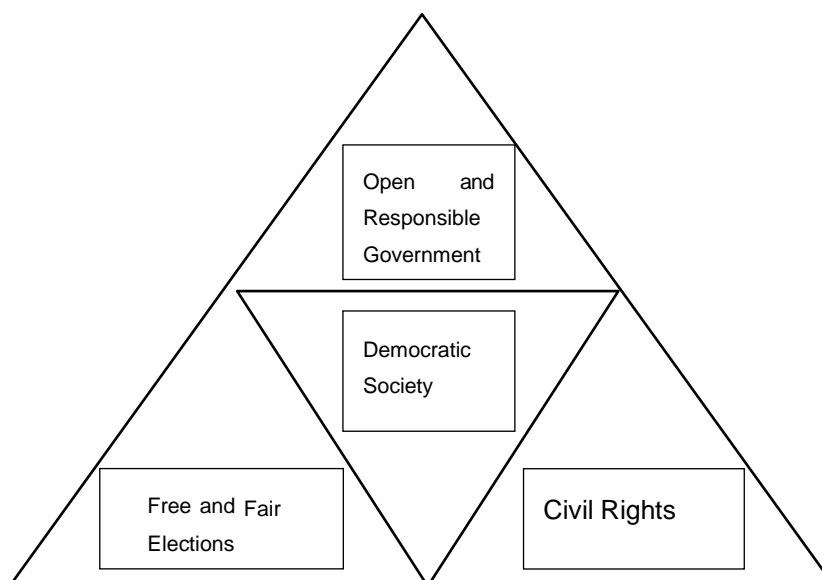
The process of governance of the people in democracy is carried out by those who administer them in the name of the people. From a structural point of view, democracy is expressed as a reconciliation regime. In this respect, a compromise culture is needed for the application of democracy. Appropriate conditions must be created in order to be able to express different ideas. Six criteria are also required for democracy. These criteria are (Scwartz and Skinner, 2002):

- The right of matures to vote,
- Competition-based elections,
- Ordinary citizens' freedoms,
- Compliance with the law,
- Having equal rights against the legislation,
- Measurement of general desires and preferences in a fair manner.

Democracy management is a system based on values. Here, the question of what values democracy is based on emerges. Structural needs and values perceptions can vary from community to community. In this respect, needs and values perceptions in societies where individuality is important and perceptions of needs and values in hierarchical and collectivist societies will

vary. In some cases, different segments of society may have different value judgments and anticipations. Even in societies with completely similar qualities, different perceptions may emerge (Matsuda et al., 2001).

Some basic elements are included in the concept of democracy. The basic elements of Beetham and Boyle democracy are expressed under four headings and they are examined within the democracy pyramid. This pyramid is shown in Figure.



**Diagram 5.** Democracy Pyramid

Source: Beetham and Boyle, 1998: 33.

The basic elements of democracy are also handled by Aktan. It is possible that the basic elements can be expressed as follows (Aktan, 2005: 10-13):

1. Political and diplomatic freedoms,
2. The state of law,
3. Limitation of power and administration,
4. Principle of separation of powers
5. Openness and transparency,
6. Secularism

## 7. Democracy culture.

Political and diplomatic freedoms expressed by Aktan as freedom of religion, freedom of thought, right to live, right to political participation, freedom of travel. What is meant by the rule of law is that the executives elected by the people should continue their administration according to the law and its rules. It is also important that their administrations and powers have their limitations in order not to have unlimited power. The culture of democracy means that the society does not respect the rights and freedoms of its members (Aktan, 2005: 11).

The basic elements of democracy have also been expressed in a different study (Yılmaz, 2000: 81-88):

1. Respecting persons and personalities,
2. Personal freedoms,
3. Belief in Rationality,
4. The concept of equality,
5. Justice,
6. Legal administration,
7. Constitutionalism,
8. To rule public with majority principle.

### **4.1.2. The Problems of the Concept of Democracy**

Democracy is changing from day to day and is shifting to different areas. In the past, democracy was a system that allows people to participate in the decision-making processes on the people's representatives, and today democracy is a system in which the characteristic of representation gradually decreases. Changes as the rapid development of communication technologies, the distribution of responsibilities in institutions, and the increasing social problems are increasing rapidly. Because of these changes, the concept of power escapes to many points outside the center and gradually dissipates. This situation causes the central administrations to lose

power. With the loss of power of central governments and governments, different decision-making processes have to emerge or existing processes have to change. With this differentiation, autocratic, centralized governments instead of equal rights based on the formation of a social structure is the issue. The involvement of this structure in decision-making processes is increasing. It is said that the institutions which manage this type of democracy together are increasingly the only institutions that direct themselves, and that they lose their forces as a result. In such a case, central government is far from being the main force governing society. In this case, the central government is transformed into an institutional form representing different autonomous governments (Sundström, Furusten and Soneryd, 2010).

#### **4.1.3. Components of the Concept of Democracy**

It is expressed that the concept of democracy gains power in general after the cold war. However, there are some confusions related to the existence of democracy and how to measure it. In this respect, it has been emphasized that democracy should be considered under some basic concepts. These basic concepts are (Coppedge et al., 2011: 253):

- Election,
- The liberal concept of clarity, transparency, minority rights and accountability,
- The right of majority to manage,
- Attendance and participation,
- Speaking through negotiations such as congress, media, non-governmental organizations,
- The concept of equality, which means that everyone has equal rights.

33 items related to the components of democracy have been put forward from these basic concepts. These materials are as follows (Coppedge et al., 2011: 255-256):

1. Sovereignty: The ability to bring politics to a free form in external and internal affairs. It depends on international law and law does not disrupt sovereignty.
2. Authority: Central government authority is needed for the management of a country.
3. Elected Government: With the election, the government's referral,
4. Voting Right for Men: Men have the right to vote in the election.
5. Voting Right for Women: Women have the right to vote in the election.
6. Regular Elections: According to the law and the Constitution, elections must be held at regular intervals.
7. Participation: The voters voluntarily participate in the elections.
8. Free Elections: the ability of people and parties to participate in elections without government intervention, voters to vote freely, party and candidates to compete as they desire.
9. Access to Media and Campaign Financing: It is to be ensured that all parties participating in the election have equal access to media, campaigns and financing.
10. The level of governmental and statutory compliance: the government should not be allowed to use the laws for its own benefit.
11. Constraints of the Executives: It shows the level of restriction made by elected or non-elected.
12. Legislative Power: Indicates the level of control of the legislature. Democracy gains power if the executive is supported by the legislature.
13. Independence of Judiciary: The level of the executive not influencing the judiciary.
14. Judicial Supervision: The level of executive and judicial adjudication to judicial supervision.
15. Party Power: Demonstrates the extent to which political parties are institutionalized.

16. Party ideology: shows the ideologies that the parties have.
17. Party System Layers: The level of participation of parties in the legislature.
18. Election system ratios: election thresholds used in elections.
19. Competition: The level of competition among the parties.
20. Level of Change: shows the level of change of parties and governments.
21. The Development of the Media: It refers to the existence of different media organs and their independence.
22. Civil society's independence: civil society is independent of the state.
23. Political participation of Civil Society: explains the level of public interest in elections.
24. Non-governmental elections: the level of justice in elections outside the election of power,
25. Inequality in democratic development: the level of political development of the entire social strata.
26. Direct democracy: The level of public influence directly on policy makers,
27. Civil freedoms: The extent to which citizens can express their views and opinions on the extent to which they are subjected to governmental repression.
28. Property Rights: The level of protection of property rights.
29. Freedom of Religion: The level of protection of individuals' religions.
30. Equal Resources: equality in all people's access to health, income, education-like resources. It is relevant if the resources are evenly distributed.
31. Gender Equality: levels of genders in government with legislative.
32. Ethnic Equality: Legislative and judicial levels of representation of ethnic groups.
33. Comprehensive Citizenship: the level of protection of citizens of the law.

## **4.2. Organizational Democracy**

### **4.2.1. Concept of Organizational Democracy**

The use of the concept of democracy which is a political tool, in organizations is called organizational democracy. Structurally, organizational democracy has many uses. In this respect, concepts such as "participatory management", "participation in decision making", "workplace democracy" are confronted as concepts that can be used instead of the concept of organizational democracy (Weber et al., 2009: 1133). Industrial democracy is also referred to as organizational democracy. In fact, the notion that constitutes the root of these concepts is the concept of "industrial democracy". But nowadays industrialization has shifted to a different field, which has caused the concept to move away from the concept of organizational democracy (Dinçer and Fidan, 2003: 60).

The ability to participate in organizational processes and management of individuals who work in and are involved in an organization refers to the concept of organizational democracy (Harrison and Freeman, 2004). It is highly desirable to find democracy in institutions and organizations. This can be explained in terms of how employees can express themselves more owing to organizational democracy. It is also possible to increase the organizational commitment of employees who can express themselves. In this context, it is possible to reduce the ineffective attitudes and thus the organizational effectiveness will increase (Paksoy, 2000: 513).

In institutions, organizational democracy mostly comes according to the way of institution exhibits its will (Tutar et al., 2009). The structures in which workers and employees are supported provide organizational democracy. In other words, this support can be provided directly or through representatives as well as by being able to participate in the management. In other words, organizational democracy means that employees are constantly present in the institution cognitively, physically and participatively, not only for a certain period of time (Weber et al., 2009).



Today, organizations are increasingly resembling societies. Structurally, organizations are not homogeneous. Organizations have individuals from different layers of society. However, it is also the case that employees come from different economic strata in organizations. This situation causes different interest groups to appear in organizations. Apart from this, there may be injustice in inequality and income distribution in organizations. These vary considerably depending on whether or not there are organizational democracies in the organization.

Today's work refers to organizational democracy as a democratic structure existing in supportive organizations. It is the institution that has adopted the democratic decision-making processes that it is desired to express with the supporting organization here. In addition, it is desirable that employees should have adopted corporate objectives. In other words, this system is expressed as "supportive organizational structure". Supportive organizational structure is extremely important for the use of democratic principles in organizations. In this context, it is possible that the principles of organizational democracy can be expressed as follows (Yazdani, 2010: 56):

- Participatory management policies and practices,
- Employees can announce their thoughts and ideas.

Political democracy and organizational democracy are basically separated from each other. In order to understand this distinction, it is necessary to fully understand the characteristics of the democracy process. In this respect, it is important to compare basic democratic qualities in terms of political and institutional structure. This comparison is given in Table 3.

**Table 3.***Comparison of Basic Democratic Qualities with Political and Organizational Structures*

<b>Demokratic Characteristics</b>	<b>Political Structures</b>	<b>Organizational Structures</b>
<b>Accountability of the management department:</b> Accountability is addressed in terms of selection	Accountability is generally applied in terms of election periods.	In general it happens very unlikely or not at all.
<b>Equal rights in participation:</b> All individuals have the same right regardless of their statutory and economic status.	The participation of every citizen is protected under the law.	Participation in organizations is under organizational control.
<b>Freedom in exchanging information:</b> power and management can access knowledge without any restrictions.	The information is guaranteed under the laws on which free exchange can be made.	The administration controls the access to information and the free exchange of information.
<b>Representation in government:</b> Governments and governments can maintain their legitimacy only in the direction of those who voted for it.	Representation is guaranteed under the election process.	There is little or no representation in organizations.

Source: Kerr, 2004: 84

As can be seen, the democratic features of political structures and organizational structures differ. Especially in organizational structures, democratic functioning is shaped by the control of organizational

management. It is important for the organization management to attach importance to different ideas and opinions in terms of forming a democratic structure in the organization. But with the presence of autocratic governments, it will not be possible to create a democratic space.

Organizations need to be connected to some political democratic principles in terms of being democratic. In other words, these principles can be expressed as follows (Tosun, 1990: 530):

- The opponents in the organization should be accepted as the legal assets of the individuals,
- Recognition of the right to speak to employees and the right to be skeptical,
- Providing a management style that assumes responsibility for employees' thoughts and ideas,
- To ensure individual rights and freedoms in the institution,
- To ensure the superiority of order in the institution and to provide equality principle,
- To establish complaint systems in the institution and to persuade the employees that all complaints are taken into account in these systems,
- Keeping in mind that the management of the institution has responsibilities not only to its employees but also to its customers, stakeholders and collectives.

#### **4.2.2. Implementation of Organizational Democracy in Institutions**

Institutions need to pass through some processes in order to be able to apply organizational democracy in organizations. In this respect, the preconditions for the application of organizational democracy and the preparation of the democratic structure will be discussed.

##### **4.2.2.1. Preconditions for the Application of Organizational Democracy**

The preconditions necessary for the application of organizational democracy can be expressed as follows (Yazdani, 2010: 59):

- Being able to have a more flexible structure than the existing organization bureaucracy and to take the necessary steps to ensure this,
- To create an organizational climate that has self-criticizing and constructive qualities,
- To ensure that employees have a similar structure in terms of their experience and values,
- Ensuring that the institution is in a dynamic environmental relationship so that it can focus on producing new ideas rather than focusing only on production activities,
- Providing team culture in the institution,
- To create an environment of confidence that exists within the scope of an internal environment and organizational leadership,
- A flat and horizontal institutional structure should be established instead of a high and vertical institutional structure.

The establishment of the preconditions mentioned above in the organizations prevents the negative elements to come to the fore. Thus, organizations can more easily adapt to issues such as peace, justice, freedom, equality, and thus are able to make a democratic structure easier.

#### **4.2.2.2. Preparation for Democratic Structure**

At first, the business model needs to focus on quality service, high values and a suitable strategy in order to become a democratic organization. With this business model to be created, elements such as justice, transparency and equality will be easier to organize.

It is not possible to implement organizational democracy in every organization. In order for this concept to be implemented in an organization, some facilitating factors are needed. The most important of these facilitators are organizational climate and organizational culture concepts.

Organizational culture emerges as a concept that includes common values, attitudes and meanings in the institution. It is possible that we can not state

that the organizational culture has come to fruition through visual and logical elements. Logical elements include the aims and objectives of the institution, organizational structure, control systems, utilized technology, reward and punishment system. Visual elements can be considered as icons, symbols, physical environment, behavioral patterns, experience, ceremonies arranged in the organization (Koçel, 2003: 31).

Another important element in terms of democratic organization in the organization is the organizational climate. From a structural point of view, this concept expresses organizational principles, procedures, and behavioral attitudes. Communication structures in organizational structure, leadership qualities, cooperation are related to the existing climate in institutions. At the same time, it is called social-moral climate. It is expressed that there are three conditions for creating a fair society in terms of socio-moral climate. These are to be able to discuss moral issues and to respect different ideas and ideas. The latter can participate in regulation and rulemaking. The third is a fair implementation of the rules (Weber et al., 2009). Relevantly, Lempert discussed a socio-moral climate under a different view in five dimensions. These (Weber et al., 2009):

1. Participation of employees in laws, conflicts of interest, social problems and values,
2. Interest, appreciation and support from auditors and colleagues,
3. Relevant free communication regarding the values of the institution, its rules, its applications being legitimate,
4. While taking decisions related to the norms, rules and values of the institution,
5. Distributing and assigning responsibilities appropriate to the skills of the occupants.

In terms of the application of organizational democracy, organizational climate and organizational culture must conform to the democratic structure. If these elements do not coincide with democracy, it is not possible to form organizational democracy. In this respect, institutions that want to implement

organizational democracy need to make arrangements in their respective structures.

## **CHAPTER 5**

### **5. BANKING SECTOR AND HUMAN RESOURCES AS THE SERVICE SECTOR**

#### **5.1. About Human Resources**

In this section, the concept of service, the structure of the service sector, development and general characteristics of services will be discussed. Hereby the main elements of the service sector will be understood.

##### **5.1.1. Concept of Service**

The World is in the process of rapid change and development. As a result of the facts mentioned the world is increasingly shifting itself from manufacturing to service processes. The case causes traditional marketing methods to create problems related to the marketing of services. Therefore as a sub-branch of marketing, "service marketing" is starting to come into the forefront nowadays. The service sector is becoming increasingly important in Turkey and the World. Developed countries are starting to get away from traditional industrialism with their own perception of service. The lack of a concrete item such as a product or merchandise in the concept of service makes it more difficult to explain the concept.

The concept of service first emerges as a concept assessed by French thinkers in the 1700s. In this period, all kinds of applications other than agriculture-related applications are considered as services. However, the inadequacy of the assessment was identified and finally, the concept of service was described as all of the activities that did not create a product or merchandise by Adam Smith. Another thinker, Jean Babtiste Say, expressed

the service as an activity that can not be produced and that enhances the benefits provided by the products (Grönroos, 1990: 36).

The service may be expressed as providing the business needs of another person or/and an organization. In this respect, the service can be given to institutions or individuals, as well as to both of these items. The service is based on providing the needs of others. Business requirements such as engineering, maintenance, support services in an organization or institution are carried out through services (Doğan and Tütüncü, 2003: 1). In general, the service can be considered as an application that does not produce goods. ISO/ CD 8402-1 International Standards express the concept of service outcomes which is created in the context of the internal activities providers by means of implementations between consumers and providers to ensure the needs of people or consumers (Tütüncü, 2009:21).

The service is expressed as applications or benefits that do not require a particular segment to offer other segments or to possess the ownership of a particular item. It is also stated that the service provider can be made with a concrete product as well as without a concrete product (Kotler and Keller, 2006: 402). While a meal served in a restaurant includes service and good, car wash just comprises service. In other words, the service can be expressed as a benefit that is untouched and meets the needs and desires of consumers, which is made or connected to a concrete commodity that does not result in a transfer of ownership (Tenekecioğlu et al., 2009:145).

The American Marketing Association (AMA) has expressed the service concept as benefits and actions which are provided to marketer sale or provided with the sale of goods. However, the fact that the difference between the services and the products is not explained here causes the difference in the products and services to be not fully explained. The reason is that the services are provided to the people just like the products, in order to provide satisfaction to the people. Recognizing this incompleteness, the American Marketing Association service has also provided services that provide satisfying needs and desires and can be disclosed on their own when they are offered to corporations and customers without depending on product sales (Öztürk, 2003: 15).



Services are expressed in all forms of non-tangible and needs-abiding implementations (Umut, 2002: 21). In another definition, the Service has been expressed as applications that provide valuable benefits with satisfaction and which people or consumers cannot or can not do themselves (Grönroos, 1990: 37).

### **5.1.2. Structure of Service Sector**

The service sector is stated constructionally as a structure with a very different character. From banking to automobile trafficking, many professions are in the service sector. The service sector is generally classified according to its manufacturing structure and marketing functions.

While the service sector is evaluated according to manufacturing processes, project type manufacturing is generally considered as discrete manufacturing with continuous manufacturing. it is possible to see this classification in Table 4.

**Table 4.**

*Classification of service and manufacturing enterprises according to their processes*

Type of manufacturing process	Operating description	Manufacturing	Service
Project	Low production volume, long time mostly single production.	Shipbuilding, airport construction, oil refinery repair and maintenance.	Durable consumer goods services, architecture, engineering projects, advocacy.
Discrete	Production of goods or services with little production volume, depending on ordering, for a short period of time.	Printing, mold production, carpentry, hand tool production	Insurance services, health services, restaurant services.
Continuous	Short term activities which are high production volume, production of certain types of goods or services.	Bulbs and cars	Dental clinics, cafeterias, car wash places.

Source: Songür, 1997: 92.

In a different study, which defines services through their production processes, services are defined by assessing the degree of involvement of the consumer in the service process and factors like labor intensity. In this respect, services can be categorized as wholesale services, service plants, professional services and service business. This classification is shown in Table 5.

**Table 5.***Service Processes Matrix*

Labor Intensity	Degree of involvement of the consumer in the service process	
	Low	High
Low	<b>Service Plants</b> Hotels, leisure and recreation areas, airlines, shipping facilities	<b>Service Business</b> Auto repair services, hospitals
High	<b>Wholesale Services</b> Retailers, wholesalers	<b>Professional Services</b> Architects, doctors, accountants

Source: Songür, 1997: 93.

Classification of service enterprises according to marketing function is the issue. This classification is driven by findings such as expertise, capacity flexibility, product standardization. Service enterprises by marketing function are

Emergency service enterprise (ESE), serving large quantities in varying amounts.

Consumer service enterprises (CSE) providing relatively standardized services to customers.

Professional service enterprises (PSE) providing a special requirement for advanced professional services.

Emergency services include water, natural gas breakdown services, emergency services, health services, police and security services, and services provided by various vehicle repairers. They have to provide fast and urgent service to their customers within the scope of emergency services. Priority in emergency services is good performance and speed (Terziu, 2016: 97).

Consumer service enterprises may be referred to as businesses that provide certain standards to their customers. Retailers selling a certain type of goods, barbers, taxi-drivers, mail carriers can be given as examples of consumer service operations. These services have a certain standard, so they have similar characteristics to those produced in high amounts. It is expected that the staff working in the consumer service enterprises will often carry out a number of easy jobs smoothly. In addition to the high turnover, it is relatively less costly to provide training to the personnel who start to work in the consumer service enterprises. Apart from this, the personnel working in these enterprises mostly communicate with the customers peer-to-peer. For this reason, it is necessary to have the qualities of these employees to communicate well with the customers, to be gentle to the customers and to have a good appearance. (Songür, 1997: 97).

As professional service enterprises, computer software firms, engineering project bureaus, consultancy firms, research institutes and architectural project bureaus will be examples. The staff of professional services enterprises is generally highly trained. In these enterprises, the number of staff is often small. In this respect, this personnel is directly related to the profitability and image of the business (Terziu, 2016: 97).

A different service classification was made by Lovelock. According to his classification, services are tangible and intangible and are classified as self-service for people and goods (Lovelock and Wright, 2002: 34). This classification is shown in Table 6.

**Table 6.***Services According to Their Structure*

Service Format	People	Goods
Tangible Services	<i>Related to human body</i>	<i>Related to products</i>
	<ul style="list-style-type: none"> <li>• Beauty Center</li> <li>• Hair dresser</li> </ul>	<ul style="list-style-type: none"> <li>• Vehicle maintenance and repair</li> <li>• Transport,</li> <li>• Cultivation.</li> </ul>
Intangible Services	<i>Related to Human Consciousness</i>	<i>Related to Intangible activities</i>
	<ul style="list-style-type: none"> <li>• Information Services,</li> <li>• Theatre, Cinema,</li> <li>• Museum.</li> </ul>	<ul style="list-style-type: none"> <li>• Accountancy,</li> <li>• Advocacy,</li> <li>• Banking.</li> </ul>

Source: Lovelock and Wright, 2002: 34.

It is possible that services can be also classified according to the type of the relationship established with business customers. It is possible to see the so-called classification in Table 7.

**Table 7.**

*Classification of Services Based on the Level of Relationship Established by Enterprises with Customers*

	<b>Membership Relationship is present</b>	<b>No Official Relationship is not present</b>
Permanent	<ul style="list-style-type: none"> <li>• Phone Subscription,</li> <li>• Insurance,</li> <li>• Banking.</li> </ul>	<ul style="list-style-type: none"> <li>• Road Services,</li> <li>• Police Services</li> <li>• Radio Services.</li> </ul>
Rarely	<ul style="list-style-type: none"> <li>• Theatre subscription,</li> <li>• Monthly bus cards.</li> </ul>	<ul style="list-style-type: none"> <li>• Public Transportation,</li> <li>• Mail Services,</li> <li>• Rental Services,</li> <li>• Restaurant Services.</li> </ul>

Source: Lovelock and Wright, 2002: 53.

As shown in Table 7, the relations established with the customers in the service enterprises are evaluated on the basis of their duration and the membership status of the customers. Within the context of customer relationships, identification of services provides the ability to identify customers to businesses. Thus, it is easier for companies to offer services that appeal to customers. This is helping to increase the level of service achievement.

Apart from the above classification, it is possible to classify the services depending on the initiative and flexibility of the serving company. This type of classification is shown in Table 8.

**Table 8.**

*Classification of Services According to the Flexibility and Initiative of Enterprise.*

Initiative Flexibility	<b>Higher</b>	<b>Lower</b>
<b>Lower</b>	<ul style="list-style-type: none"> <li>• Hotel services,</li> <li>• Restauran service,</li> <li>• Communication services.</li> </ul>	<ul style="list-style-type: none"> <li>• Theatre and Cinema,</li> <li>• Public Transportation,</li> <li>• Fast-food resterants.</li> </ul>

Source: Lovelock and Wright, 2002: 64.

Service provider businesses have a high chance of taking initiative, and the high flexibility of the service offered may increase the ability to fully respond to customers' needs. In this respect, services will have a major benefit in businesses that are basically adjusted to customer requirements and expectations. services are generally encountered by activities carried out for profit. However, in some cases, some services are provided for public prosperity by state institutions and organizations. In this respect, it is possible to evaluate the services in two parts (İslamoğlu, 2000:36):

Services provided by individuals or businesses for profit purposes,

Non-profit services provided by the institutions apart from businesses and enterprises.

From the above, it is might be said that it is possible to classify the activities in the service sector in different ways. In addition, structural aspects of the different qualities of services are causing a large number of classification types. In this respect, the service sector is itself a complex structure.

### 5.1.3. Development of Service Sector

The service sector is increasing its importance day by day. This situation has led to the fore the concept of "service economy" in developed countries. Within the framework of the traditional approach, from Adam Smith until the 1970s, the process did not progress to the desired level, while the adoption of a renewed industrial understanding was anticipated. Instead of new industrial formation, the economy gradually began to adapt to the service system. The point at which the traditional approach is misleading is that it regards the industrial sector as a superior segment. Moreover, in this approach, service activities are described as applications that only benefit from the transmission of industrial and agricultural products to customers and provide economic development support (Terziu, 2016: 101).

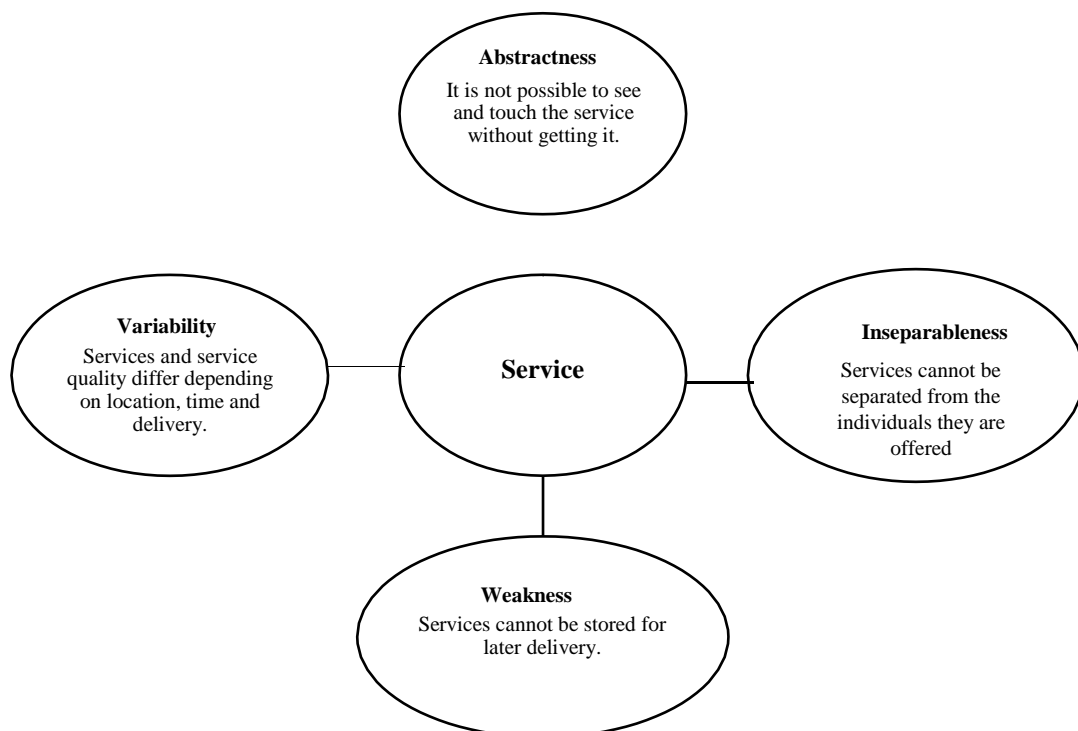
Industry, agriculture, and services are the three main sectors of economies. Each country continued to develop with the help of these sectors at different rates during their development. This situation has led to the adoption of different approaches in economics. Each passing day approaches have initiated to diverge from each other. Differences between approaches, in particular, began to grow in the early 1900s. In the context of past approaches, the service sector, in general, has been relinquished, or the contributions of the service sector in economies were left behind. However, as seen in today's conditions, the service sector emerges as a sector with high potential. At the basis of the development of the service sector is both the fulfillment of economic requirements and the involvement in production activities. The service sector is no longer an auxiliary sector but a basic sector. One of the indicators of countries' prosperity is the developments in the service sector. Apart from these, with the increase in the income of the people and the increased share of the service sector, the competition within the service sector has come into being. Increasing competition has made marketing in the service sector more important. However, the fact that the service has different characteristics according to the products has contributed to the formation of the "service marketing" branch in terms of structure.



It is unlikely that services, such as presentations, meetings, information processing, requests, designs, can be seen in the service sector. Apart from this, the service processes are moving to become a structure which is carried out through more computers and networks today. With services such as the Internet, e-mails, and global networks, services have begun to move out of regional areas. Although these conditions in question have advantages in the competitive environment, they have made it harder to observe and evaluate the services. However, the service sector still needs to have labor intensity (Şenol and Anbar, 2010: 78).

#### 5.1.4. Basic Features of Services

There are some opinions related to the basic features of the service. In terms of Kotler and Keller (2006: 405), the main features of service are abstractness, variability, inseparability, and lack of instability. These properties are shown in diagram 6.



**Diagram 6.** Basic Features of Service

Source: Kotler and Amstronng, 2004: 239.

In literature, it is explained intangibility of the services with the concept of abstractness, synchronization of production and consumption with the feature of inseparability, variability with the feature of heterogeneity. (Doğan and Tütüncü, 2003: 2). Apart from these features, the property of being deprived of services is also considered in the main features (Gronroos, 1990: 27).

#### **5.1.4.1. Intangibility**

The intangibility of the service is expressed by the concept of being abstract. In this respect, services are abstract because they are intangible, invisible or they can not be expressed in the measurement. There is no specific ownership of services due to the fact that they pass directly from the manufacturer to the customer or consumer. Otherwise, it is not possible for services to be produced and stored before delivery. If it is not consumed when it is served, it can not be consumed in the process. From this point of view, it is not possible to eliminate the financial losses in case of no consumption (Sayım and Aydın, 2011: 246). From this, it is possible to say that services are non-tangible activities that can not be perceived by the five sensory organs of the individual. This prevents physical access to services. These features cause the services to function based on the concept of benefit. Services can only be evaluated after being consumed by customers (Gümüšoğlu et al., 2007: 16).

The feature of being intangible is the most basic feature that provides the separation of services from products. As well as services' intangible features, it is not possible to express them with cm, kg etc. In this respect, almost every type of service has the intangible feature. This makes it one of the most important features of services. Some of the important elements that have been come out the intangible nature of the services are as follows (Doğan and Tütüncü, 2003: 3):

- Protective devices like "patent" do not make it possible to protect services. This allows services to be imitated.
- Although products can be displayed on the counters, not the shelf, services do not have such possibilities.

- It is very difficult to calculate the cost due to service delivery and to reveal the price-quality interaction.
- It is not possible to hide services. In this respect, according to the changes in demand, service management is very difficult.
- It is difficult to determine at what price the services will be offered. It is also not possible to be able to benefit from the general criteria when determining prices.

If the services are untouchable, these items cause the marketing process to differ according to the products. Customers who want to receive service will not know exactly what service is and what benefits the service will provide before they receive service. In terms of this situation, the following three items will make services become concrete when the marketing of services is done (Tenekecioğlu et al., 2009: 146):

Utilizing concrete means of service representation. Embodying credit card applications in the name of embodying credits in banking services can be given as an example.

Within the scope of marketing utilizing concrete symbol of promotion methods. The service operator identifies and announces an icon that evokes the service it offers. In this way, people will remember the service provided in case they encounter the icon.

Connecting the service to the service providers. It is as if the institution providing education service is giving priority to the teacher who gives the education service or the place providing entertainment service is giving priority to the employee who offers the entertainment service.

#### **5.1.4.2. Heterogeneity**

The heterogeneity of services is expressed by the concept of variability. In this respect, the demand for services varies and also it is structurally unclear. The amount of demand for a service can vary according to days, hours, years, and seasons. For this reason, firms are having difficulty in establishing a relationship between supply and demand. In some cases, it is possible that there is an excess of supply due to low demand and in some cases shortage

of supply due to high demand. The situations in question can cause businesses to suffer financial losses. Apart from this, measurement of the service performance and effectiveness is encountered as a separate problem in terms of businesses (Sayım and Aydın, 2011: 247).

The conditions under which the services are provided cause the content of the service to change. In this respect, the quality of service will increase or decrease depending on the conditions under which the service is offered and who offers the service. The services are consumed as soon as they are produced and it makes difficult to be under the control quality of service item. The performance displayed by service providers is in line with the service quality. In this respect, it is possible to get services in different qualities at different times or days in the same enterprise. This situation in question can cause the customers to move away from the enterprise (İçöz, 2005: 49). The inability of businesses to meet a certain standard related to service provision is causing quality problems. The heterogeneity that services have shown is due to certain sources. These sources are as follows (Doğan and Tütüncü, 2003: 4-5):

- The heterogeneity of during service production process,
- The heterogeneity towards customers who are provided services
- Heterogeneity-based on the relationship between service producers and customers,
- Heterogeneity of service depending on production time,
- Heterogeneity of service depending on production conditions,
- Heterogeneity due to the facilities of the service client or the manufacturer.

#### **5.1.4.3. Synchronization of Production and Consumption**

The producers of the services and the people who offer the services to the customers for sale are the same. Due to this feature, it is unlikely that these persons will be separated from each other. From this point of view, the service is being produced and consumed simultaneously. Apart from that, the people who will benefit from the service must also be at the point of

production when the service production is realized. This whole process leads to the rapid emergence of feedback in services. All these features make it possible to market these services during production (Akın, 2007: 5).

The distinctions between the production and consumption schedules of goods and services are shown in Diagram 7.



**Diagram 7.** The Distinctions Between the Production and Consumption Schedules of Goods and Services

Source: Mudie and Pirrie, 2006: 4.

#### **5.1.4.4. Instability**

The most important feature that enables services to be separated from products is their inability to store or keep. This situation causes a large part of the services to be short-lived. Moreover, in some services, the demand disorder leads to an increase in the lack of resistance. Demand fluctuations in services require various measures to be relevant to the supply of institutions (Öztürk, 2003: 36). Private banks, the number of employees including Istanbul 83276 Turkey, while in 2017 the province of the TRNC is seen as the number 459. (<https://www.tbb.org.tr/tr/bankacilik/banka-ve-sektor-bilgileri/4>)

The instability of services causes some features about the services. These characteristics can be expressed as follows (Kotler and Armstrong, 2004: 42):

- Storage, keeping or stocking of the service is not possible.
- The inability to hide services creates some problems in the creation of appropriate supply development policies.
- The inability to stocking services creates some problems in the creation of appropriate supply development policies. In the case of regular demand, this does not occur. But the fluctuations in the demands bring big problems in terms of institutions.

#### **5.1.4.5. Being Unobtainable**

Another important difference related to products and services is that services cannot be possessed. When a product is purchased by the customer, the customer owns the product, however, when services are provided, there is no transfer of ownership from institution to the customer (Kotler and Armstrong, 2004: 42).

## **5.2. Banking Sector**

### **5.2.1. About Banking Sector**

The word of bank comes out as a word derived from the word "banco" which means "counter and table" in Italian. Historically, the Lombards who were operating in the banking sector, have used the "banchum" idiom for their business premises. These individuals were called "bancheri" themselves. The individuals in question continued their activities on the wooden tables called "banco" (Günel, 2001: 6).

Banks are very important in terms of economic and commercial relations in today's conditions. They lend money on their own accounts, discounts on accounts, and operate in a variety of other financial transactions, primarily with funds provided by depositors. Banks are generally considered to be

involved in collecting deposits and offering these deposits as loans, but they perform many other operations (Takan, 2002: 12).

Some of the definitions made in the literature related to the banks are as follows:

- The concept of Bank is defined as economic institutions that perform all transactions related to credit, money and capital matters and regulate them, dealing with public or private institutions and their activities to provide all relevant needs related to these issues (Şendoğdu, 2006: 3).
- The Bank refers to institutions that provide funds borrowed to finance the growth of individuals or institutions and to transfer them back to the needs of others (Tugay, 1992: 13).
- The Bank is described as financial institutions that collect deposits from institutions and individuals and offer them as loans (Bahar and Abuzer, 2003: 102).

It is possible that the activities carried out by the banking sector, in general, can be expressed as follows (Ulukuş, 2011: 14):

- To create deposit money,
- To provide deposit facilities with different items and instruments,
- To provide loans to institutions to support them,
- To give credit to individuals to support them,
- Enable to discount,
- To provide time and follow-up advantages by realizing collections of notes and checks,
- To remove the physical money transfer problem with the help of money transfer, EFT transactions
- To mediate to carry out foreign trade transactions,
- To carry out safe deposit box activities,
- To provide Internet banking services,
- To be an intermediary for buying and selling securities,
- To provide the services which are about credit cards,
- To provide consultancy services on financial matters.

## **5.2.2. Turkish Banking Sector**

### **5.2.2.1. Historical Development of Turkish Banking Sector**

It is possible to consider the development of the Turkish banking sector before and after the declaration of the republic. In this respect, it would be appropriate to evaluate the period before the declaration of the country at the beginning.

The first banking activity in the Ottoman period was the Ottoman Bank which was founded in 1856 with British capital. It is the first modern commercial bank in terms of deposits and emerges in Turkey. Apart from this, in 1868 Mithat Pasha created a "Security Fund" with the aim of collecting deposits and this fund was merged with Ziraat Bank, founded by Mithat Pasha, in 1888 (Bakan, 2001: 417).

In 1916 the Ziraat Bank became a public institution with the law. In this respect, Ziraat Bank emerges as a strong Turkish bank that continues its existence from the Ottoman period to the present day (Parasız, 2000: 30). Apart from these developments, foreign banks generally operated in the Turkish banking sector before the announcement of the republic, and they have created an irregular structure.

After the proclamation of the Republic, one of the most important developments related to the banking sector has been the establishment of Türkiye İş Bank in 1924. However, in 1929, the world crisis experienced the country's economy in a bad way and the banking activities had to slow down. As it regards the 1930 Central Bank of Turkey (CBT) established joint-stock companies and has been in active service when it comes to 1931 (Ulukoş, 2011: 18). When it came to 1934, the State carried out the policy of industrialization with the effect of the first Five-Year Industrial Plan and this policy was very positive for banking activities (Parasız, 2000: 32).

During the Second World War, it has influenced the slowdown in the world economy has been adversely affected Turkey and also the banking sector. However, the beginning of the emphasis on liberal politics is positively reflected in the sector in this process.



After the end of the war, the increase in the real sector has increased and thus the functioning in the banking sector has increased. In 1954, the number of banks in the private sector increased rapidly with the Foreign Capital Incentive Law.

In addition to the development plans laid down between the years of 1960 and 1980, there were some restrictions related to the establishment of development, investment, expert and commercial banks. In particular, restrictions placed in this period led to a decline in the entry to commercial banking. As a result, a large number of large banks and a large number of branches were formed (Ulukuş, 2011: 19).

As a result of 24th January 1980 Decisions, banking activities in Turkey with a liberalized economy began to gain momentum. With these decisions, Turkish banking has begun to enter into international finance structure. Especially on 01.07.1980, with the release of the interest rates and the positive real interest rate application, the deposit and credit transactions started to gain speed. However, it had the chance to Turkish banks to open branches abroad, with the economy as a result of liberalization in the 1980 decision, also had the chance to open the following foreign banks in Turkey. Another important development in this period is the establishment of the "interbank" market within the CBRT (Öcal, 1992: 144).

Some of the changes made in the banking sector in the 1980s can be expressed as follows (Ulukuş, 2011: 21):

- Establishment of the Capital Markets Board in 1982,
- Beginning to sold domestic government bonds with tender in 1985,
- The bank money markets were put into operation in 1986,
- The ability of the Central Bank to perform open market operations in 1987,
- The transition of the gold markets in 1989.

In the 1990s, some crises affected quite badly the banking sector in Turkey. In particular, with the 1990 Körfez Crisis and then with the crisis on May 5, 1994, banks that did not have a strong financial position had to go bankrupt and it makes the sector lose a great deal of power (Parasız, 2000: 113). With

the influence of the closing banks, citizens' confidence in the bank has decreased and in order to earn this trust, it became a matter of giving the deposits 100% state security.

The crises that have taken place have revealed that the banking sector has to be put in line with certain standards. In this context, the Law on Banks No: 4389, which was prepared in accordance with the criteria of the European Union (BIS) and the European Union, was put into force in June 1999. In accordance with this law, the Banking Supervision and Regulation Agency (BRSA) was taken into operation (Ulukuş, 2011: 22).

In the 2000s, Turkey has had to face two crises. Important steps have been taken in connection with the increase of the security of the Turkish banking sector, especially with the 2001 crisis. With these steps, the Turkish banking sector has gained strength. Thus, the effects of the global crisis experienced in 2008 on the Turkish banking sector are rather limited. In 2000, internet banking was launched and great developments were shown in this respect (Ulukuş, 2011: 24).

#### **5.2.2.2. Legislative Regulations**

Legal substructure in the banking sector in Turkey is provided through laws and the competent authorities to carry out an audit. In this respect, Banking Law No: 4389 entered in force and published in the official gazette on 26th June 1999. Within the scope of this law, it was decided to establish the Banking Regulation and Supervision Agency (BRSA) in June 1999, and this institution was active in August 2000. In addition, the Banking Law No. 5411 was established and published in the Official Gazette which was repeated issue No: 25983 dated 11.01.2005. With this law, the Banking Law No. 4389 has been abolished.

According to the Banking Law No. 5411, the duties of the BRSA are; ensuring stability and confidence in the financial markets along with the authorities granted under the law, efficient operation of the credit system, development of the financial sector, and protection of the interests and rights of depositors (Banking Law, Article 93).

In 1930, the Central Bank of the Republic of Turkey (CBRT) established joint-stock companies and became active service when it comes to 1931 (Ulukuş, 2011: 18). The authority of emission is in the hands of the CBRT. The authorities of the CBRT are regulated in accordance with the CBRT Law No. 1211. According to Article 4 of Law No. 1211, the main task of the CBRT is to ensure price stability.

Another institution that regulates and supervises the legal sub-structure of banking activities is the Savings Deposit Insurance Fund. This fund was published in the Official Gazette dated 18.03.2004 numbered 25406 and entered into force. The main task of this fund is to provide relevant inspections and regulations with the safeguards of saving owners. Another institution, the Banks Association of Turkey (BAT) assumed the task of supervising the banking sector. This association was established in 1958 on the basis of Article 79 of the Banking Law. The main duty of this union is to make decisions in order to develop the banking system and to establish the relevant standards with this system.

Some changes were made with the aim of creating relevant regulations for participation banks. Participation banks, which are a professional organization with the amendment made by the Law No. 4672 in the Banking Laws No. 4389 for the establishment of the union of the Participation Banks, gained the status of Union within the scope of the Decree of the Council of Ministers dated 4 October 2001 and numbered 2001/3138. Then it has taken the name of "Participation Banks" with the 5411 law," and has continued its operations as Participation Banks Association of Turkey (TKBB). This union is basically responsible for supervising whether the participation banks act in accordance with the banking legislation.

The Capital Markets Board (CMB) was established in 1982 in terms of controlling, regulating and supervising the transactions in the capital markets. The Board was established in accordance with the Capital Markets Law No. 2499 published in 1981. The Board is involved in supervising financial instruments, making arrangements related to financial markets, and supervising financial markets. In this regard, banks are also subject to the

supervision of CMB related to these elements as they can act as intermediaries in financial transactions (Günel, 2012: 145).

### 5.2.3. Banking Sector in TRNC

#### 5.2.3.1. Historical Development

The banking sector in Cyprus dates back to the years before Turkey's intervention in order to ensure peace, as of 1974. However, there is no significant banking activity in Cyprus until the 1980s (Güngör, 1999). In Table 9, banks established in Cyprus up to the year 2000 are placed in chronological order.

**Table 9.**

*Banks Established In Cyprus Up To The Year 2000*

<b>Bank Name</b>	<b>Date of Establishment</b>
Turkish Bank Co.	1901
Limasol Turkish Cooperative Bank Co.	1939
Cyprus Turkish Cooperative Central Bank Co.	1959
Cyprus Credit Bank Co.	1978
Cyprus Foundations Banks Co.	1982
Cyprus Industry Bank Co.	1982
Cyprus Commerce Bank Co.	1982
Cyprus Fasial Islam Bank Co.	1982
Asbank Co.	1986
Mediterranean Garanti Bank Co.	1989
Cyprus Economy Bank Co.	1990
Cyprus Hürbank Co.	1992
Cyprus Euro Bank Co.	1992
Rumeli Bank Co.	1992
Everest Bank Co.	1993
Finba Financial Bank Co.	1993
Deniz Bank Co.	1993
Cyprus Altınbaş Bank Co.	1993

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Cyprus Tunca Bank Co.	1994
Near East Bank Co.	1996
Yasa Bank Co.	1996
Med Bank Co.	1996
Cyprus Finance Bank Co.	1997
Hamza Bank Co.	1997
Erbank Bank Co.	1997
Akfinans Bank Co.	1997
Yeşilada Bank Co.	1997
Cyprus Continental Bank Co.	1997
Viya Bank Co.	1997
Universal Bank Co.	1998

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The banking sector in the TRNC started to gain momentum in the 1980s, but in 2000 it began to weaken. Nevertheless, the measures taken in the year 2000 have alleviated the problems in the banking sector and ensured an atmosphere of confidence. As of 2005, the banking sector of the TRNC has reached a balance sheet size of USD 3.1 million.

One of the most important developments in the TRNC banking sector is coastal banking, established with related laws in the 1980s. However, the desired growth has not been achieved in coastal banking. Coastal banking reached up to the number of 59 by 2001. However, as they implemented overnight interest benefited from legal gaps, the licence of 43 coastal banks were canceled. Due to the problems in coastal banking practices, many citizens were in a difficult situation and lost their money (Şansal, 2007).

### **5.2.3.2. Legislative Regulations**

In the TRNC, inspections of banks operating within the boundaries of the TRNC are carried out with the Law on Banks No. 39/2001. Within the scope of the law, the banks established or to be established in the TRNC and branches of foreign banks are audited.

Within the scope of the Banking Law No. 39/2001, *"The Central Bank shall ensure that the provisions of this Law and other related legislation are enforced by making regulations in the framework of the powers shown in the law, to supervise and conclude the application, to ensure that the savings are secured and to use other authorities provided by the law, and to take and implement the necessary decisions and measures to ensure that the credit system operates effectively and to prevent any transactions and practices that may jeopardize the rights and the operation of banks in a regular and confident manner and which may cause significant harm to the economy"* ([http://www.kktcenterbankasi.org / sites / default / files / legislation / bankalaryasa\\_0.pdf](http://www.kktcenterbankasi.org/sites/default/files/legislation/bankalaryasa_0.pdf)).

### **5.3. Human Resources in Banking Sector**

#### **5.3.1. Quality Workforce and Human Resources in Banking Sector**

Nowadays, it is possible to adapt to the increasingly competitive environment and developing technologies with high-quality workforce. The quality of the workforce is an important factor in all sectors as it is in the banking sector. In the banking sector, however, the knowledge, experience and equipment of the workforce gain importance. Management of human resources plays an important role in the recruitment and maintenance of the quality workforce. Management of human resources develops and implements various strategies to create quality workforce in the banking sector (Simsek and Öge, 2011). Especially with in-service training, it is aimed to increase the knowledge and equipment of employees. Management of human resources can bring the quality workforce into the banks by playing an active role in not only improving the existing employees but also retaining existing employees and recruiting new employees. Management of human resources optimizes the alternative workforce and carries out various strategies in order to win the quality workforce in the sector. The quality of the workforce is important in the success of the banks and the management of the human resources is responsible for this (Özgen and Yalçın, 2010).

### **5.3.2. Employee Activity and Human Resources in Banking Sector**

Employee activity in the banking sector is important for banks' success. The high level of work productivity and activities of the employees play an important role in the improvement of bank performance (Çetin and Özcan, 2013). The management of human resources' activities gains importance in providing employee effectiveness. The management of human resources should choose and implement the best tools to enhance the effectiveness of employees. It is important for the management of human resources to approach employee effectiveness with fair, performance-based and motivating practices. The management of human resources should motivate employees, increase their mood of commitment, and ensure that their employees are satisfied. In this way, employees' organizational citizenship perceptions will be strengthened and their performance and productivity will be increased (Tortop et al., 2013).

### **5.3.3. The Problems of The Management of Human Resources in the Banking Sector**

The management of human resources plays the most important role in increasing employee productivity. Employees' productivity gains more importance, especially in the banking sector as customer satisfaction is prioritized by working fast and effectively (Alayoğlu, 2010). However, management of human resource sometimes fails to work effectively and causes various problems. Feeling of confidence and the productivity of employees will decrease due to reasons such as insufficient human resources management, non-compliance with the principle of equality, non-neutrality and lack of assurance (Simsek and Öge, 2011). For this reason, it is important for the management of human resources to behave equally and fairly in accordance with the aims and objectives of the organization, and to have activities related to employees' performance and careers in terms of employee productivity (Ertürk, 2011a).

#### 5.4. Related Researches

Öz (2014) tried to measure the institutional commitment levels of the students of theology faculty in his work. In this respect, 225 students from Abant İzzet Baysal University Faculty of Theology attend the study. In the study, it was emphasized that the concept of institutional commitment is a factor that increases the motivation of the individuals and it is concluded that the institutional commitment levels of the students are high as a result of the measurements.

Etemoglu (2013) examined the motivation factors of industrial designers who are employed in companies in Turkey in his study. While the concept of motivation is discussed in this study, the effect of employees' level of institutional commitment to motivation is also emphasized. In this respect, the concept of commitment has been discussed under the ERG approach while explaining motivation. Apart from that, he conducted a survey to examine the motivational factors of industrial designers. As a result of the analysis made after the survey, it was concluded that the factors that affect the motivation of the individuals the most are the items related to the individuals' workplaces and themselves.

Aydın (2013) investigated the factors that affect the motivation of employees in his work. The study was carried out through social facilities belonging to Istanbul Metropolitan Municipality. It is emphasized that it is beneficial to organize motivation promoting activities to raise employees' corporate commitments. A survey was conducted on 320 employees working in social facilities belonging to the municipality. Surveys were evaluated by analysis like factor analysis and frequency distribution analysis.

Coşkun (2009) examined teachers' opinions on motivational tools in primary schools and investigated their satisfaction levels. Institutional identity has been considered as a concept to be assigned to employees in order to provide motivation to employees. He mentioned that employees need to have a sense of commitment so that the order can be provided in the institutions. Survey is used as a method in the study. The questionnaires were applied to 216 teachers working in 8 primary schools in the province of Silivri in



Istanbul. As a result of the analysis, it is seen that the teachers give importance to economic motivation tools. Apart from this, managerial motivation tools are seen as more effective tools than psycho-social tools.

Uslu (2012) examined primary school students' commitments to their schools in his study. He examined the relationship of the students with their peers as a factor affecting the students' commitment to the school and he emphasized that this fact influences the academic motivation of the students at the same time. In this respect, the institutional commitment and motivation of the students are discussed indirectly in this study. In the study, "cluster sampling" method was used. Analyzes were evaluated by multiple and stepwise regression analysis.

In his study Doğan (2013) examined the religious officials' commitments, vocational burnout situations and viewpoints about in-service training. Institutional commitment has been regarded as a key to maintaining the services of religious officials. In this sense, the concept of institutional commitment is regarded as one of the conditions for religious officials to be successful. In this regard, institutional commitment is considered as a motivation tool for religious officials in this study. The survey was done in the study.

Ertürk (2011) studied the relationship between personality, job satisfaction and stress with sense of devotion in terms of commitment to the institution. Ertürk considered the concept of motivation as a relevant concept for job satisfaction. In this respect, expectation theories based on motivation are included in studying job satisfaction. Motivation is considered here both as a result of job satisfaction and as a cause of job satisfaction. As a method, a questionnaire study was carried out and factor analysis was done as an analysis.

Özdemir, Bozkurt and Aydin (2015) studied the humanistic competencies of school administrators. In the scope of the study, criteria such as increasing the motivation of the employees and providing the institutional commitment were used to evaluate the humanistic competencies of the school administrators. Semi-structured interview technique was used in the study.

As a result of the study, institutional commitment, and motivation are the factors that increase the school administrators' humanistic competencies.

Öztop (2014) emphasized the effects of organizational commitment awareness on employees' perceptions of organizational change. It is mentioned that employees' motivations and institutional commitments increase when employees' interests and opinions are valued. There is also an increase in the institutional commitments of employees who make their work highly motivated. A survey study was conducted on 479 employees in the study. As for the analysis, frequency distribution and crossover analysis were preferred. As a result of the study, it was concluded that employees whose institutional commitment perception was high had also positive change perception.

Gün (2016) tried to determine the motivation levels of the employees working in Bitlis province hotel enterprises. In this study, it is mentioned that employees need to acquire institutional commitment in order to provide motivation. In this respect, it is emphasized that the concept of social participation is important in terms of providing commitment. A survey study was conducted on the employees working in some hotels in Bitlis. In statistical analysis, one-way ANOVA was used with t-test. As a result of the study, it is seen that the managers who work in the hotels in Bitlis have more motivation than the employees.

Kıdak and Aksaraylı (2009) studied the motivation factors in health services. In terms of motivation factors in the study, institutional commitment was considered as a factor. A questionnaire study was conducted on 155 health workers in the study. In the study, t test and one-way variance analysis were performed.

Kanbur (2005) studied the factors affecting the motivation of employees in total quality management enterprises. The research has also been conducted through businesses operating in the furniture and food industries. In the study, the concept of institutional commitment was taken as an effective factor in the emergence of motivation. However, the concept of institutional commitment has not been mentioned in detail but is considered only as a

phenomenon in the emergence of motivation. The study was carried out on the questionnaire and evaluated by the chi-square, variance and frequency analysis.

Zeynel and Çarıkçı (2015) emphasized the effect of professional motivation on organizational commitment and job satisfaction. In the study, the concept of institutional commitment was considered as a component of organizational commitment. In this respect, it is suggested that there is a meaningful relationship between professional motivation and organizational commitment, which is one of the research hypotheses. 378 academicians working at the Department of Business Administration of public universities participated in the research. Survey method was used as a method and the questionnaire data were evaluated using t test, anova test, correlation and regression analysis. As a result of the work, professional motivation has positive and strong influence on organizational commitment.

Künarcı (2016) focused on the analysis of the factors affecting the motivation of health professionals in his work. Institutional commitment that affects the motivation in the study is considered as a factor together with the social needs. In the study, a questionnaire study with 44 questions was conducted on the health workers. Factor analysis and regression analysis were used as the analysis method.

White (2005) studied the influence of involvement, institutional commitment and status in volunteer professional organizations. While the employees' work in the voluntary organizations were examined, the motivations of the employees, their institutional commitments and the involvement in institution were examined at the same time. In this regard, a study was conducted on 1441 people working in an association named the Association for Communication Excellence in Agriculture, Natural Resources, and Life and Human Sciences (ACE) between the years 1991 and 2004. The data were tested using descriptive statistics, bivariate correlation, simple linear regression, and so on.

## CHAPTER 6

### 6. METHOD

#### 6.1. Models of the Work and Hypotheses

In this study, the impact of organizational democracy and organizational commitment on job satisfaction and organizational citizenship behavior relationship was examined on private banks in the TRNC and Turkey. In this context, the research model is formed as follows.

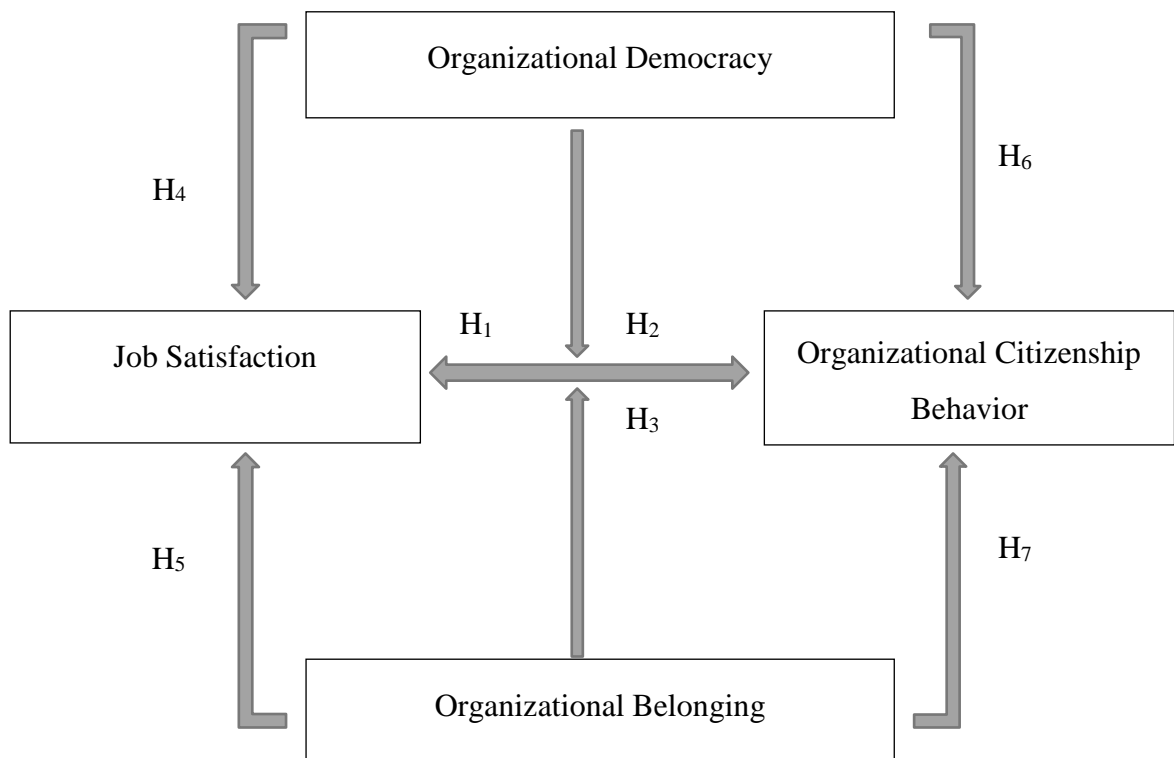


Diagram 8. The Model of the Research

Hypotheses within the model of the researcher are as follows:

H1: There is a statistically significant relationship between job satisfaction and organizational citizenship behavior.

H2: There is an effect of organizational democracy in the relation between job satisfaction and organizational citizenship behavior.

H3: There is an effect of organizational commitment in the relation between job satisfaction and organizational citizenship behavior.

H4: The perception of organizational democracy affects the perception of job satisfaction.

H5: Organizational commitment affects the perception of job satisfaction.

H6: The perception of organizational democracy affects the perception of organizational citizenship behavior.

H7: The perception of organizational commitment affects the perception of organizational citizenship behavior.

## **6.2. Population and Sample**

The population of the work is the staff working in private banks located in Istanbul and the TRNC.

Yazicioglu and Erdogan (2004) stated that the sample size of 384 persons is sufficient for the endless sample at the 5% sampling error. For this reason, it was aimed to reach at least 384 people in the survey and the survey was mailed from March 2017 to May 2017. 500 questionnaires were shared via mail and these questionnaires were requested to be filled. 439 people were returned.

## **6.3. Data Collection Tool**

Questionnaire will be used as the data collection tool. The questionnaire is based on the following questions:

- Demographic information - 6 questions
- Organizational citizenship behavior scale - 24 questions

- Commitment scale - 6 questions
- Organizational democracy scale - 28 questions
- Job satisfaction scale - 20 questions

Organizational Citizenship Scale: Developed by Podsakoff et al. (1990) and its reliability and validity in Turkish was made by Ünüvar (2006). The scale is one-dimensional. In this study, Cronbach's alpha coefficient is 0.80. The Organizational Citizenship Behavior Scale consists of 24 questions in total. The scale is in likert form of 5. Scoring of the scale is made in the following way: "I absolutely disagree" 1, "I disagree" 2, "Undecided" 3, "I agree" 4 and "I strongly agree" 5. Having high total scores indicates that Organizational Citizenship perceptions of participants are high. The Cronbach's Alpha coefficient of the scale was 0.712.

Commitment Scale: The Perceived Commitment Scale was developed by Stamper and Masterson (2002) and consists of 6 words. Participants' degree of acceptance of these statements will be measured by the 5-point Likert scale. The scale is one-dimensional. The Commitment Scale consists of 6 questions in total. The scale is in likert form of 5. Scoring of the scale is made in the following way: "I absolutely disagree" 1, "I disagree" 2, "Undecided" 3, "I agree" 4 and "I strongly agree" 5. Having high total scores indicates that Commitment perceptions of the participants are high. The Cronbach's Alpha coefficient of the scale was 0.724.

Organizational Democracy Scale: A measure of organizational democracy scale consisting of 28 items that have been validated and credited by Geçkil and Tikici (2015). The scale consists of 5 sub-dimensions. These are Criticism, Transparency, Justice, Equality, and Accountability. This scale is formed to measure organizational democracy perception with the subscales, Criticism (8 items: 1-8 items), Transparency (6 items: 9-14 items), Justice (5 items: 15-19 items), Equality (6 items: 20-25 ) and Accountability (3 items: items 26-28). The scale is in likert form of 5. Scores of the scale are made in the following way: "I absolutely disagree" 1, "I disagree" 2, "Undecided" 3, "I agree" 4 and "I strongly agree" 5. Cronbach's Alpha coefficients were found to be 0.751 for the criticism subscale, 0,711 for the transparency subscale,

0,708 for the justice subscale, 0,698 for the equality subscale, and 0,732 for the Accountability subscale. For organizational democracy scale, it was determined as 0,712.

**Job Satisfaction Scale:** To measure job satisfaction, Minnesota Satisfaction Scale which was developed by Weiss, Davis England and Lofquist (1967) and adapted to Turkish by Oran (1989) was used. The scale consists of 3 sub-dimensions. These are internal satisfaction, external satisfaction, and general satisfaction. Internal Satisfaction sub-dimension consists of 12 questions, External Satisfaction sub-dimension consists of 8 questions and General Satisfaction sub-dimension consists of 20 questions. Scores of the scale are made in the following way: "I absolutely disagree" 1, "I disagree" 2, "Undecided" 3, "I agree" 4 and "I strongly agree" 5. Cronbach's alpha coefficients were 0.802 for the internal satisfaction subscale, 0.784 for the external satisfaction subscale, and 0.795 for the general satisfaction subscale.

#### **6.4. Premises**

The premises of the research are as follows:

- It is assumed that the results of the questionnaire which will be applied in selected banks in Istanbul and TRNC, will be the same in case it is applied in all banks in Turkey and TRNC.
- It is assumed that the participants will answer the questions sincerely and correctly.
- It is assumed that what the researcher meant while forming the questions in the questionnaire will be understood in the same way by the participants.
- It is assumed that the participants who will answer the questionnaire will be in a rational manner.

## 6.5. Data Analysis

Data analysis in the study was done in SPSS 16 package program. In the analysis of the data, descriptive statistics such as frequency, percentage, averaging and relationship analysis were used. For testing the relationship between demographic and work characteristics and Organizational Citizenship Perception, Organizational Commitment Perceptions, Job Satisfaction Perceptions and Organizational Democracy Perceptions, imprecision tests were applied. When applied imprecision tests, the scales whose alpha ( $\alpha$ ) values were below  $p = 0,05$  were subjected to the non-parametric tests (Mann-Whitney U and Kruskal Wallis H) and the scales whose alpha ( $\alpha$ ) values were above  $p = 0,05$  were subjected to parametric tests (T-Test and Anova).

The least squares method and the Pearson correlation test were applied in testing the hypothesis of the study. With the least squares method, the effects of independent variables which are organizational commitment and organizational democracy perceptions on dependent variables which are organizational citizenship behavior and job satisfaction are measured. Pearson correlation test was used to determine the relationship between two dependent variables, organizational citizenship behavior, and job satisfaction perceptions. The value of  $R^2$  gives the power to explain the independent variable in the regression model. The fact that the  $R^2$  value is close to 1 indicates that the independent variables explain the dependent variable to a high extent. P-value is the statistical probability value. A p-value of less than 0.05 for the ANOVA and t-test indicates that there is a statistical significance between the means of the variables.



## CHAPTER 7

### 7. FINDINGS

#### 7.1. Findings Related to Personal Information

Table 10 shows findings related to the demographic characteristics of the participants. 52,8% of the bankers participating in the research is male and their 47.2% is female. Participants' 38,7% were between 40 and 49 years old and their 32,8% were between 30 and 39 years old and their 38,7% were 50 and over and their 11,4% were between 20 and 29 years old. 58.5% of them are undergraduate and their 24.6% have bachelor's degree and their 16.9% have the associate degree. Their 67% are married and their 33% are single.

**Table 10.**

*Findings Related to Demographic Characteristics*

	<b>Frequency</b>	<b>%</b>
<b>Gender</b>		
Female	207	47,2
Male	232	52,8
Total	439	100,0
<b>Age</b>		
20-29	50	11,4
30-39	144	32,8
40-49	170	38,7
50 and over	75	17,1
Total	439	100,0
<b>Educational status</b>		
Associate Degree	74	16,9
Bachelor's Degree	257	58,5
Post/Graduate	108	24,6
Total	439	100,0
<b>Marital status</b>		
Single	145	33,0
Married	294	67,0
Total	439	100,0

Table 11 shows findings related to the employment status of participants. Participants' 39% have experiences 6-10 years and their 30.5 % have 11-15 year and their 19,1% have 16 years and over. Participants' 7.3% have been working in the banking sector for the 1-5 year and at the same time, bankers' 4.1% have been working in the sector for 1 year and less. Bankers' 73.6% work in the private banks in Turkey and their 26,4 work in the private banks in TRNC

**Table 11.**

*Findings Related to Employment Status*

	<b>Frequency</b>	<b>%</b>
<b>Experience in the Banking Sector</b>		
Less than 1 year	18	4,1
1-5 year	32	7,3
6-10 year	171	39,0
11-15 year	134	30,5
16 years and over	84	19,1
Total	439	100,0
<b>The Region of the Bank</b>		
Turkey	323	73,6
TRNC	116	26,4
Total	439	100,0

## **7.2. Findings Related to Organizational Citizenship Behavior**

Table 12 shows descriptive statistics related to organizational citizenship behavior. When the averages of organizational citizenship behavior are examined, it is seen that they all are above 3. This shows that bank employees mostly give an answer "I agree" to the questions about organizational citizenship behavior perceptions. Total score average of bank employees' perception of organizational citizenship behavior is 3.52. This indicates that bank employees' perception of organizational citizenship behavior is in the positive direction.

**Table 12.***Descriptive Statistics Related to Organizational Citizenship Behavior*

	N	Minimum	Maximum	Mean	Std. Deviation
1. I help people with	439	1	5	3,87	1,030
2. I act as in the phrase of 'squeaking wheel gets the oil'	439	1	5	3,47	1,022
3. I believe that I need to	439	1	5	3,41	1,073
4. I spend a lot of time complaining of quiddity.	439	1	5	3,61	1,073
5. I avoid problems with	439	1	5	3,51	1,257
6. I follow the developments and I hear about them	439	1	5	3,60	1,214
7. I am not prone to make a mountain out of a molehill	439	1	5	3,80	1,046
8. I consider the effect my behavior create on my colleagues	439	1	5	4,15	,654
9. I participate in the important meetings imperative	439	1	5	4,21	,763
10. I always ready to help my colleagues	439	1	5	4,01	,912
11. I participate in activities that would be beneficial for corporate image although it is not imperative.	439	1	5	3,98	1,078
12. I follow and read announcements, messages and other written materials about my company	439	1	5	3,92	,829

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13. I help my colleagues who do not come to the office.	439	1	5	3,10	1,318
14. I do not violate others rights	439	1	5	3,39	1,286
15. I voluntarily help my colleagues having problems with the job.	439	1	5	3,61	1,007
16. I always focus on the mistakes instead of positive things.	439	1	5	3,96	,809
17. I take precautions to prevent problems with other employees	439	1	5	3,32	1,226
18. My job attendance is above average.	439	1	5	3,33	1,113
19. I always nag my company's actions	439	1	5	3,79	,979
20. I consider how my behaviors affect other people's actions	439	1	5	4,12	,794
21. I do not have an extra break	439	1	5	3,21	1,344
22. I observe the rules and regulations of the company even though no one knows	439	1	5	3,35	1,051
23. I help beginners to adapt though it is not must	439	1	5	3,12	1,134
24. I am one of the most conscientious employees.	439	1	5	3,45	1,052
Organizational Citizenship Behavior	439	1	5	3,52	0,97

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When results of the Kolmogorov- Smirnov test of the organizational citizenship behavior scale was examined, it determined that the scale confirm normal distribution hypothesis ( $p > 0,05$ ). In this case, T-test and ANOVA will

be carried out in testing indifferences between demographic characteristics and working status of organizational citizenship behavior scale.

**Table 13.**

Results of Kolmogorov – Smirnov Test of Organizational Citizenship Behavior

Scale/Dimension	A.O.	S.H.	Normal Distribution “Z”	Sig.	
Organizational Behavior	Citizenship	3,52	0,97	,672	,758

In Table 14. Organizational Citizenship Behavior Perception was studied in terms of demographic characteristics. When the relationship between perception of organizational citizenship behavior and demographic characters is examined, it is seen that there is no significant relationship between organizational citizenship behavior and participants' gender, age, educational status, marital status ( $p>0,05$ ).

Bankers' perception of organizational citizenship behavior does not differ depending on their gender, age, educational status, and marital status.

**Table 14.**

*Perception of Organizational Citizenship Behavior According to Demographic Characteristics*

	Organizational Behavior		Citizenship
<b>Gender</b>	<b>Mean</b>	<b>t</b>	<b>p</b>
Female	3,24	0,795	0,427
Male	3,20		
<b>Age</b>	<b>Mean</b>	<b>F</b>	<b>p</b>
20-29	3,26	0,915	0,404
30-39	3,09		
40-49	3,31		
50 and üzeri	3,25		
<b>Education Status</b>	<b>Mean</b>	<b>F</b>	<b>p</b>
Associate's degree	3,11	2,127	0,121
Bachelor's degree	3,29		
Masters' Degree	3,13		
<b>Marital Status</b>	<b>Mean</b>	<b>t</b>	<b>p</b>
Single	3,16	0,548	0,584
Married	3,25		

In Table 15, the perception of organizational citizenship behavior is examined for employment status. When the perception of organizational citizenship behavior and bankers' employment status are analyzed, it is observed that there is no significant relationship between the year of experience and region of the bank and organizational citizenship behavior perception ( $p>0,05$ ). How many year bankers work in the banking sector has no effect on the perception of organizational citizenship behavior. Also, the perception of organizational citizenship behavior of the banker who works in the region of Turkey and TRNC is not different.

**Table 15.**

*Perception of Organizational Citizenship Behavior According to Employment Status*

<b>Experience in the Banking Sector</b>	<b>Organizational Citizenship Behavior</b>		
	<b>Mean</b>	<b>F</b>	<b>p</b>
Less than 1 year	3,08	0,719	0,541
1-5 year	3,29		
6-10 year	3,17		
11-15 year	3,24		
16 years and over	3,22		
<b>Region of Bank</b>	<b>Mean</b>	<b>t</b>	<b>p</b>
Turkey	3,23	1,448	0,149
TRNC	3,22		

### **7.3. Findings Related to Organizational Commitment**

In Table 16, there are descriptive statistics about organizational commitment. When findings of organizational commitment are analyzed, it is seen that all mean value is above 3,5. This shows that bank employees mostly give an answer as "Agree" and "Absolutely Agree" to the questions about perceptions of organizational commitment. Bank employees' total score mean is 3.52. The fact that mean is above 3 indicates that bank employees' perception of organizational commitment is in a positive direction.

**Table 16.***Descriptive Statistics Related to Organizational Commitments*

	N	Minimum	Maximum	Mean	Std. Deviation
1) I feel that I am a part of the company.	439	1	5	3,50	1,260
2) The company that I am working on makes me believe that I belong to this company	439	1	5	3,59	1,219
3) In my business, feel like alienated	439	1	5	3,81	1,045
4) I do not feel like the member of business I work for	439	1	5	4,17	,663
5) I feel that I belong to the company which I work for	439	1	5	4,21	,759
6) The company which I work for making me feel that I am out of this company	439	1	5	4,01	,913
Organizational Commitment	439	1	5	3,35	0,88

In table 17, the result of the Kolmogorov- Smirnov Test of organizational commitment exist. When the results of the Kolmogorov Smirnov test about Organizational Commitment are analyzed, it is seen that it confirms the normal distribution hypothesis. In this case, T-test and ANOVA will be used for testing indifferences of commitment scales between demographic characteristics and working status.

**Table 17.***The Result Of Kolmogorov- Smirnov Test Of Organizational Commitment*

Scale/Dimension	A.O.	S.H.	Normal "Z"	Distribution	Sig.
Organizational Commitment	3,35	0,88	,872		,420

Table 18 shows the perception of organizational commitment according to demographic characteristics. When the relationship between organizational commitment and demographic characteristics is analyzed, the statically significant relationship between perception of organizational commitment and participants' gender, age, educational status and marital status was not found ( $p>0,05$ ). Bankers' perception of organizational commitment does not differ depending on their age, gender, educational status, marital status.

**Table 18.**

*Perception of Organizational Commitment According to Demographic Characteristic*

	<b>Organizational Commitment</b>		
	<b>Mean</b>	<b>t</b>	<b>p</b>
<b>Gender</b>			
Female	3,35	1,646	0,101
Male	3,50		
<b>Age</b>	<b>Mean</b>	<b>F</b>	<b>p</b>
20-29	3,52	0,734	0,532
30-39	3,35		
40-49	3,49		
50 and over	3,37		
<b>Educational Status</b>	<b>Mean</b>	<b>F</b>	<b>p</b>
Associated Degree	3,30	2,334	0,098
Bachelor's Degree	3,49		
Graduated	3,37		
<b>Marital Status</b>	<b>Mean</b>	<b>t</b>	<b>p</b>
Single	3,39	0,724	0,470
Married	3,45		

Table 19 indicates the perception of organizational commitment according to employment status. When relationship between the perception of organizational commitment and bankers' employment status is analyzed, it is observed that while the significant relationship between experience year in banking sector and perception of organizational commitment was found ( $p<0,05$ ); The significant relationship between region of bank and perception of the organizational commitment was not found ( $p>0,05$ ). Bankers' experience year affects their perception of organizational commitment. In



order to see which years cause differences, Tukey Post Hoc test was used. According to test results, employees who have been working in the banking sector for 6 years and over have more perception of the organizational commitment than employees who have been working for 5 years and less. Also, bankers' perception of organizational commitment does not differ from Turkey to TRNC.

**Table 19.**

*Perception of Organizational Commitment According to Employment Status*

<b>Experiences in the Banking Sector</b>	<b>Organizational Commitment</b>		
	<b>Mean</b>	<b>F</b>	<b>p</b>
Less than 1 year	3,14		
1-5 year	3,16		
6-10 year	3,57	4,234	<b>0,006</b>
11-15 year	3,60		
16 years and over	3,62		
<b>Region of Bank</b>	<b>Mean</b>	<b>t</b>	<b>p</b>
Turkey	3,44	0,508	0,612
TRNC	3,36		

#### **7.4. Findings Related to Job Satisfaction**

Table 20 indicates the descriptive statistics related to job satisfaction. When the mean values related to job satisfaction is analyzed, it is seen that all means are above 3. This shows that bank employees give an answer "Agree" to the questions about perception of job satisfaction. Total score mean of bank employees' perception of job satisfaction is 3.20 for intrinsic, 3.30 for extrinsic, and 3.24 for general satisfaction. The fact that the mean score is above 3 shows that bank employees' perception of satisfaction is positive.

**Table 20.***Descriptive Statistics related to Job Satisfaction*

	N	Minimum	Maximum	Mean	Std. Deviation
1. To provide me the occupation	439	1	5	3,87	1,025
2. In terms of having the opportunity to work single-handed	439	1	5	3,46	1,024
3. In terms of having a chance to do different activities sometimes	439	1	5	3,39	1,083
4. To give me the chance to be worthy in society	439	1	5	3,61	1,067
5. In terms of my chief's administration manner.	439	1	5	3,50	1,260
6. For my chief's decision-making ability.	439	1	5	3,60	1,216
7. In terms of having a chance to do actions which are not unconscionable.	439	1	5	3,81	1,045
8. In terms of providing me with job assurance	439	1	5	4,16	,659
9. In terms of having an opportunity to do something for someone else	439	1	5	4,22	,756
10. In terms of having the chance to tell people what they do.	439	1	5	4,01	,913
11. In terms of having the chance to do something which I success by using my own abilities.	439	1	5	3,97	1,088
12. In terms of putting decisions related to job into effect	439	1	5	3,95	,814
13. In terms of price which I get for my turnover	439	1	5	3,11	1,320
14. In terms of having the promotion opportunity	439	1	5	3,39	1,284

15. In terms of having the independence of decision.	439	1	5	3,62	1,009
16. In terms of providing me the chance to use my own method	439	1	5	3,96	,800
17. In terms of working conditions.	439	1	5	3,33	1,229
18. In terms of the fact that my colleagues get on with each other	439	1	5	3,32	1,117
19. In terms of being appreciated for my good job.	439	1	5	3,80	,976
20. For the sense of achievement at the end of my job.	439	1	5	4,13	,756
Intrinsic Satisfaction	439	1	5	3,20	0,98
Extrinsic Satisfaction	439	1	5	3,30	0,82
General Satisfaction	439	1	5	3,24	0,87

In table 21, there are the results of the Kolmogorov –Smirnov test related to job satisfaction. When the results of the Kolmogorov –Smirnov test related to job satisfaction is examined, intrinsic satisfaction, extrinsic satisfaction, and general satisfaction sub-dimensions confirm the normal distribution hypothesis ( $p>0,05$ ). In this situation, the T-test and ANOVA test will be used to test indifferences between sub-dimensions of extrinsic, intrinsic and general satisfaction.

**Table 21.**

*Result of Kolmogorov-Smirnov Test Related to Job Satisfaction*

Scale/Dimension	A.O.	S.H.	Normal "Z"	Distribution	Sig.
Intrinsic Satisfaction	3,20	0,98	,712		<b>,408</b>
Extrinsic Satisfaction	3,30	0,82	,828		<b>,325</b>
General Satisfaction	3,24	0,87	,935		<b>,284</b>

Table 22 indicates the perception of job satisfaction according to demographic characteristics. When the relationship between perception of job satisfaction and demographic characteristics were analyzed, the statically significant relationship between participants' gender, age, educational status and marital status and their perception of intrinsic satisfaction, extrinsic satisfaction, general satisfaction was not found ( $p>0,05$ ). Banker's perceptions of extrinsic, intrinsic and general satisfaction do not differ depending on their age, gender, educational status and marital status.

**Table 22.**

*Perception of Job Satisfaction According to Demographic Characteristics*

	<b>Intrinsic Satisfaction</b>	<b>Extrinsic Satisfaction</b>	<b>General Satisfaction</b>
<b>Gender</b>			
Female	3,30	3,09	3,21
Male	3,38	3,20	3,32
T	1,380	1,589	1,536
P	0,168	0,113	0,125
<b>Age</b>			
20-29	3,36	3,20	3,34
30-39	3,30	3,12	3,17
40-49	3,38	3,19	3,33
50 and üzeri	3,36	3,09	3,28
F	1,109	0,313	0,616
P	0,345	0,816	0,605
<b>Educational Status</b>			
Associate's Degree	3,30	3,04	3,19
Bachelor's Degree	3,39	3,20	3,32
Master's Degree	3,28	3,11	3,22
F	2,339	1,083	1,900
P	0,098	0,340	0,151
<b>Marital Status</b>			
Single	3,35	3,13	3,25
Married	3,34	3,16	3,28
T	0,514	0,252	0,195
P	0,607	0,801	0,845

Table 23 shows the perception of job satisfaction according to employment status. When relationship between job satisfaction and bankers employment status is analyzed, it is observed that while the significant relationship between bankers' employment status and their perceptions of extrinsic and

intrinsic and general satisfaction is found ( $p < 0,05$ ); The statically significant relationship between region of bank and perceptions of extrinsic, intrinsic and general satisfaction is not found ( $p > 0,05$ ). Bankers' experience in the banking sector influences extrinsic satisfaction, intrinsic and general satisfaction. In order to see which years' cause differences, Tukey test was used from among post hoc tests. According to test results, employees who have been working for 5 years and less have less intrinsic, extrinsic, general satisfaction than employees who have been working for 6 years and more. Employees' perception of intrinsic, extrinsic and general satisfaction do not differ between in Turkey and TRNC.

**Table 23.**

*Perception of Job Satisfaction According to Employment Status*

	<b>Intrinsic Satisfaction</b>	<b>Extrinsic Satisfaction</b>	<b>General satisfaction</b>
<b>Experience in the Banking Sector</b>			
Less than 1 year	3,44	3,44	3,48
1-5 year	3,45	3,43	3,49
6-10 year	3,90	3,71	3,77
11-15 year	3,79	3,55	3,69
16 years and over	3,83	3,55	3,67
F	4,036	2,208	3,465
P	0,008	0,007	0,016
<b>Region of Bank</b>			
Turkey	3,78	3,62	3,71
TRNC	3,73	3,54	3,65
T	0,573	0,784	0,693
P	0,567	0,434	0,489

### 7.5. Findings Related to Organizational Democracy

In Table 24, there are descriptive statistics related to organizational democracy. When findings related to organizational democracy is examined, the mean value of perception is found as below 3. The matters in scale are "When decisions are made at our company, everyone who will be affected by those decisions has the right to speak", administrations consider the criticisms of employees ", "I could easily criticize decisions and politics that I find wrong", "In our company, performance evaluated in accordance with the

principle of transparency", "My company support employees' development by getting training". This indicates that everyone does not have the right to speak, the decision which is considered as is not criticized, performance evaluation is not transparent and training are not supported. Mean value of the total score of the bank employee's perceptions of organizational democracy is 3.28 for criticism, 3,63 for transparency, 3.34 for fairness, 3.21 for equality and 3.54 for accountability. The fact that mean is above 3 shows that bank employees' perception of organizational democracy is high.

**Table 24.**

*Descriptive Statistics Related to Organizational Democracy*

	N	Minimum	Maximum	Mean	Std. Error
1. Managers encourage me to participate in organizational decisions	439	1	5	3,45	1,248
2. Majority's opinions are considered while institutional decision	439	1	5	3,00	1,338
3. Everyone has a right to speak while making the decision.	439	1	5	2,65	1,308
4. Managers respect the decision of the do not like.	439	1	5	3,53	1,299
5. I could easily criticize the decisions and wrong.	439	1	5	2,82	1,248
6. Management encourages employees to criticize.	439	1	5	3,42	1,304
7. Management considers employees' criticism	439	1	5	2,62	1,232
8. It is acceptable to criticize management	439	1	5	3,23	1,128

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9. In a meeting, everyone could express his/her opinions	439	1	5	3,11	1,260
10. Managers organize the informative meeting about important development	439	1	5	3,28	1,114
11. There are two way and open communication in my company	439	1	5	3,36	1,099
12. In my company, the performance evaluated in accordance with the principle of transparency"	439	1	5	3,07	1,110
13. My company support employees' development by getting training'	439	1	5	2,99	1,163
14. In my company, there is a fair reward system.	439	1	5	2,84	1,159
15. Employees' price and other income are determined by considering their contribution	439	1	5	3,39	1,286
16. Qualification is considered in work distribution.	439	1	5	3,61	1,007
17. In our company, the evaluation criteria are standardized.	439	1	5	3,39	,809
18. Inferiors' opinions are important while determining superiors' success level.	439	1	5	3,32	1,226

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19. There is no gender discrimination in our company.	439	1	5	3,33	1,113
20. In recruiting personnel, their political ideas and worldviews are effective.	439	1	5	3,79	,979
21. Instead of subjects, the ideas are considered in meetings	439	1	5	4,12	,794
22. There is discrimination among employees.	439	1	5	3,21	1,344
23. There is no any discrimination on employees' language, beliefs.	439	1	5	3,35	1,051
24. I think that my company is democratic	439	1	5	3,12	1,134
25. In my company, policies and procedures could be criticized by employees.	439	1	5	4,01	,912
26. In my company, every employee in every level of the company could be called to account.	439	1	5	3,98	1,078
27. In my company, accountability is developed.	439	1	5	3,92	,829
28. The culture of accountability has developed in my institution.	439	1	5	3,10..	1,31810
Criticism	439	1	5	3,28	0,85
Transparency	439	1	5	3,63	0,92
Fairness	439	1	5	3,34	0,84
Equality	439	1	5	3,21	0,76
Accountability	439	1	5	3,54	0,92



In Table 25, there are results of the Kolmogorov-Smirnov test for organizational democracy. When Kolmogorov-Smirnov test related to organizational democracy scale is analyzed, it is seen that criticism, fairness, equality, transparency and accountability sub-dimensions confirm the normal distribution hypothesis ( $p>0,05$ ). In this case, the ANOVA test and T-test will be used to test indifference between employees' criticism, transparency, fairness, equality, accountability and their demographic characteristics and employment status.

**Table 25.**

*Results of Kolmogorov-Smirnov Test for Organizational Democracy*

<b>Scale/Dimensions</b>	<b>A.O.</b>	<b>S.H.</b>	<b>Normal "Z"</b>	<b>Distribution</b>	<b>Sig.</b>
Criticism	3,28	0,85	0,620		<b>0,782</b>
Transparency	3,63	0,92	0,724		<b>0,391</b>
Fairness	3,34	0,84	0,836		<b>0,312</b>
Equality	3,21	0,76	0,751		<b>0,358</b>
Accountability	3,54	0,92	0,962		<b>0,251</b>
Organizational Democracy (OD)	3,40	0,85	0,941		<b>0,363</b>

In table 26, the perception of organizational democracy according to demographic characteristics exists. When the relationship between perception of organizational democracy and demographic characteristics is analyzed, the statically significant relationship between employees' gender, age, educational status, marital status and their perceptions of criticism, transparency, fairness, equality, accountability and organizational democracy is not found ( $p>0,05$ ). Bankers' criticism, transparency, fairness, equality, accountability and their perceptions of organizational democracy do not differ from depending on their gender, age, educational status, and marital status.

**Table 26.***Perception of Organizational Democracy According to Demographic Characteristics*

	Criticism	Transparency	Fairness	Equality	Accountability	OD
<b>Gender</b>						
Female	2,37	2,50	3,23	3,23	3,36	3,36
Male	2,53	2,54	3,22	3,25	3,44	3,44
t	0,592	0,094	0,396	0,351	1,396	1,291
p	0,555	0,925	0,692	0,726	0,163	0,251
<b>Age</b>						
20-29	2,68	2,56	3,26	3,38	3,42	3,06
30-39	2,38	2,48	3,19	3,23	3,38	2,93
40-49	2,50	2,56	3,29	3,25	3,46	3,01
50 and over	2,35	2,49	3,12	3,15	3,31	2,88
F	0,881	0,504	0,451	1,088	0,864	1,098
p	0,451	0,680	0,717	0,354	0,460	0,341
<b>Educational Status</b>						
Associate's Degree	2,26	2,39	3,18	3,20	3,30	2,87
Bachelor's Degree	2,49	2,58	3,27	3,31	3,44	3,02
Master's Degree	2,50	2,47	3,16	3,11	3,39	2,93
F	1,142	2,444	0,667	1,708	0,554	0,951
p	0,320	0,088	0,514	0,183	0,575	0,412
<b>Marital Status</b>						
Single	2,34	2,47	3,19	3,21	3,39	2,92
Married	2,51	2,55	3,24	3,26	3,41	2,99
t	1,281	0,828	0,576	0,032	0,111	0,921
p	0,201	0,408	0,565	0,974	0,912	0,395

In Table 27, there is the perception of organizational democracy according to employment status. When the relationship between perceptions of organizational democracy and bankers' employment status is examined, the significant relationship between bankers' criticism, transparency, fairness, equality, accountability, and perception of organizational democracy and their experiences years and region of the bank is not found ( $p > 0,05$ ). Bankers' working year in the banking sector has no effect on their perception of criticism, transparency, fairness, equality, and accountability. Also, Bankers' perceptions of criticism, transparency, fairness, equality, accountability, organizational democracy do not differ between Turkey and TRNC.

**Table 27.***Organizational Democracy Perception According To Employment Status*

	Criticism	Transparency	Justice	Equality	accountability	OD
<b>Experience in the Banking Sector</b>						
Less than 1 year	2,28	2,42	3,08	3,14	3,30	2,84
1-5 year	2,53	2,55	3,29	3,32	3,47	3,03
6-10 year	2,37	2,43	3,16	3,16	3,34	2,89
11-15 year	2,52	2,68	3,30	3,26	3,44	3,04
16 years and over	2,45	2,52	3,23	3,24	3,40	2,97
F	0,704	1,315	1,745	1,243	0,675	1,120
P	0,550	0,269	0,157	0,294	0,567	0,305
<b>Region of Bank</b>						
Turkey	2,48	2,54	3,24	3,25	3,43	2,99
TRNC	2,31	2,44	3,15	3,18	3,28	2,87
T	0,646	0,830	0,860	0,877	1,292	1,310
P	0,518	0,407	0,390	0,381	0,197	0,182

### 7.6. The Effect of Organizational Democracy and Organizational Commitment on Job Satisfaction

In this part of the paper, the effect of organizational democracy and organizational commitment on job satisfaction will be studied. Within this scope, three models which are the three dimensions of job satisfaction were set and analyzed. These models are internal satisfaction, external satisfaction, and general satisfaction.

In table 28, there are the results of the regression analysis related to the effect of organizational commitment and organizational democracy on intrinsic satisfaction.

The effect of organizational democracy and organizational commitment on intrinsic satisfaction was examined and it is determined that criticism, transparency and equality subdimensions in organizational democracy scale

and organizational commitment perception influence intrinsic satisfaction ( $F:302,797-p=000<0,05$ ). Transparency, criticism, equality, and organizational commitment perception affect the perception of intrinsic satisfaction positively. As bankers' transparency, equality and organizational commitment perception increase, their perception of intrinsic satisfaction also increases.  $R^2 0,962$  is found; thus, Organizational democracy and organizational belonging explain the intrinsic satisfaction of 96.2%.

**Table 28.**

*The Effect of Organizational Democracy and Organizational Commitment on Intrinsic Satisfaction (Regression analysis)*

		Relationship	Std error	t	p
<b>Organizational Democracy</b>	Criticism	-0,064	0,032	2,000	<b>0,046</b>
	Transparancy	0,121	0,041	2,950	<b>0,003</b>
	Fairness	0,081	0,052	1,391	0,165
	Equality	0,123	0,047	2,605	<b>0,010</b>
	Accountability	-0,005	0,088	0,053	0,958
	OD	0,024	0,054	1,251	0,195
<b>Organizational Commitment</b>		1,646	0,032	5,030	<b>0,000</b>
<b>R<sup>2</sup>: 0,962</b>					
<b>F: 302,797</b>					
<b>p=000&lt;0,05</b>					

Table 29 indicates the results of the regression analysis related to the effect of organizational democracy and organizational commitment on extrinsic satisfaction. The effect of organizational democracy and organizational commitment on extrinsic satisfaction was examined and it is determined that transparency, fairness, and accountability subdimensions of organizational democracy scale and perception of organizational commitment affect extrinsic satisfaction ( $F:119,750-p=000<0,05$ ). Transparency, fairness, accountability, and perception of organizational commitment affect extrinsic job satisfaction positively. As bankers' transparency, fairness, accountability and perceptions of organizational commitment increase, their extrinsic satisfaction also increases.  $R^2 0,817$  is found; thus, Organizational democracy and organizational belonging explain the extrinsic satisfaction of 81.7%.

**Table 29.**

*The Effect of Organizational Democracy and Organizational Commitment on Extrinsic Satisfaction (Regresyon analysis)*

		<b>Relationship</b>	<b>Std Error</b>	<b>t</b>	<b>p</b>
<b>Organizational Democracy</b>	Criticism	0,031	0,050	0,620	0,536
	Transparancy	0,129	0,065	1,985	<b>0,048</b>
	Fairness	0,450	0,092	4,893	<b>0,000</b>
	Equality	0,077	0,075	1,129	0,304
	Accountability	0,388	0,139	2,790	<b>0,006</b>
	OD	0,214	0,052	1,021	0,451
<b>Organizational Commitment</b>		0,807	0,050	6,138	<b>0,000</b>
<b>R<sup>2</sup>: 0,817</b>					
<b>F:119,750</b>					
<b>p=000&lt;0,05</b>					

Table 30 shows the results of regression analysis related to the effect of organizational democracy and organizational commitment to general satisfaction. The effect of organizational democracy and organizational commitment was analyzed and it is found that fairness subdimension in organizational democracy scale and perception of organizational commitment affect general satisfaction (F:234,524-p=000<0,05). Fairness and organizational commitment perception affect general satisfaction positively. As bankers' perception of fairness and organizational commitment increase, their perception of general job satisfaction also increases. R<sup>2</sup>0,928 is found; thus, organizational democracy and organizational belonging explain the overall satisfaction of 92.8%.

**Table 30.**

*The Effect of Organizational Democracy and Organizational Commitment on General Satisfaction (regression analysis)*

		Relationship	Std Error	t	p
<b>Organizational Democracy</b>	Criticism	0,033	0,073	0,448	0,654
	Transparancy	0,008	0,094	0,083	0,934
	Fairness	0,531	0,132	4,013	<b>0,000</b>
	Equality	0,046	0,108	0,429	0,668
	Accountability	0,383	0,200	1,917	0,056
	OD	0,254	0,121	0,524	0,561
		2,456	0,072	8,093	<b>0,000</b>
<b>Organizational Democracy R<sup>2</sup>:</b>					
0,928					
<b>F: 234,524</b>					
<b>p=000&lt;0,05</b>					

### **7.7. The Effect of Organizational Democracy and Organizational Commitment on Organizational Citizenship Behavior**

In this part of the paper, the effect of organizational democracy and organizational commitment on organizational citizenship behavior is viewed. Table 31 shows the results of regression analysis related to the effect of organizational democracy and organizational commitment on organizational citizenship behavior. The effect of organizational democracy and organizational citizenship behavior was examined. It is understood that equality subdimension of organizational democracy scale and perception of organizational commitment influence organizational citizenship behavior (F:46,186-p=000<0,05). Equality and organizational commitment perception affect the perception of organizational citizenship behavior positively. As bankers' perception of equality and organizational commitment increase, the perception of organizational citizenship behavior also increases. R<sup>2</sup> 0,64,6 is found, thus explains 64.6% on organizational democracy and organizational citizenship behavior of organizational belonging.

**Table 31.**

*The Effect of Organizational Democracy and Organizational Commitment on Organizational Citizenship Behavior (Regression analysis)*

		Relationship	Std Error	t	p
<b>Organizational Democracy</b>	Criticism	-0,297	0,188	1,579	0,115
	Transparancy	0,200	0,244	0,820	0,413
	Fairness	0,565	0,350	1,615	0,107
	Equality	1,071	0,283	3,783	<b>0,000</b>
	Accountability	0,534	0,527	1,013	0,312
	OD	0,654	0,321	1,215	0,123
<b>Organizational Democracy R<sup>2</sup>:</b>		1,331	0,203	6,566	<b>0,000</b>
<b>0,646</b>					
<b>F:46,186</b>					
<b>p=000&lt;0,05</b>					

### **7.8. Relation Between Job Satisfaction and Organizational Citizenship Behavior**

In table 32, the relation between job satisfaction and organizational citizenship behavior is observed. When the relationship between job satisfaction and organizational citizenship behavior is examined, the significant relationship is found between the perceptions of intrinsic satisfaction, extrinsic satisfaction and general satisfaction ( $p < 0,05$ ). There is a positive relationship between bankers' perception of job satisfaction and organizational citizenship behavior. Bankers' perception of job satisfaction and organizational citizenship behavior support each other.  $R^2 0,64,6$  is found, thus explains 64.6% on organizational democracy and organizational citizenship behavior of organizational belonging.

**Table 32.**

*Relation Between Job Satisfaction And Organizational Citizenship Behavior*

		Intrinsic Satisfaction	Extrinsic Satisfaction	General Satisfaction
Organizational Citizenship Behavior	r	,566**	,547**	,579**
	p	,000	,000	,000
	n	392	392	392

## 7.9. Control of Hypothesis

In table 33, there are test results related to the hypothesis. In the table, there are 4 parts titled as explanations of a hypothesis, analyze to use to tests a hypothesis, test results, and interpretations

**Table 33.**

### *Control of Hypothesis*

<b>Hypothesis</b>	<b>Result</b>	<b>Interpretation</b>
H <sub>1</sub> : There is the significant relationship between job satisfaction and organizational citizenship behavior.	Accepted	At the end of correlation analysis, it is founded that two variable affect significantly each other including all subdimensions in a positive way.
H <sub>2</sub> : Organizational democracy affects the relationship between job satisfaction and organizational citizenship behavior	Accepted	In the relation between job satisfaction and organizational citizenship behavior, fairness sub-dimension of organizational democracy influences general satisfaction. Equality sub-dimension of organizational democracy influences organizational citizenship behavior.
H <sub>3</sub> : organizational commitment affects job satisfaction and organizational citizenship behavior	Accepted	In the relationship between job satisfaction and organizational citizenship behavior, organizational commitment has statically significant and positive effect on both job satisfaction and organizational citizenship behavior.
H <sub>4</sub> : Organizational democracy perception affects job satisfaction	Partially Accepted	Transparency, criticism and equality subdimensions of organizational democracy affect intrinsic satisfaction. Transparency fairness and accountability sub- dimensions affect extrinsic satisfaction. Fairness sub- dimension affects general satisfaction.
H <sub>5</sub> : Organizational commitment perceptions affect perception of job	Accepted	Perception of organizational commitment influences the level of intrinsic satisfaction, extrinsic satisfaction, and general



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satisfaction. H <sub>6</sub> : Perceptions of organizational democracy affects perceptions of organizational citizenship behavior.	Partially Accepted	satisfaction. Equality subdimension of organizational democracy affects organizational citizenship behavior.
H <sub>7</sub> : Perception of organizational commitment affects organizational citizenship	Accepted	Perception of organizational commitment affects organizational citizenship behavior.

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## DISCUSSION

The impact of organizational democracy and organizational belonging on organizational citizenship behavior is examined and it has been determined that the equality sub-dimension of organizational democracy and the perception of organizational belonging affect organizational citizenship behavior. The hypothesis has been partially accepted. Perceptions of equality and organizational belonging positively affect the perception of organizational citizenship behavior. Bankers' perception of organizational citizenship behavior increases as their perception of equality and organizational belonging increases. When the relationship between job satisfaction and organizational citizenship behavior is examined, there is a statistically significant relationship between organizational citizenship behavior and perceptions of internal satisfaction, external satisfaction and general satisfaction. There is a positive relationship between the perceptions of job satisfaction and organizational citizenship behavior of bankers. Bank employees' perceptions of job satisfaction and organizational citizenship behavior support each other. Şahin (2011) stated that there are many factors that affect the emotions of employees' job satisfaction. It was stated that especially the positive attitude of the employees in the organization and the feeling of belonging to the organization affect the feelings of job satisfaction positively. Budak (2006) stated that the feedbacks of the organization as a result of the organizational activities and performances of the employees is effective on the employees. It has been stated that democratic approaches affect employee satisfaction in a positive way, especially in evaluations regarding employee performance. Mohammed et al. (2009) stated that the activities of organizations such as rewarding and performance evaluation are significant in the success of their employees. It has been stated that the adoption of democratic approaches, especially in rewarding employees, positively affects employee satisfaction.

## CONCLUSIONS AND RECOMMENDATIONS

This research was conducted to present bankers' perception of organizational citizenship behavior, job satisfaction, commitment, and democracy. Bankers who working in Turkish and TRNC banking sector participate in this research. In the research, it observed whether the banker's perception of organizational citizenship behavior, job satisfaction, belonging and democracy differ depending on their demographic characteristics and working conditions. Also, within the main hypothesis, the effect of commitment and democracy perception on organizational citizenship behavior and job satisfaction is analyzed.

52,8% of the bankers participating in the research is male and their 47.2% is female. Participants' 38,7% were between 40 and 49 years old and their 32,8% were between 30 and 39 years old and their 38,7% were 50 and over and their 11,4% were between 20 and 29 years old. 58.5% of them are undergraduate and their 24.6% have bachelor's degree and their 16.9% have an associate degree. Their 67% are married and their 33% are single. 39% of the bankers participating in the survey have been working for 6-10 years, their 30,5% is for 11-15 years, their 19,1% is for 16 years and over, their 7,3% for 1-5 years and 4,1% has been working in the banking sector for less than a year. Bankers' 73,6% have been working in a private bank in Turkey and 26,4% of them in TRNC.

When the relation between organizational citizenship behavior and demographic characteristics and employment status was analyzed, the statically significant relationship between organizational citizenship behavior and employees' gender, age, educational status, marital status was not found. Banker's organizational citizenship behavior perception does not differ depending on gender, age, educational level, and marital status. How many year bankers work in the banking sector does not affect organizational citizenship behavior perception. Besides, there are no differences between banker in Turkey and in TRNC in terms of their organizational citizenship behavior perception. When the relationship between commitment perception and demographic characteristics is analyzed, it is seen that there is no

significant relationship between organizational commitment perception and bankers' gender, age, educational status, and marital status. Bankers' organizational commitment does not differ depending on their gender, age, educational status, and marital status.

When the relation between organizational commitment perception and bankers' employment status is analyzed, it is not found the significant relationship between the region of the bank and organizational commitment perception, while it is found the significant relationship between organizational commitment perception and experience duration in the banking sector. Bankers' experience in the banking sector affects their organizational commitment perception. Bankers who have been working for 6 years and over have more organizational commitment perception than bankers who have been working for 5 years and less. As employees' experience in the banking sector increases, their commitment to the organization also increases. Individuals working in the same sector for many years feel that they belong in the organization. When the relationship between demographic characteristics and job satisfaction is analyzed, the significant relationship is not observed between bankers' gender, age, educational status and marital status and their intrinsic, extrinsic and general satisfaction. Bankers' perception of intrinsic satisfaction, extrinsic satisfaction and general satisfaction do not differ depending on their gender, age, educational status and marital status.

When relationship between job satisfaction and bankers' employment status is analyzed, it is seen that while there is significant relationship between experience duration in banking sector and bankers' perception of intrinsic satisfaction, extrinsic satisfaction and general satisfaction; there is no significant relationship between bank region and bankers' perception intrinsic satisfaction, extrinsic satisfaction and general satisfaction. Bankers working years in banking sector affect the perception of intrinsic satisfaction, extrinsic satisfaction, and general satisfaction. Intrinsic satisfaction, extrinsic satisfaction and general satisfaction of employees who have been working for 6 years and over are higher than employees who have been working for 5 years and less. The sense of satisfaction of individuals who work in the

banking sector for many years is higher. When the relationship between organizational democracy perception and demographic and working characteristics is analyzed, a significant relationship is not found between employees' perception of criticism, transparency, fairness, equality, and accountability and their gender, age, educational status and marital status. Bankers' perceptions of criticism, transparency, fairness, equality and accountability do not differ depending on their gender, age, educational status, marital status. The significant relationship between experience duration in the banking sector and bankers' criticism, transparency, fairness, equality and accountability perceptions is not found. Bankers' experience duration in the banking sector does not affect their criticism, transparency, fairness, equality and accountability. Also, there are no differences between bankers in Turkey and bankers in TRNC, in terms of criticism, transparency, fairness, equality, accountability.

The effect of organizational democracy and commitment to intrinsic satisfaction was analyzed and it is understood that criticism, transparency and equality subdimensions in the scale of organizational democracy and organizational commitment affect intrinsic satisfaction. The hypothesis is partially accepted. Perception of transparency, equality, and organizational commitment affect the perception of intrinsic satisfaction positively. As bankers' transparency, equality and organizational commitment increase, their intrinsic satisfaction also increase. The effect of organizational democracy and organizational commitment on extrinsic satisfaction was analyzed and it was found that transparency, fairness and accountability subdimensions in organizational democracy scale and organizational commitment perception affect extrinsic satisfaction. Transparency, fairness, accountability and organizational commitment perceptions affect extrinsic satisfaction perception positively. As bankers' transparency, fairness, accountability and organizational commitment perception increase, extrinsic satisfaction perception also increases. The effect of organizational democracy and organizational commitment on general satisfaction was examined and it is observed that sub-dimension of fairness in organizational demography scale and organizational commitment perception influence general satisfaction. Justice

and perception of organizational commitment affect the perception of general satisfaction positively. As bankers' perception of organizational commitment and justice increase, their general satisfaction also increases. When the effect of organizational democracy and organizational commitment to organizational citizenship behavior is analyzed, it is observed that equality sub-dimension in organizational democracy scale and organizational commitment dimension influence organizational citizenship behavior.

The hypothesis was partially accepted. Equality and organizational commitment perception affect organizational citizenship behavior perception positively. As bankers' equality and organizational commitment perception increase, their perception of organizational citizenship behavior also increases. When the relation between job satisfaction and organizational citizenship behavior was examined, it is recognized that there is a significant relationship between organizational citizenship behavior and bankers' intrinsic, extrinsic and general satisfaction perception. There is the positive relationship between bankers' perception of job satisfaction and organizational citizenship behavior. Bankers' perception of job satisfaction and organizational citizenship behavior perception support each other.

As a result of the research, it is recognized that bank employees' perception of organizational democracy and commitment affect their perception of job satisfaction and organizational citizenship behavior. It is also found that there is a relationship between organizational citizenship behavior and perception of job satisfaction. High organizational demography and perception of organizational commitment affect employees' organizational citizenship behavior and their perception of job satisfaction positively.

### **8.1. Recommendations**

Recommendations related to finding are as below:

- In-service training and seminars could be organized in order to develop bank employees' perception of organizational behavior positively.

- Issues such as job security, performance evaluation, rotation, career planning and promotion should be given importance to increase bank employees' organizational commitment.
- It is important to have the same attitudes to all employees in the same level to support bank employees' perceptions of demography
- Rewarding employees sufficiently and as they deserve will affect their job satisfaction perception positively.
- To provide organizational demography in the job environment, it is necessary not to make favoritism.
- To increase the employer's perception of satisfaction, two points are important: 1-) Developing the human resources policy which meets the employers' needs 2-) The employees' problems should be tackled in the solution-based way.
- For enhancing the perception of organizational democracy in the bank, employees should participate in the decisions.
- Activities which can provide unity and solidarity could be organized to both enhance employees' perception of satisfaction and to reinforced positively their perception of commitment by ensuring that they are in communication with each other.
- In the company, communication with all employees should be clear
- Employees should be informed about possible or existing changes and innovations adequately. Also, employees' opinions should be asked about these innovations and changes.
- Administrators should generate ideas and put them into practice to improve the quality of working life. Especially, at this point, issues such as good working conditions, satisfactory pay levels, security and social rights in the workplace could be worked on.
- To encourage employees about organizational citizenship behaviors and to prevent them from negative attitudes towards the organization and working life, human resources management could develop employee oriented policy.
- In the company, managers could create the culture based on information sharing. In the company, for information sharing, a system

could be set up. Through the instrument of this system, employees can reach the information they want. This affect employees' perception of organizational citizenship behavior positively.

- An administration should adopt fairness as a principle. It is important to have the solution based, impartial and fair approach towards the employees when they have conflict.
- To make new employees adapt, it could be used the adaptation strategies between former employees and a new hire. Training programs and social activities could be organized within this scope.

### **8.2. Recommendations for future research are as below:**

- This research was conducted in the only banking sector. In future research, a comparative analysis could be made by searching perceptions of employees from different sectors.
- This research was carried out in banks in Turkey and TRNC. In future research, perceptions differences could be measured by conducting a questionnaire to employees in the bank located abroad. Thus, the attitudes and behaviors of individuals coming from different cultures could be compared and gauged.
- In this research, data were collected via questionnaire and quantitative data analysis techniques were used. For future research, qualitative data analysis techniques could also be used by interviewing bank managers.
- Experimental studies could be conducted about enhancing organizational democracy in banks. It could be observed and gauged how employees' perception of commitment, satisfaction, and organizational citizenship behavior differ from democratic organization to less democratic organization.
- To determine the effect of organizational behavior on company success, issues such as employees' performances, company productivity, activity could be added to research.



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## RESUME

I was born on December 11, 1985 in Erzincan. I completed my primary education at Ziya Gökalp Primary School. I completed my high school education at Kazım Karabekir High School. In 2010, I graduated from Eskişehir Anadolu University, Faculty of Business Administration. In 2014, I graduated from the management and organization department of Ahmet Yesevi University. I worked as a manager in the call center sector for five years and as a portfolio manager in the banking sector for one year. In 2016, I started my PhD studies at Near East University.

## PLAGIARISM REPORT

THE INFLUENCE OF ORGANIZATIONAL DEMOCRACY AND ORGANIZATIONAL BELOGINGNESS ON THE JOB SATISFACTION AND ORGANIZATIONAL CITIZENSHIP BEHAVIOUR RELATIONSHIP: A STUDY OF THE BANKING SECTOR - ÖZHAN TOKAY

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## ETHICS COMMITTEE APPROVAL



### SCIENTIFIC RESEARCH ETHICS COMMITTEE

10.01.2020

Mr. Özhan Tokay,

Your question about your study named "**The Influence of Organizational Democracy and Organizational Belongingness on The Job Satisfaction and Organizational Citizenship Behaviour Relationship: A Study of The Banking Sector**" has been evaluated. No ethics committee permit is required as your work took place before SREC becomes active.

Assoc. Prof. Dr. Direnç Kanol

Reporter of SREC

*Direnç Kanol*