



NEAR EAST UNIVERSITY
GRADUATE SCHOOL OF SOCIAL SCIENCES
BUSINESS ADMINISTRATION PROGRAMME

**MEDIATION EFFECT OF ORGANIZATIONAL CULTURE IN
THE RELATION BETWEEN ORGANIZATIONAL JUSTICE
AND INTERORGANIZATIONAL CITIZENSHIP BEHAVIOR:
A FIELD STUDY IN HEALTH SECTOR**

ARZU TÜRKMEN

PhD THESIS

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2020

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NICOSIA
2020

ACCEPTANCE/APPROVAL

This study titled "Mediation Effect of Organizational Culture in the Relation between Organizational Justice and Interorganizational Citizenship Behavior: A Field Study in Health Sector" prepared by Arzu TÜRKMEN OLKAÇ" was considered as successful as a result of the defense examination conducted on the date of 16/12/2020 and accepted as Doctoral Thesis by our Jury.

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“One man's justice is another's injustice; one man's beauty another's ugliness; one man's wisdom another's folly”.

Ralph Waldo Emerson

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ÖZ

ÖRGÜTSEL ADALET VE ÖRGÜTLERARASI VATANDAŞLIK DAVRANIŞI İLİŞKİSİNDE ÖRGÜT KÜLTÜRÜNÜN ARACILIK ETKİSİ: SAĞLIK SEKTÖRÜNDE BİR ALAN ÇALIŞMASI

Bu çalışmada amaç; sağlık sektörü açısından örgütsel adalet ile örgütlerarası vatandaşlık davranışı ilişkisinde örgüt kültürünün aracılık etkisinin belirlenmesidir. Çalışma T. C. Sağlık Bakanlığı Kamu Hastaneler Birliği Genel Sekreterliği'ne bağlı 3(üç) Devlet hastanesi ve ilgili buldukları 5(beş) semt polikliniğinde görevli 2156 sağlık çalışanı ile yapılmıştır. Araştırma tipi kesitsel araştırma olup, araştırma verileri anket tekniği kullanılarak toplanmıştır. Bu çalışmada kullanılan ölçme araçları “Örgütsel Adalet Algısı Ölçeği”, “Örgütsel Kültür Ölçeği” ve “Örgütlerarası Vatandaşlık Davranışı Ölçeği”dir. Veri analizinde tanımlayıcı istatistikler, güvenilirlik test istatistikleri, keşfedici faktör analizi, doğrulayıcı faktör analizi, korelasyon analizi, yapısal eşitlik modeli kullanılmıştır. Araştırma sonucunda örgütsel adaletin örgüt kültürü üzerinde pozitif ve anlamlı bir direkt etkisi olduğu, örgüt kültürünün örgütlerarası vatandaşlık davranışını pozitif ve anlamlı bir şekilde etkilediği, örgütsel adaletin örgütlerarası vatandaşlık davranışını aracı değişken modele katılmadan önce pozitif ve anlamlı bir şekilde etkilerken, aracı değişken modele eklendiğinde negatif yönde etkilediği gözlenmektedir. Ayrıca örgütsel adalet ile örgütlerarası vatandaşlık davranışı arasındaki ilişkide örgüt kültürünün anlamlı bir şekilde aracılık yaptığı, aracılık modelinde örgütsel adalet değişkeninin örgütlerarası vatandaşlık davranışı değişkeni üzerindeki direkt etkisinin pozitiften negatife yön değiştirdiği ve azaldığı tespit edilmiştir. Araştırmanın sonucunda uygulayıcılara ve araştırmacılara gelecekte yapılacak çalışmalara yönelik öneriler sunulmuştur.

Anahtar Kelimeler: Örgüt kültürü, örgütsel adalet, örgütlerarası vatandaşlık davranışı, sağlık profesyonelleri, sağlık kurumları.

ABSTRACT

MEDIATION EFFECT OF ORGANIZATIONAL CULTURE IN THE RELATION BETWEEN ORGANIZATIONAL JUSTICE AND INTERORGANIZATIONAL CITIZENSHIP BEHAVIOR: A FIELD STUDY IN HEALTH SECTOR

Purpose of this study is to determine the mediation effect of organizational culture in the relation between organizational justice and interorganizational citizenship behavior in aspect of health sector. Study is conducted with 2156 health employees employed in 3 Public hospitals (Bursa, Eskişehir, Bilecik) and 5 relevant county polyclinics under Republic of Turkey, Ministry of Health, General Secretariat of Public Hospitals Union. Research type is sectional and research data has been collected by using survey technique. Measuring means used in this study are "Organizational Justice Perception Scale", "Organizational Culture Scale" and "interorganizational Citizenship Behavior Scale". Descriptive statistics, reliability test statistics, exploratory factor analysis, confirmatory factor analysis, correlation analysis, structural equation model are used for data analysis. It is determined as a result of the research that organization justice has direct positive and significant effect on organizational culture, that organizational culture positively and significantly affects the interorganizational citizenship behavior, that organizational justice positively and significantly affects the interorganizational citizenship behavior before including mediator to variation model, that it negatively affects when the mediator is included to variation model. It is also determined that organization culture has significant mediation effect in relation between organizational justice and interorganizational citizenship behavior, that direct effect of organizational justice variation on interorganizational citizenship behavior variation has shifted from positive to negative in mediation model and has decreased. Also suggestions are presented to implementers and researchers to be reference in future studies at the conclusion section of the research.

Keywords: Organizational culture, organizational justice, interorganizational citizenship behavior, health professionals, health institutions

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ABBREVIATIONS

BEBKA	:Bursa, Eskişehir, Bilecik Development Agency
BTK	:Information Technologies and Communication Authority
CATPCA	:Categorical Principal Components Analysis
DFA	:Confirmatory Factor Analysis
KFA	:Exploratory Factor Analysis
KİT	:Public Economic Enterprise
KMO	:Kaiser- Meyer- Olkin
SPSS	:Statistical Package For the Social Science
ÖAVD	: Interorganizational Citizenship Behaviour
PA	:Performance Assessment
T.C	:Republic of Turkey
TQM	:Total Quality Management
YEM	:Structural Equation Model

INTRODUCTION

“Organizational culture” defined as corporate culture in business management literature is a concept distinguishing one organization from another organization. Organizational culture is an entirety of common actions, values and beliefs developed within the organization and guiding and orienting the behaviours of its members. No organization is identical with each other (Van Der Westhuizen et al.; 2005: 93). Organizational culture must be functional in order for organizations to be successful in the highly competitive environment of today. Organizations must also have organizational culture that they can combine the differences within the organizations and render them compatible to have competition advantage and stand against the globalization. Most effective role for the formation of organizational culture is human factor. Gains such as service, commodity, opportunity, penalty and reward, status, payment and promotion will emerge as a result of organizational activities in the cycle of organization. Costs and benefits of such gains are also shared among the persons in organization. Organization justice approach focused on the assessment of decisions and behaviours relating to the scale of equity for distributing the gains among individuals and groups is basic means for the assessment of management, directors and work of organization employees (Çağ. & Öcal, 2011: 4). Positive or negative justice perception occurred on employees directs individuals to personal behaviours. Individual behaviours serve for the realization of social and psychological environment of organization and the purposes of organization. It is not possible for organization to define all kinds of behaviours required by organization and to provide them within the work definitions. Such space in the organization may only be filled when the employees are willing to demonstrate and demonstrating said behaviours. In this aspect, organization citizenship behaviour expresses the behaviours not defined by the organization, not being obligatory and remains completely for the judgement of an individual. Organizational citizenship behaviours may be demonstrated at individual level, group level and/or organization level. Researches made suggest that there is positive relation of interorganizational citizenship behaviours demonstrated at individual level and organizational level in work satisfaction, organizational

commitment and organizational performance. As a result of the research made by Jain and Cooper (2012), it was suggested that organizational citizenship behaviour is based on the social exchange hypothesis and determined that organizational citizenship behaviour has positive relation with organization justice perceptions of employees as pioneers of organization confidence (Jain, A.K. & Cooper, C. L. 2012: 155-163). In this aspect, it is necessary to research and consider the relation of these three factors for sustainable competition advantage. When the national and international literature was reviewed, organizational culture, organizational justice and organizational citizenship concepts are popular concepts which were reviewed with different sectors and different variables and for which effects of work satisfaction and organizational performance on individual behaviour and attitude were reviewed in literature. In recent years, there is significant increase in interorganizational relations. It is obvious that these concepts shall maintain their popularity for long years. In this context, it is utmost important for organizations to approach to organizational citizenship behaviours transferring more than voluntary role behaviours demonstrated at intraorganizational individual and group levels into interorganizational relationships with wider perspective and to review them with antecedents and results. While there is limited number of researches in the production focused sector, it is observed that such researches are ignored in service focused sectors in literature relating to organizational citizenship behaviours. From this point of view, a study is initiated to review the mediation effect of organizational culture in the relation of variables organizational justice and interorganizational citizenship behaviour. This study conducted in health sector, where human relations are densely experienced, aims to fill such space in literature and to provide empirical evidence.

In this scope, introduction section of the research defines the problem of the research and contains the purpose and importance of the study as well as assumptions and definitions subjected to the study. First section of the research reviews the concept of organizational culture, second section the concept of organizational justice and third section the concept of interorganizational citizenship behaviour within the frame of literature and national and international field studies are presented. In the fourth section of

the research, model and population of research, data gathering techniques and presentation of research findings are emphasized. In the fifth and sixth sections of the research, conclusions based on findings as well as suggestions for health professionals, directors and researchers that will conduct studies in this field in future are presented by interpreting the study in frame of the literature.

Problem Status

Ruthless competition experienced intraorganizationally with the effect of globalization forces organizations to become transformational and dynamic structure. Basic element of organizations is human factor. Human factor is capable of affecting the efficiently and effectively of organization in both negative and positive aspects. On this sense, human factor is an important subject that must be emphasized on the demonstration of beneficial behaviours of the organization. In the study initiated as from this point of view, relevant field has been reviewed by considering the relations of organizational culture concept with other concepts, with which cultures it operates, results obtained, sectors at which the study was carried out, samples achieved and suggestions. In the conclusion section of the research, organizational justice perception and interorganizational citizenship behaviour variables as basic means for the assessment of moral behaviour were decided. Since the health sector is labour-intensive sector, it has great role in the preference of health sector for field research. It is expected for justice perception to be high in an organization where the rules are generally applied impartially, the damages of persons harmed due to inequity and discrimination. Individuals working in organizations having high organizational justice perception shall have positive emotions against the organization and demonstrate positive behaviours against their directors, colleagues and patients. Therefore, desired synergy is formed within the organization.

Purpose of the Research

Purpose of the research is to determine the mediation effect of organizational culture in the relation between organizational justice and interorganizational

citizenship behaviour in aspect of health sector. In line with this basic purpose, answers shall be sought for the following key questions in the research:

- Is there any positive relation between organizational culture and organizational justice?
- Is there any positive relation between organizational justice and interorganizational citizenship behaviours?
- Is there any positive relation between organizational culture and interorganizational citizenship behaviours?
- Does organizational justice positively affect the interorganizational citizenship behaviours through mediation of organizational culture?

Importance of the Research

An ideal organizational culture must be in structure that is easily adapted to environmental developments in structural aspect. Organizations are under heavy pressure of competition and development in order to survive in the rapidly changing organizational and business environment of today. In this aspect, researching relations of concept between various non-researched behaviour and conducts shall be guiding for the assessment of subject in different aspects. As a result of organizational justice and organizational culture interactions, it is important to determine how citizenship behaviours change. Another important role of the research is to assess the direct and indirect relation of aforementioned sectorial variables in aspect of health sector.

- To determine the mediation effect of organizational culture between interorganizational citizenship behaviour and organizational justice in light of the findings and conclusions obtained, to encourage the innovative initiatives that will improve the organizational justice perception, to assist the formation of functional organizational culture.
- To emphasize the factors that will improve the voluntary role behaviours desired by companies, to seek answer for the question of how to improve such behaviours.

- To present systematic, impartial information to the directors of public hospitals where the research was implemented.
- To shed light on the studies to be conducted in future.

Research Assumptions

Research was conducted on the following assumptions for this study:

- There are effects of variables that may not be kept under control, other than the variables examined in this research
- Relations between variables examined in scope of the research explain the relations desired to be researched,
- Scales used in this research correctly measure the characteristics desired to be measured,
- Participants have correctly understood the survey questions and correctly answered them.

Research Limitations

- Research only covers assessments for the health sector since it is limited with the area within public sector.
- Relations between organizational justice, interorganizational citizenship behaviour and organizational culture were reviewed in scope of the research; therefore research is limited with these three structures.

Definitions

Organizational Culture: It is a system of common actions, values and beliefs developed within the organization and guiding the behaviours of its members, orienting them.

Organizational Justice: This is a concept including perceptions of employees within an organization on how just actions are taken at workplace and how this perception affects results obtained in aspect of the organization (commitment to organization, work satisfaction, etc.).

Organizational Citizenship Behaviour: Behaviours exceeding the role demonstrated by employees willingly to contribute to the organization, exceeding their role requirements and expectations determined beyond their formal work definitions.

Interorganizational Citizenship Behaviour: Voluntary behaviours of organizations in cooperation demonstrated in a way to provide benefit to each other exceeding their roles

CHAPTER 1

ORGANIZATIONAL CULTURE

1.1. Concept of Organizational Culture

Although in numerous variable term definitions was made in body of literature regarding the concept of organizational culture, it is seen that it does not express a single meaning, and the concept unites mainly in holistic perceptions and meanings in business and management arena. The main reason, why the concept of organizational culture is a phenomenon which forces the experts and theoreticians towards the polytypic language is that it concerns many different fields of science such as sociology, anthropology, and psychology; and its limits of cultural dimensions are indefinite (Güney, 2011: 183). The studies conducted between the years 1950 and 1970 are system-based, and those between the years 1970- 1980 are strategy-oriented. In the studies conducted in 1980 and thereafter, it is observed that the studies, which draw attention to the informal and human aspects of organization, gained momentum (Doğan, 2013: 7). When the body of literature of organization – management is examined, the first traces of organizational culture, which is one of the most attractive subjects within the discipline of organizational behaviour, are found in the study of Kurt Lewin & Lipit White, which was conducted in 1939. In the research, which the relationships of the styles of leadership behaviour and organizational climate are analysed, the terms of organizational climate and group rules have been used (Güney, 2011: 184). Conceptually, the first contribution into the body of literature of organizational culture has been made by Petigrew (1979), with the research named “On Studying Organizational Cultures”. The purpose of this research is to examine

the structural transformations of a boarding school in England, from its foundation (Petigrew, 1979: 570-571). This study, which has been conducted between 1972-1975, have importance because of highlighting the symbol, language, belief, ritual, and myth arguments in interpreting the organizational behaviours (Sezerel & Tonus, 2013: 44). Another contribution regarding the organizational culture is the study, which has been conducted by Japanese Professor William G. Ouchi in 1980, on three separate group enterprises. Researcher has addressed the American companies in the first group, and Japanese Companies in the second group, and Z type American companies in the third group; and sought answer to the question "How Do the Japanese Management Systems Operate?". Ouchi has addressed the entire organization at cultural level in the study, and evaluated the organizations in the axes of commitment to the employers, assessment, career development, control or audit, decision taking, and responsibility (Özalp & Kirel, 2013: 169). According to the researcher, who is known as the inventor of "Z Theory", the concept of organizational culture is directly related with the general cultural structure of the society, in which the organization is located. Besides, the individual responsibility is a great cultural value (Özalp & Kirel, 2013: 169). Peters and Waterman (1982) has researched the organizational culture and organizational success in their famous work named "In Search of Excellence". The research, which is subject of the work, has been conducted in 62 macro enterprises, which are successful in the industrial sector in United States of America. As a result of the research, they have suggested that it is necessary to determine the shared values and to share them with the employees, and for the success of the organizations, and to address the subject with a systemic approach. Peters and Waterman have listed the main cultural values, which lead the organizations to success, as being biased, being in close relationship with the customers, supporting the entrepreneurialism, increasing the production through efficient use of human factor, interest of the directors in the performance of the work and departments, work commitment, lean management, an organizational structure both strict and loose (Peters & Waterman Akt: S. Sargut, 1987). Further, Peters and Waterman (1982) define the organizational culture as "the structure, which is arising from the stories, beliefs, slogans, and fairy tales within the organization, consisted of dominant

and shared values, and reflected to the employees with symbolic meanings” (Özkalp and Kirel, 2013: 158). Turkish Language Association (2009) defines the concept of organizational culture as “The entire set of values, thoughts, and rules, which forms the behaviours of the employees and general appearance of the institution, may be learned and taught via symbols, transferred from generations to generations, and is alterable”. Various specific and general definitions, compiled from the literature on organizational culture, are as following:

- According to Schein Edger (1984); the organizational culture is the system of structure, main proposition, and thought, which is generated in order to be integrated with the internal and external environment via the group members, to passivize the unconformities (Schein Edger, 1984: 14).
- According to Cameron and Quinn (1999), who describe as the social or normative adhesive; the organizational culture is the combination of symbols, ceremonies, mythology, stories, and rituals, which communicate the main belief and value systems holding the organization together to the employees of the organization (Cameron and Quinn, 1999: 18).
- According to Van Der Westhuizen et al. (2005); the organizational culture is the verbal, behavioural, and visual-based values, norms, and beliefs, which guide the individuals forming the organization (Van Der Westhuizen, Mosoge, Swanepoel and Coetsee, 2005: 93).
- According to Daft, RL. et al. (2010); it is the set of norms and values, which are shared by the members of an organization, transferred to the newly joined members of the organization, and guide them (Daft, Richard L. Murphy, Jonathan and Willmott, Hugh, 2010:399).
- According to Hofstede et al. (2010); the organizational culture is jointly programming the way of thought, which differentiates the members of the organization from the other organization’s members (Hofstede, Geert, Hofstede, Gert Jan and Minkov, Michael’e (2010: 47).
- According to Robbins and Judge (2015: 520), who list the main characteristics of the organizational culture as innovation, taking risk, paying attention to details, being result-based, human- and team-based, being daring,

and stability; the organizational culture is the system of values which separates one organization from others.

In general, the concept of organizational culture may be stated as the sum of common language, thoughts, and values, which regulates the socio-economic relations of the organization members, having different cultural mosaics, differentiates the organization from the others, which are not written, but shared by communicating to the members of the organization through the stories, myths, ceremonies, symbols, and rituals.

1. 2. Key Elements of Organizational Culture Concept

Study of identifying the corporate culture of organizations has been a subject, which challenges many theoreticians, due to the complex nature of the culture. The researchers, who displayed different approaches in explaining the concept of organizational culture during the historical development process, could not reach a consensus completely on the basic elements of this concept. Organizational culture is a sub-culture, which reflects the society that it is located in. On the contrary, it has a subjective structure, which differentiates it from the other organizations. The diversity of the individuals within the organization is heterogeneous regarding the traces, meanings, attitudes, and reactions, which the elements constitute the culture, makes on the persons. Therefore, emergence of different organizational culture arguments is unavoidable in the studies conducted in relation with the organizational culture. When the body of literature is reviewed, it is seen that different approaches are also displayed in classification of the cultural elements.

Trice and Beyer (1984) address the subject in two aspects: the ideology existing within the organizational climate and the spiral of rules and values which prevail within the organization and its external environment; and the applications which indicate the value, rule, and feeling status of the employees within the organization have in their interpersonal communications (Trice and Beyer, 1984: 654). Duncan (1989) addresses the organizational culture through the two main components: objective (symbols, rituals, stories, myth, ceremonies, etc.) and subjective (values, norms, and beliefs prevailing within the organization), and highlights the aspect of the organizational culture, which

is accepted, shared, and transferred by all intraorganizational members (Duncan, 1989: 229). Meek (1988) categorizes these elements in three aspects: symbols, ideology, and ceremonies; Hofstede et al. (1990) sees the organizational culture as the lowest layer, thus the centre, of the values, which the organization have, and states that it constitutes the other links of the centre in the norms, which are created as a result of the interaction of these values, and actual applications (Meek, 1988: 466). Louis (1985: 73) examines the elements of the organizational culture in three aspects: artefacts, symbols, and shared meanings; Lundberg (1996: 17) examines in four aspects: artefacts, perspectives, values, and assumptions. Lewis (1998) evaluates the phenomenon in three aspects: observable elements (symbols, processes, styles, and behaviour), unobservable elements, and elements which are perceivable through the observables (feelings, beliefs, and values) (Lewis, 1998: 254). In the light of these explanations, the main elements of the organizational culture are the norms, values, and beliefs prevailing in the organization and in the external environment in which the employees are located. The tangible values, which are the subject of the study, are the ceremonies, rituals, stories, myths, legends, symbols, language, leaders, and heroes.

➤ Ceremonies: It is a term, which includes the special celebrations of the organization that the organization members participate in, live, or celebrate. Celebrations regarding the myths, heroes, and symbols are present in the ceremonies. Ceremonies aim both to increase the efficiency and effectiveness of the organizational performance by rewarding the high performance, and increasing the organizational values and norms of the organization members (Özalp and Kirel, 2013: 185).

➤ Rituals: The rituals, which are among the most tangible elements of the organizational culture, are the behavioural patterns, which are held in certain spaces and time periods in order to continue the presence of the cultural severity given to an event by the society (Terzi, 2000). Rituals may be carried out in the organizations as rite of passage, devalorization ritual, development – elevation ritual, and integration ritual. These rituals may be held in order to convey the organizational culture to the new members of the organization, as

well as for success assessments in cases of employees working with low performance, non-adaptation, employment in another department or position, even in case of dismissal (Özalp and Kirel, 2013: 187).

➤ Stories: They may be past-systematized, positive or negative originated, describing the deep cultural values and norms. In each organizational story, there are messages, which increase the commitment to the organization and directors. The events, which the establishment has encountered since the past until today, are storied. Stories serve as a bridge between the past and the future in some way. The main theme of the organizational stories pertain to that the superiors behave fair against their subordinates and comply with the principles of equity, as well as how they protectively act against their employees. Thus, strengthening the intraorganizational solidarity is desired (Şimşek, Akgemici and Çelik, 2011: 50).

➤ Myths: Myths are the beliefs which cannot be criticised, generally-accepted, and experienced; and they are the stories describing the beginning, continuity, and main purposes of the organizational culture (Bate, 1994: 21). Myths may be examined under three main headings: rationalizing, evaluative, characterization, and estranging myths. Rationalizing myths harmonizes the events, which have been encountered within the organization previously, with the organization, create rules by fictionalizing them to the future acts. Evaluative myths reflect the value system of the organization. Characterization and estranging myths are the myths, which have oppositeness for the employees having special statutes that are determined with the evaluative myths (Güney, 2011: 187).

➤ Heroes: Heroes born and live within the organization spontaneously. These persons are those holding the other components of the culture, all organizational beliefs and values in their characters, who always display exemplary behaviours. As the organizational heroism is not an unreachable title, it is a position, which anyone who wishes may reach within the organization. From this aspect, the efforts of the persons are reflected to the organization, and organizational development and progress become functional. Organizations, which have strong cultures, sustain the thoughts,

behaviours, and heroes, and transfer their organizational values to the new members of the organization (Şişman, 2007: 99).

- Symbols: Symbols are the expressions or objects having special meanings. Company logos, flags, trade titles are the symbols, which are easily remembered. Symbols may contain the meanings beyond those only visible or perceived. Values of the symbols representing any status quo are higher than their real values. Messages are sent to the individuals via the symbols. Even the messages, which are difficult to communicate, are conveyed to the persons easier, more effectively, and economically (Örücü & Üngüren, 2013: 556).
- Language: Language, which is one of the most important elements of the organizational culture, is the mirror and the basic reflector of the culture. Signs within the organization, language forms, slangs, metaphors, folk songs, and songs used by the organization members are among the elements of the language (Şimşek, Akgemici, and Çelik, 2011: 51). At the same time, the commonly used language is an important tool for the members of the organization in understanding each other. It increases the efficiency of the intraorganizational communication (Özalp and Kirel, 2013: 190).

1.3. Organizational Culture Typologies in the Context of Cameron & Quinn's Competitive Values Approach

It is seen that there are different approaches in the literature on organizational culture typologies according to the perspectives of the theoreticians and the conceptual models that they have preferred in field studies. Organizational culture types, which are categorized according to the Cameron and Quinn's Competitive Values Analysis Scale, are selected as the base of the conceptual model in this thesis study named "Mediation Effect of the Organizational Culture in the Relation Between Organizational Justice and Interorganizational Citizenship Behaviour: A Field Study".

1.3.1. Cameron & Quinn's Competitive Values Approach

In the model, which is developed by Cameron and Quinn, relation between the organizational culture and organizational success and the interaction between these two variables have been examined. According to Cameron and Quinn;

they have supported that if the emergence of the organizational culture is a conceptual consisted of the value judgements, assumptions, and perceptions, which the persons have, then a new model, which is organizational typologies-oriented, may be established. Cameron and Quinn, who have made contribution by conducting researches related with the structural analysis of the organizations, have given the name "Competitive Values Model" to the study, in which they have examined the relations between the organizational success and organizational culture (Eren, 2012: 147). According to the researchers; there are four stages that are applicable in the first stages of the organization. These are the entrepreneurship stage, in which the resources and mission are identified; integration stage, in which commitment, adaptation and communication are present; forming and controlling stage, in which policies and strategies are identified; and final stage, in which the structure is removed (Erdem, Adıgüzel, and Kaya, 2010: 77). According to the Competitive Values Models, which is developed by Cameron and Quinn, there are two axes: horizontal and vertical (Figure 1). The horizontal axis gives answer to the question "Did the organization prefer internal positioning and integration or external positioning and differentiation in its vitalness?". In the vertical axis, there is a process, which extend along from the mechanical process to the organic process bottom to top. According to this model; it may be determined that whether the organization is an organic structure in which flexibility, individualism, and dynamism are dominant, or a mechanic structure in which control, order, and continuity are dominant. There are four organization types, which are formed by the crosscutting of these two vertical and horizontal axes. These are clan, adhocracy, hierarchy, and market culture (Erdem, Adıgüzel, and Kaya, 2010: 78; Seymen, 2008:105; Eren, 2012:147). The types of organizational culture, which are grouped according to Competitive Values Model developed by Cameron and Quinn, are provided below.

1.3.1.1. Clan (Based on Cooperation) Culture

The quality of the organization, manner of work, integration, participation, family awareness, interpersonal commitment, conservation of traditions and values, team work, leadership elements in parent role are in the forefront in this culture type. These values, which are hold, are seen above all kinds of

organizational achievements (market share, financial gain) (Eren, 2012: 149). Organization is consisted of many organization members, and there is a strong link, which is formed with the tradition and values hold, between the organization members. Organization is always supportive and promoter, focused on the long-term benefit of the investment and support to the human resources within the organization. In general, the decisions are taken jointly. Authority is granted by the organization members, and exercising of this power is informal (Cameron and Quinn, 2006: 41-43; Erdem, Adıgüzel, and Kaya, 2010: 79-80).

1.3.1.2. Adhocracy (Entrepreneur) Culture

Dynamism, entrepreneurship, and creativeness climate are dominant in Adhocracy (Entrepreneur) Culture type. Organization continues its functionality as an open system, pays attention to the adaptation to the external environment. Leaders implement strategies, which the organization members are supported regarding taking risk, creativeness, entrepreneurship, and innovation. This organization type desires to create a dynamic and specialised organization which may get adapted to the changing environmental conditions, revise itself. Organization aims to grow in the long-term. Flexibility and spontaneity are the required characteristics in adhocracy organization type, and finding new markets, expanding through new areas are the requirements for the success strategy. Success of the organization are each new good / service output and acquired new resources (Cameron and Quinn, 2006, 42; Eren, 2012:150; Hult, Ketchen, and Nichols, 2002: 578).

1.3.1.3. Hierarchy (Structured) Culture

In Hierarchy (Structured) Culture type advanced level formalization, structuring, and authority limit are present. Control and audit mechanism operates in each stage of organizational activities. There are tasks, which the organization members have to comply with and obey, in this type of organization, which is logic- and rationality-based; any contribution is not expected from them. Order and rules are routinized. Bureaucracy is prevailing within the organization. Interpersonal communication is formal (Erdem, Adıgüzel, and Kaya, 2010: 80; Cameron and Quinn, 2006: 43).

1.3.1.4. Market Culture

In Marketplace (Market) Culture type competing power at external environment conditions is oriented towards achieving the purpose; the organization is focused on the actors such as the customers and suppliers in the external environment. Leaders are demanding against its members and hard during the execution of the works, while creating a reproductive and competitive organization climate. It is result-oriented. The successful manager is the person who can hold the sustainable competition power, product, and carries the market share to the front. The criteria in assessing the success of the organization is the productivity of the market dynamics (Balogh, Gaal, and Szabo, 2011: 99; Eren, 2012: 147).

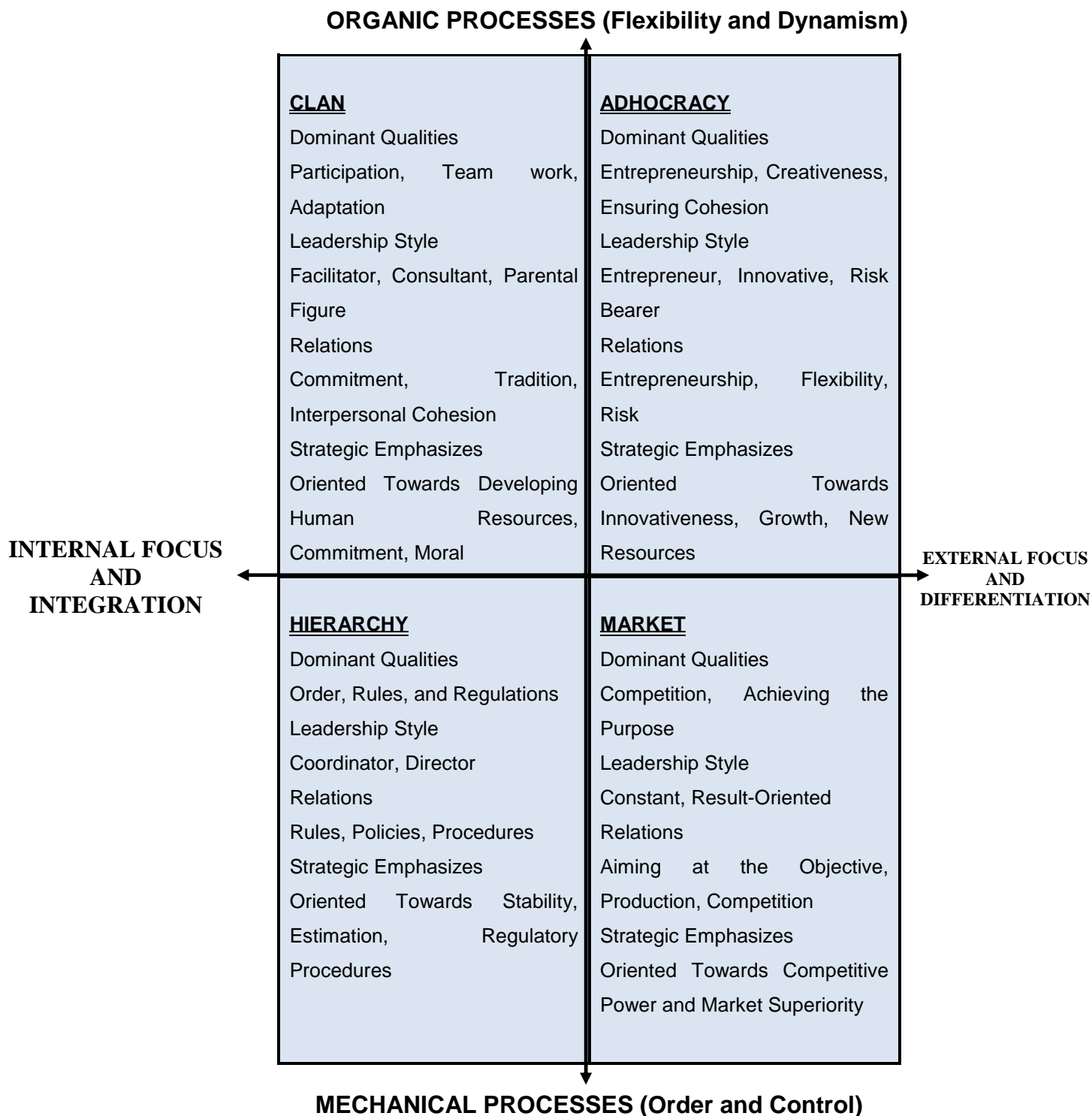


Figure 1: Cameron & Quinn's Competitive Values Model

Source: Cameron, K.S. and Quinn, R.E. (2006). Diagnosing and Changing Organizational Culture: Based on the Competing Values Framework. California: The Jossey-Bass Business & Management Series, p.46; Seymen A., Oya (2008), A Study on Types of Organizational Culture Affecting Organizational Commitment, Detay Publishing, Ankara, s.1.

1.4. Researches Conducted on Organizational Culture

1.4.1. Overview of Researches Conducted on Organizational Culture

Başak and Zehir (2016) have conducted a study on 283 employees, who work in participation banks, which increased their market share in Turkey's service (banking) sector. This study has the purpose to determine the applications of strategic human resources management, to reveal the relation between competitive organizational culture orientations and employee performance. As a result of this study, the researchers found that market-oriented culture, which is among the competitive organizational culture orientations, has a positive impact on the firm's performance by creating a partial mediation variable effect with the applications of strategic human resources management; being learning-oriented and initiative-oriented have a positive effect on firm's performance with both strategic human resources management applications and strategic human resources management applications via mediator variable (Başak and Zehir; 2016: 162).

Aydın & Kılıç (2015) have started a study on 374 employees, who are mid-level directors and white collar, of 62 different enterprises operating in Bursa Free Zone. As a result of this study, they have found the partial mediator role of some sub-profiles of organizational culture, in the relation between leadership styles and organizational citizenship behaviour (Aydın & Kılıç, 2015: 55-62).

Öztürk & Şahin (2015) have conducted a study with the participation of 502 teachers who are working in primary and secondary schools in Gaziantep Province, Şahinbey County. The findings which are obtained as a result of this study, are as following: There is a positive and significant relation between the organizational culture and teacher's leadership and leader – member interaction at high level; between the leader – member interaction and teacher's leadership at medium level. According to the teacher perceptions, the levels of interaction between the organizational culture and leader – member is medium. Organizational culture is the precursor of both teacher's leadership and leader – member interaction (Öztürk & Şahin, 2015:155).

The purpose of the study named “The guidelines of improvement: Relations among organizational culture, TQM and performance”, which was conducted by Valmohammadi and Roshanzamir (2015), is to reveal the relation between organizational culture, total quality management, and performance. It was conducted in the pharmaceutical sector with 209 data. As a result, they have suggested that organizational culture is in a hierarchical and market culture structure; organizational culture affects the total quality management positively and indirectly, therefore this positive effect of Total quality management affects the performance positively and indirectly (Valmohammadi & Roshanzamir, 2015: 164:167-178).

The purpose of the study named “Coaching Across Organizational Culture”, which was conducted by Kołodziejczak (2015), is to reveal the interaction between the modern management methods and organizational cultures. As a result, he suggests that there may be gradual changes instead of revolutionary transitions with the coaching model; and reveals the motivating aspect for the multi-time employees (Kołodziejczak, 2015: 329-334).

The purpose of the study, which was conducted by Min Hee Hahn, et al., is to determine and develop the design of individual creativeness structures according to the working styles of the firms’ employees; to reveal the working styles, organizational learning culture effect. Data was obtained through 137 employees of South Korea Integration Company. Many of the structures have been affected by positive individual creativeness, except the social network structure (Min Hee Hahn & Kun Chang Lee Dae Sung Lee, 2015: 167-175).

The purpose in the study, which was conducted by Chung-Ming Lau, Hang-Yue Ngo (2014), is to examine the effect of organizational culture between the human resources system and product innovation. Data was obtained through 332 firms of Hong Kong. As a result; they have found a mediation effect of the organizational culture between the human resources system of a firm and product innovation (Chung-Ming Lau & Hang-Yue Ngo, 2014: 685-703).

In the study named “Stakeholder pressure and CSR adoption: The mediating role of organizational culture for Chinese companies”, Yanni Yu and Yongrok Choi (2014) have investigated the mediation effect of the organizational

culture, which is social responsibility perception oriented, in the relation between the stakeholder pressure and adopting the corporate social responsibility perception. As a result; they have suggested that there a strong findings regarding the mediation effect of the organizational culture, which is social responsibility perception oriented, in the relation between the stakeholder pressure and perception of adopting corporate social responsibility perception, and it provides sustainable competition advantage (Yanni Yu & Yongrok Choi, 2014: 87).

The purpose of Hogan and Coote, in the study which they have conducted in 2014, is to investigate the cohesion of Schein model for the cultural process which supports the organizational innovation, and its effects on the performance, particularly in the service sector. Sample of the study is consisted of the data obtained from 100 managers of law firms. As a result; they have suggested that innovative behaviours have an effect on the organizational culture, particularly on the norms, works, and behaviours, and have a partial effect on the performance (Hogan & Coote, 2014: 1609-1621).

The purpose of the study, which was conducted by Nor Hazana Abdullah et al. on 36 establishments in Malaysia's South Region, is to investigate the relation between the organizational culture and product innovation. As a result; relation between the mission, participation, and consistency, and product innovativeness (Nor Hazana Abdullah & Alina Shamsuddin & Eta Wahab & Nor Aziati Abdul Ham, 2014: 140-147).

The purpose of the study, which was conducted by Geanina Cucu-Ciuhan and Iuliana Guită-Alexandru in 2014, is to reveal the relation between the organizational culture and work motivation. As a result of the study, which was conducted on 102 academic personnel working at Roman State University; high power and support type was observed within the organization, and self-actualisation was determined at high degrees (Geanina Cucu-Ciuhan & Iuliana Guită-Alexandru, 2014: 448-453).

In the study, which was conducted by Akdeniz Ay and Aytemiz Seymen (2014) on 545 persons among the employees of a five-star hotel operating in Istanbul, the relation between the national culture, organizational culture, perception of

organizational policy, and culture of being a member of union and the tendency of being a member of union is investigated. As a result of the study; any relation could not be found between the tendency of the employees for being a member of union and the perception of organizational policy; both the organizational culture and the social culture have been determined as an important factor affecting the union membership attitudes of the employees (Akdeniz Ay & Aytemiz Seymen, 2014: 144).

As a result of the study, which was conducted by Yılmaz and Aksu (2014) with 746 second level students studying in 25 primary education schools located in the 5 main city of İzmir Province; it was determined that physical conditions of the school buildings explain 27% of the total variance of school culture according to the student perceptions. They have concluded that "General appearance" sub-dimension predicted the school culture in positive direction and at significant degree; there were significant differences between the perceptions of the students regarding the physical conditions of the school buildings depending on the size of schools, grade levels, and age of their schools; and there were not any differences depending on their genders, study duration at their schools, and status of their schools (Yılmaz & Aksu, 2014: 133).

Toytok & Kapusuzoğlu (2014) have conducted a study with 1057 persons working at 86 public primary, secondary, high schools and vocational high schools in the centre and counties of Düzce Province. As a result of this study, while any differences were not observed between the perceptions of the teachers regarding their directors as ethical leader and organizational culture and their demographic variables, it was determined that there was a significant positive relation between the ethical leadership behaviours of the directors and the organizational culture; and the ethical leadership was a strong predictor of the organizational culture (Toytok & Kapusuzoğlu, 2014: 148).

In the study, which has been conducted with 312 directors working at different levels in 4- and 5-star hotel enterprises operating in Antalya, Şentürk & Develioğlu (2014) have found that clan culture, which is one of the organizational culture types, is correlated with the ethical leadership (Şentürk & Develioğlu, 2014: 157).

As a result of the study, which was conducted by Diker & Turan (2014) with 596 persons working at accommodation establishments operating in 5 provinces in Turkey, it was found that the perceived leadership is correlated with the organizational culture and organizational commitment, and organizational culture is correlated with the organizational commitment; and the organizational culture is the mediator variable in the relation between organizational commitment and leadership (Diker & Turan, 2014: 164).

Köse & Benli (2014) have started a study with 703 persons working at BTK (Information Technologies and Communication Authority) Central Organization, Department of Communication, and 7 Regional Directorates, in order to investigate the relation between the organization culture and organizational commitment. As a result of this study, it was determined that involvement into the sub-aspects of the organizational culture differentiates depending on the gender, there are not any differences between the employees in different age groups, community culture perceptions of the employees working in the organization more than five years were higher, organizational culture perception levels do not differentiate depending on the marital status and education status of the employees. They have found that the female employees were more committed to their organization than the male employees; in general, commitment increased as the age levels increase; commitment level of the employees with high education levels were low; and there were a positive, medium-level relation between all sub-aspects of the organizational culture and in general organizational culture and organizational commitment (Köse & Benli, 2014: 132).

The purpose of the study named “A Study of the Relationship between Organizational Culture and Job Involvement: The Moderating Role of Psychological Conditions of Meaningfulness and Safety” conducted by Taştan and Türker (2014) is to present the relation between the organizational culture and personnel involvement, and the moderate role of psychological conditions of meaningfulness and reliability. As a result of the study, which they have conducted with 264 persons working in banks, finance, and insurance companies, they have found that moderating role of psychological meaningfulness and reliability is correlated with the involvement of the

employees, and the organizational culture is constructed in parallel with this (Taştan Bal & Türker, 2014: 943-947).

Sezerel and Tonus (2013) have started a study on 285 persons working at least for 3 years in six hotels in total, operating in Antalya Centre, Kemer, and Side, in order to investigate the effect of organizational culture on difference management. As a result of this study, it was concluded that organizational culture has a significant effect positively at individual, department, and organization levels of differences management of mission aspect; at individual and organization levels of consistency aspect; and at organization level of adaptation level (Sezerel & Tonus, 2013: 169).

Yüksel & Bolat (2013) have started a study with 644 employees from four hotel establishments located in Antalya and selected as sampling, from private hospitals, boron factory, transformer factory located in Balıkesir, from ceramic factory located in Çanakkale, and from higher education institutions located in Gümüşhane. As a result of the study, it was suggested that there is a significant relation between only power distance of cultural aspects and organizational policy perception; any significant relation is not found between the culture aspect of focusing on long-term and any variables; there is a significant relation between the cultural aspects of power distance, avoiding from uncertainty, individualism and masculinity, and influencing tactics; there is a significant relation between the perception of organizational policy and only exchange and barrier tactics; there is a significant relation between influencing tactics and job satisfaction; there is a significant relation only between exchange and imposition tactics of influencing tactics, and organizational commitment; there is a significant relation between job satisfaction and organizational commitment, and exhaustion and intend of leaving employment; there is a significant relation between the perception of organizational policy and only exhaustion, and there is a significant relation between cultural aspects (except focusing on long-term) and job satisfaction and organizational commitment; and there are partial or whole mediator effects between the variables each other (Yüksel & Bolat, 2013: 198).

The study, in which the relation between the branding process and organizational culture was analysed, has been conducted with 526 white collar

employees of nine firm operating in Azerbaijan. As a result of the study, it was concluded that the firms, which base its organizational culture on establishing strong relations with its stakeholders, having efficient communication with its personnel and including them into the decision taking processes, paying attention to the cohesion and harmony between the applications and value definitions, and finally being open to risks and innovations and supporting its personnel on this matter, shall have stronger corporate brands (Samadov & Önce, 2013: 127).

The purpose of the study, which was conducted by Yeşil and Kaya in 2013, is to investigate the role of organizational culture on firm's financial performance. Results demonstrate that the aspects of organizational culture have effect on firm's financial performance (Yeşil & Kaya, 2013: 428-437).

Hosseinkhanzadeh, A. et al. (2013) have started the study named "Investigate Relationship Between Job Satisfaction and Organizational Culture Among Teachers" in 123 schools, in order to investigate the relation between the organizational culture and job satisfaction. As a result, they have suggested that there is a relation between the supportive organizational culture and job satisfaction (Hosseinkhanzadeh & Yeganeh, 2013: 832-833).

A study has been completed by Azanza, Moriano, Molero (2013) on 571 employees of a private organization belonging to Spanish. As a result, it was determined that authentic leadership mediates to a positive relation between the partial flexibility-oriented organizational culture and job satisfaction of the employees (Azanza & Moriano & Molero, 2013: 45-50).

Lillian do Nascimento Gambi et al. (2013) suggest a theoretic model proposal for the relation between the organizational culture and quality management techniques in their study (Lillian do Nascimento Gambi & Mateus Cecilio Gerolamo & Luiz Cesar Ribeiro Carpinetti, 2013: 334-339).

Zhen Shao et al. (2012) have started a study on the data obtained through the last 413 corporate source provider users of 115 companies in China. As a result, they have concluded that while a hierarchic culture, group, and rational culture are related indirectly with the success of corporate source provider via open and implicit information sharing, particularly the development culture has

a direct effect on the success of the corporate source provider (Zhen Shao & Yuqiang Feng & Luning Liu, 2012: 2400-2413).

The purpose of Celeste P.M. et al. (2012)'s study named "A longitudinal study of the effects of charismatic leadership and organizational culture on objective and perceived corporate performance" is to investigate the combined effects of organizational culture on charismatic leadership and perceived and objective company performance. As a result, it was concluded that the organizational culture, charismatic leader and perceived performance are correlated (Celeste & Wilderom & Peter T. van den Berg & Uco J. Wiersma, 2012: 835-848).

The purpose of Won Shul Shim, Richard M. Steers (2012)'s study is to compare the national cultures, leadership strategies, and working environments of Hyundai and Toyato Engine Group, which have been branded as successful global automobile companies. They have presented that while national cultures play a role on distinction between two firms, the leadership differences have an explicit effect on the organizational behaviours and performance (Won Shul Shim & Richard M. Steers, 2012: 581-591).

The purpose of Nicolau and Musetescu (2012)'s study is to present the effects of life-long learning strategies on organizational culture and performance. As a result, the positive effects of life-long learning, which is applied to the employees of Roman companies, on economic performance (Nicolau & Musetescu, 2012: 1565-1569).

As a result of the study, which was conducted by Tüfekçi & Çarıkçı (2012) with 524 persons working in a state hospital, in a private hospital, and in a university hospital as physician, allied health personnel, technical personnel, and general administrative personnel, it was determined that organizational culture affects the organizational performance (Tüfekçi & Çarıkçı, 2012: 174).

The purpose of the study conducted by Acar and Acar (2012) is to determine the effects of organizational culture and innovativeness on job performance. The study has been completed with 332 employees of 65 private hospitals. As a result, they have determined the positive effects of innovation

and organizational culture on job performance within the context of health sector (Acar & Acar, 2012: 683-692).

The purpose of the study conducted by Zamini, S. et al. (2011) is to investigate the relation between the professors and employees of Tabriz University and the organizational culture, and job exhaustion perceptions. As a result, they have determined that there was a significant difference on the job exhaustion perceptions of men and women, similar professors and employees (Zamini & Zamini & Leila Barzegary, 2011: 1964-1968).

The purpose of the study conducted by Dawson, Abbott and Shoemaker (2011) is to determine the characteristics specific to personal characteristics and values, which shall make successful the companies in which hospitality culture is displayed. As a result of the study, factors for main component analysis, organizational culture and personal qualities were identified. It is determined as management principles, customer relations, work variety, leadership, risk-taker, accuracy and calmness infrastructures (Dawson & Abbott & Shoemaker, 2011: 290-300).

As a result of Allameh, M. et al. (2011)'s study, they have found that there is a significant relation between the different organizational culture types and sub-aspects of information management, and it was approximately 99% (Allameh & Zamani & Davoodi, 2011: 1224-1236).

Zehir, Gülen Ertosun, Zehir and Müceldili (2011) have conducted the study named "The Effects of Leadership Styles and Organizational Culture over Firm Performance: Multi-National Companies in Istanbul", in order to determine the relation between leadership, culture, and performance. In this study, national and global data was determined in fields of industry, finance, and telecommunication, and it was conducted on 295 employees. As a result, they have determined the effects of culture and leadership on business performance (Zehir & Gülen Ertosun, & Zehir & Müceldili, 2011: 1460-1474).

The purpose of the study conducted by Wei Zheng et al. is to investigate the relation between organizational culture, structure, strategy and organizational efficiency, and the possible mediation role of information management. The study has been conducted on 301 organizations. As a result, they have

concluded that information management mediates on the effects of organizational efficiency and organizational culture, and in addition it partially mediates on the organizational structure and strategy effects (Wei Zheng & Baiyin Yang & Gary N. Mc Lean, 2010: 763-771).

1.4.2. Researches Conducted on Organizational Culture – Organizational Justice

In the body of literature, Hofstede (1991)'s study named "Intercultural organizational justice" is the main source regarding the studies conducted in relation with the organizational culture and organizational justice. Hofstede (1991) has addressed the subject with individualism – collectivism and power distance aspects in his study. He has observed that the organizational justice may be perceived differently and display different behavioural patterns. There are many studies in the body of literature, which supports Hofstede's study. It is possible to express the supporting studies as the following: While equity rule is preferred in collectivist cultures, fairness norm may be preferred in individualist cultures (Giacobbe-Miller, et al., 2003: 389-406). It is known that the individuals differentiate in their evaluations regarding the distributive justice in terms of power distance aspect (Schilpzand, et al., 2013: 345-374). It has been found that the distributive justice is an important factor in the individuals' evaluation of the organization, in cultures with low power distance, and distributive justice more effective in identifying the results related with the employees (Lee et al., 2000: 685-704; Murpy- Berman et al., 2011: 359-369). On the other hand, it has been observed that the wages distributed unequally among the employees are accepted more easily in the cultures with high power distance (Leung, 2005: 555-586).

As a result of the study conducted by Uludağ et al. in 2018 with 511 persons working in education sector, they have determined that the organizational culture perception is positive, when the organizational justice perception levels of the employees are high. They have determined that the organization culture perception has a complete mediator role between the procedural justice, transactional justice, and information sharing (Uludağ, Aktaş & Özgit, 2018: 160).

In the study conducted by Ertaş & Unur (2018) with 41 hotel employees in tourism sector, they have determined that organizational culture aspects affect the sub-aspects of organizational justice, and power distance does not affect the distributive justice, and masculinity does not affect the distributive and procedural justice (Ertaş & Unur, 2018: 207).

As a result of the study conducted by Koşar & Yalçınkaya (2013) with 873 teachers employed in education sector they have found the partial mediation effect of organizational culture between the organizational confidence and justice perceptions (Koşar & Yalçınkaya, 2013: 603-627).

The study, which has been initiated by Taşçıoğlu & Yıldız (2010), in order to investigate the effect of organizational culture on organizational justice, was conducted on 281 persons in a public institution operating in Sakarya province. As a result of the study, it has been determined that while hierarchy culture has the highest effect on procedural justice perception, success culture has the highest effect on transactional justice (Taşçıoğlu & Yıldız, 2010: 193).

In the study conducted by Meydan & Basım (2010) with 394 teachers employed in 16 primary education schools in total located in Ankara and Istanbul, they have determined that the organizational culture has an effect on all other variables, and the organizational power and organizational justice perceptions predict the organizational commitment and job satisfaction variables. They have found that the organizational culture has an indirect effect on organizational commitment and job satisfaction, organizational justice perception and organizational power perception are the mediator variables, and organizational power perception is high in an organization which the hierarchy culture is prevailing. They have concluded that hierarchy culture does not affect the justice perception negatively, and the organizational commitment and job satisfaction are affected positively by this interaction (Meydan & Basım, 2010: 175-200).

As a result of the study conducted by Sezgin et al., (2009) in institutions operating in service and production sector, they have determined that distributive justice perceptions of organizational cultures paying attention to

innovation are high, in addition exterior-oriented cultures perceive the procedural justice mainly (Sezgin, Yahyagil, Dicle, 2009: 176).

1.4.3. Researches Conducted on Organizational Culture – Interorganizational Citizenship Behaviour

According to Blau (1964)'s "Social Exchange Theory"; employees are not only in an economic exchange relation with their organizations, but also in a social exchange relation (Bozkurt, 2010:8). The determinants of this consideration exchange are trust, honesty, commitment, and mutual dependency. Timing and nature of the consideration is volunteerism. According to the theory, if there is an inconsistency between the expectations of the employees and the benefit provided by the organization, then inequity is perceived by the employees, and they surrender to display citizenship behaviour by reducing the contribution they provide to the organization (Turnley et al., 2003: 187-206). In case of fair social exchange relation, employees tend to display citizenship behaviour by acting in cooperation with the organization (Masterson et al., 2000: 738- 748). The culture type, which the organization have, may form the citizenship behaviours in different degrees and aspects. While the parental role brings helping, toleration, and collectivism with it in an organization having clan culture, an exactly opposite citizenship behaviour may be displayed, as competition prevails in an organization having market culture. Information sharing, which is the sub-aspect of interorganizational citizenship behaviour, may constitute a crime for the employee of the organization, as formal relations, formal procedure, and rules prevail in an organization having hierarchy culture (Autry et al., 2008: 56; Özdevecioğlu et al., 2013: 120).

When the intercultural citizenship behaviour is investigated, employees from collectivist culture display more citizenship behaviour than the individualist cultures (Wanxian & Weiwu, 2007: 225-234). Further, in mechanic (hierarchic) culture structure, citizenship behaviour is displayed by using initiative beyond the role definitions (Somech & Ron, 2007: 38-66, Somech & Drach-Zahavy, 2004: 281- 298).

Okechukwu (2017) has conducted a study with the involvement of the employees from three institutions located in Nigeria, Lagos. As a result of the study, it was found that cultural effects are important in measuring the organizational citizenship behaviour, and the health policies, which shall be implemented without assessing the cultural effects, shall be incorrect (Okechukwu, 2017: 55-66).

The purpose of the study conducted by Wasti & Baltacı (2016) was to investigate the effect of organizational citizenship behaviour on the universal and cultural aspects. As a result of the study, they have emphasized the differentiating aspects of organizational citizenship behaviours in different culture within the context of North America, China, and Turkey (Wasti & Baltacı, 2016).

As a result of the analysis of data gathered by Kutanis & Mercan (2015) from 412 nurses employed in hospitals of TSK (Turkish Armed Forces) Medical Command with questionnaire technique, it was found that there is a positive relation between the perspective to information, information sharing level, openness of the intraorganizational cognitive channels in information sharing, which are the information sharing aspects, and organization culture (Kutanis & Mercan, 2015: 147-155).

As a result of the study conducted by Avcı (2016) with the involvement of 1613 teachers in education sector, it was determined that the organizational culture perception is the predictor of citizenship behaviours, and there is a positive relation at medium level between them (Avcı, 2016: 5373-5398).

This study has been conducted by Aydın & Kılıç (2015) by conducting questionnaire to mid-level managers and white-collar employees of 62 different establishments operating in Bursa Free Zone. As a result, they have determined that some sub-aspects of organizational culture have partial mediator role in the relation between leadership styles and organizational citizenship behaviours (Aydın & Kılıç, 2015: 177).

In the study conducted by Gürdal and Kumkale (2014) with the involvement of 378 persons employed in twelve establishments operating in manufacturing

sector in Kırklareli, it was found that the culture type, which the information sharing behaviour is seen as prestige, was Marketplace (market) culture (Gürdal & Kumkale, 2014: 19).

The purpose of the study conducted by Talat Islam et al. (2014) is to determine the relation between perceived organizational support and organizational learning culture, and between job satisfaction and interorganizational citizenship behaviour. Data was gathered through 412 employees in Malaysian banking sector. As a result, it was found that there is a positive relation between the perceived organizational support and organizational learning culture, and between job satisfaction and interorganizational citizenship behaviour. On the other hand, the mediation role of job satisfaction was confirmed (Talat Islam & Saif ur Rehman Khan & Ungku Norulkamar Ungku Ahmad & Ishfaq Ahme, 2014: 164-169).

Kalkan and Öğüt (2013) have started a study on 475 persons employed in furniture sector in Kayseri Province, in order to investigate the effect of organizational culture on interorganizational citizenship behaviour. As a result of this study, they have found that there is a statistically significant and positive relation between the sub-aspects of organizational culture and interorganizational citizenship behaviour, and involvement, cohesion ability and vision aspects of organizational culture affect the interorganizational citizenship behaviour positively, and there is not any significant differences between the interorganizational citizenship behaviour in terms of demographic characteristics (Kalkan & Öğüt, 2013:195).

In the study conducted by Özdevecioğlu and Akın in 2013, they have investigated whether there were differences in terms of organizational culture types of interorganizational citizenship behaviours. As a result of the study, which was conducted in 224 establishments and public institutions in Kayseri Province, it was found that there is a significant difference between the organizational culture types and interorganizational citizenship behaviour displayed by the institutions (Özdevecioğlu & Akın, 2013: 112-131).

This research was conducted by Ertenü Saraçer & Bozkurt (2008) with the data gathered from the employees in 30 branches of a multi-branched Turkish

Bank. As a result, when the effects of strengthening manager behaviours, which are distributed into the factors named as supportive management, positive management, responsive management, and trusting management on organizational citizenship behaviour, which is distributed into enterprising – positive, protective – citizenship, and gentlemanship categories, it was found that the supportive management is the management style, which explains the organizational citizenship behaviour in the best manner in general. It was seen that the strengthening manager behaviours support enterprising and positive behaviours, which have more challenging qualities, rather than protective citizenship behaviours (assistance – commitment – cohesion and civil responsibility), in which the humanist aspect dominates. It was found that there is a decrease in organizational citizenship behaviours, as the age, seniority, and position, which are among the demographic variables, increase (Ertenü Saraçer & Bozkurt, 2008: 191).

Çelik & Bingöl (2007) have conducted a study with 945 employees of the establishments operating in electronic and software field within the defence industry sector. As a result of the study, they have found a strong, positive relation between the aspects of organizational culture and citizenship behaviours. Closeness of the fields of activity, being member of same union, common project studies, being in close relationships because of their jobs are stated as the reasons of obtaining the similar results, although they are different organizations (Çelik & Bingöl, 2007: 173).

Jabr (2007) has found that the physicians conduct information sharing behaviour frequently, and sharing with their colleagues are pursuant to their professionalism. Further, it presents that carrying out information sharing with the professionals on the voluntarism basis, as with the other members of the health care organization, has a positive contribution on the service output (Jabr, 2007: 248-260).

CHAPTER 2

2. ORGANIZATIONAL JUSTICE

2.1. Concept of Organizational Justice

While the first studies, which are conducted on the concept of organizational justice, were investigating how fair various organizational applications were perceived by the employees, in the recent studies justice perception is started to be investigated in the relations between the individuals within the organizations (Greenberg, 2010: 69). The concept of organizational justice, which people seek since the ancient times, appears as a moral evaluation tool in the assessment of the individuals' organizations within the organization, policies applied within the organization, and directors. Individuals display a positive or negative attitude against the organization and their director as a result of this entire assessment. Some of the definitions made in relation with the concept of organizational justice, which is being studied particularly around in the last twenty years in terms of its final outputs, are as following: Organizational justice is the perception of justice, which emerges in employees regarding their organization, as a result of the comparison they make on what they think it should be in relation with the work and what have been realized (Karaeminoğulları, 2006). Organizational justice is the perception, which emerges with the assessment of the organization management and decision makers by their subordinates (İnce, 2005: 319-339). According to another definition, it is social system, which includes the perceptions of the individual in relation with its workmates, superiors, and the corporation (Constant, 2001: 326). Organizational justice is the set of rules and social norms related with

how the distribution of organizational resources, procedures which are applied during this distribution, and the interpersonal relations which occur during the functionality of these procedures, should be (Çakmak, 2005).

2.2. Sub-Aspects of Organizational Justice Concept

2.2.1. Distributive Justice

Distributive justice is the justice form perceived by the individual as a consequence of the results and gains obtained from the organization. Conceptually, it is based on Adams Smith's (1965) Inequality Theory. According to Adams, members evaluate how fairly the distributions are made, by reviewing their own gains which they acquire as a consequence of their own works within their organization and the gains of the persons which are colleagues within another organization. As a result of this, they have some thoughts and perceptions about their establishments and directors. This process, which is stated as the distributive justice, addresses the assessment of all kinds of gains among the employees, in other words the fairness in the distribution of the procedures such as tasks, roles, services, reward – punishment, wages, statutes, and promotions. If the employees perceive an unfair distribution justice within the organization, this may be reflected to the organization negatively with the consequences from intraorganizational conflicts, decrease of job motivation and performance, job dissatisfaction to leave of employment (Smith, 1965: 269-299).

2.2.2. Procedural Justice

Procedural justice is explaining the fairness and accuracy of the method, which is used when taking decisions. In order to ensure that the procedural justice functions well, the directors must consult their employees and ensure that they are involved in the decision-making processes, thus ensure the procedural justice by drifting away from the perceptual assessments. According to Greenberg (2010), ensuring the involvement of employees into decisions, consistency of the applied rules, validity and accuracy of the obtained information, rectifiability of the errors, taking safety precautions intended for the decision maker against the errors are the prerequisites of procedural justice (Greenberg, 2010: 69).

2.2.3. Transactional Justice

Transactional justice is related with the explanation aspect of distributional and transactional justice to the employees of the organization. It addresses the humanitarian and interpersonal relations such as courtesy, respect, and honesty. The concept of transactional justice was brought in body of literature by Bies and Moag (1986), drawing attention to the importance of interpersonal communication and information sharing, in order to ensure that positive, fair perceptions are created by the individuals. Bies and Morgan has grouped transactional justice under four aspects: accuracy, justification / justifiability, respect and conformity (Serinkan & Ürkek Erdiş, 2014: 14).

2.3. Models Constituting the Basis of Organizational Justice Concept

2.3.1. Personal Interest Model

In the body of literature, the “Personal Interest Model” is named as Individual Attention Model, Instrumental or Control Model. The idea basis of the model is maximization output of the individual gains. In general, economic interest relation exists against the individual gains. The individual gains which shall affect the lives of the persons and the thought that these gains play an efficient role also in decision and process control are the basis of the model (Kıray, 2011: 14).

The study named “Procedural Justice Theory”, which was conducted by Thibaut and Walker (1975), is the first basis of “Personal Benefit Model”. In this study, the theoreticians have investigated the reactions given by the individuals against the applied procedures, in case of disputes between the parties. As a result of the study, the researchers have found that the individuals withdraw from decision control with their free will, when they have influence on process control, and not being involved in decision control does not affect the individual justice perceptions negatively (Çolak and Erdost, 2004: 56–57).

2.3.2. Value Descriptor Model

Lind and Tyler have sought answer to the question “Why are the procedures, which let the voice of employees in decision-taking stage, perceived as fairer?”, in the study they have conducted in 1988. As a result of the study,

Lind and Tyler stated that being competent in process control and having voice about their personal benefits, indicates that individual thoughts in persons are given importance, and this affects the value feeling of the employees positively, and increase the justice perceptions of the individuals. Therefore, they have stated that perceptions of the employees, who have voice on applications, regarding procedural justice are affected positively. They have stated that obtaining their ideas may increase their perceptions on procedural justice, even if they could not ensure the change intended for the applications (Lind and Tyler, 1988: 222). While the individuals desire to have a voice on the decision control process on one hand, they desire to be valued within the community, of which they are members, on the other hand. This desire caused the emergence of group value approach in the search of justice (Serinkan and Ürkek Erdiş, 2014: 14).

2.3.3. Group Value Model

Group Value Model is not instrumental-oriented contrary to the personal benefit model, but it is an approach which is relational-based, and takes the interpersonal relations as basis. According to this model, members of the organization pay attention to the group relations and their social status in the organizations, in which they are involved. Self-respect and the self-confidence, which have been acquired due to the group membership, are valuable perceptive for the employees. Therefore, employees of the organization consider the group membership as an instrumental required to achieve gains, which complement their psycho-social aspects (Yazıcıoğlu and Topaloğlu, 2009: 5).

Individuals desire to be in long-term relations with the group they belong to, and feel that they are given value. Fairness of the procedures, which are applied for the continuity of group solidarity, is the prerequisite. Individuals assess the intra-group relations and the quality of the director's behaviours according to the fairness of the procedures and symbols and signs, which gives information in relation with their social status. As a result of this assessment, individuals internalize their positions within the organization (Laçinoğlu, 2010: 18).

2.3.4. Moral Values Model

According to the “Moral Values Model”, which has been developed by Folger in 1994, individuals expect that their personal values and prestige are also respected within the organization, and being valued. They perceive the behaviours, which are in compliance with this need and desire, as fair (Çağ, A., Öcal, H., 2011: 28).

2.3.5. Procedure Preference Model

Procedure Preference Model is developed by Leventhal, Karuza, and Fry in 1980, they have taken it as the main factors of the procedures, which shall make them achieve the desired results, when assessing the fairness of the distribution processes of the persons. These factors are grouped under seven headings:

- Selection of decision making bodies
- Selection of the measures to be used in reward distribution
- Collection of information required for reward distribution
- Preparation of procedures of decision process
- Establishing the mechanism which shall audit the decision makers
- Preparation of objection procedures against decision process
- Establishing the mechanism intended to change the unfair applications on distribution procedures (Aktaş, 2010: 92).

2.3.6. Multi-Approach Model

“Multi-Approach Model”, which is called as “Multi-Dimensional Need Model of Justice” in the literature, was started to be developed by Williams in 1997. Model is an integral structure, which composes instrumental model, group value model, and moral values model (Çağ, 2011: 30). According to this model, individuals have four psychic needs. They are:

- Need of Belonging
- Need of Control
- Need of Individual Respect
- Need of Meaningful Presence (Çetin, 2009: 13).

In case of maltreatment against the intraorganizational employees, these four needs are in conflict. This creates a negative justice perception on the employees, and causes intraorganizational conflicts (Laçinoğlu, 2010: 20).

2.4. Researches Conducted on Organizational Justice

While the first studies, which are conducted on the concept of organizational justice, were investigating how fair various organizational applications were perceived by the employees, in the recent studies perception of justice is started to be investigated in the relations between the individuals within the organizations (Greenberg, 2010: 69).

2.4.1. Overview of Researches Conducted on Organizational Justice

The study, which was conducted by George and Wallio (2017), has been started with 75 members of a regional certified accountancy establishment, in order to investigate the relation between distributive justice, procedural justice, and turnover intentions for the Millennial employees working in public accountancy environment. As a result of the study, they have found that both the distributive and procedural justice were low, and higher turnovers were achieved by checking the gender and job opportunities (George & Wallio, 2017: 112-126).

In this study, which was conducted by Upasana Singh et al. (2016), the effects of corporate support, procedural justice, and communication, which are perceived as the descriptors of the organizational confidence, on the organizational citizenship behaviour are investigated. The study was conducted with the involvement of 303 executive, mid-level, and low-level directors of various firms in manufacturing and service sectors. As a result of the study, they have found that all precursor variables increase the level of organizational confidence, presence of organizational confidence within the organization affects the organizational citizenship behaviour positively, and organizational confidence have partial mediation effect on the relation between organizational level factors and organizational citizenship behaviour (Upasana Singh & Kailash & Srivastava, 2016: 594-609).

In the study conducted by Le Huong et al. (2016), the researchers have investigated the relation between welfare perceived by the employees and the procedural, distributive, interpersonal, and informational justice, which are the four aspects of organizational justice, and how the aspects of organizational justice affects the employees' welfare, employed in Australian tourism sector. Sample of the study is consisted of 121 persons employed in tourism sector in Australia. As a result of the study, they have found that the informational justice have the strongest effect on the welfare of tourism employees, and it is followed by the aspects of procedural justice, interpersonal justice, and distributive justice respectively (Le Huong & Connie Zheng & Yuka Fujimoto, 2016: 945-964).

In this study conducted by Henry Kofi Mensah et al. (2016), they have started the study in order to investigate the effect of organizational justice on organizational undertaking. For this purpose, data was gathered from 463 employees, which were sampled randomly, from 13 trade banks located in Ghanian Koforidua. As a result of the study, they have found that the effect of organizational justice on organizational undertaking is at statistically significant level, in cases which gender, education, and employment duration were addressed as control variables or even if included into the model (Henry Kofi Mensah & Nestor Asiamah & Kwame Mireku, 2016: 196-209).

In the study conducted by Özafşarlıoğlu Sakallı and Örucü (2015) with 558 medical staff employed in Medeniyet University Göztepe Training and Research Hospital, they have determined that the neuroticism aspect, which is among the personal characteristics, has a negative relation between transactional justice, cognitive confidence, and emotional confidence. Further, in their study it was found that there is a positive relation between extroversion, conformity, responsibility, and open-mindedness, which are the sub-aspects of personal characteristics, and transactional justice, cognitive confidence, and emotional confidence. As a result of the study, they have found that conformity, responsibility, and open-mindedness, which are among the personal characteristics, are effective in adjusting the effect of employees' perceptions of organizational justice on organizational confidence (Özafşarlıoğlu Sakallı & Örucü, 2015: 185).

As a result of the study conducted by Küçükeşmen & Çarıkçı (2015) with 604 employees employed in public institutions in Isparta Province, they have found that there is a significant relation between organizational justice and organizational commitment, organizational commitment of men is higher than women, organizational justice perceptions of women is higher than men, emotional commitment of the employees increase as their age increase, and continuance commitment decrease as their education level increase (Küçükeşmen & Çarıkçı, 2015: 196).

In the study conducted by Keleş & Tuna (2014) with 1280 employees employed in five-star hotel establishments in Antalya, they have found that distributive, procedural, and transactional justice perception of employees have effects on their superficial, deep, and natural behaviours, the most negative thought is on distributive justice, and the most positive thought is on transactional justice (Keleş & Tuna, 2014: 177).

Yanık & Naktiyok (2014) obtained the following results in the study which they have conducted with 414 employees employed in 200 different establishments operating in automotive sector in Ankara Organized Industrial Zone: Ethical leadership have positive effects on job satisfaction, organizational commitment, organizational justice, organizational confidence, and have negative effect on leaving the employment, organizational confidence and organizational justice wholly mediate the relation between ethical leadership and organizational confidence (Yanık & Naktiyok, 2014: 182).

Kurudirek & Mızrak (2014) concluded that there is a directly proportional relation between organizational justice and job satisfaction, in the study they have conducted with 214 persons employed in Ağrı, Bingöl, Elazığ, Erzincan, Erzurum, Kars, Malatya, and Muş Provincial Directorates of Youth Services and Sports (Kurudirek & Mızrak, 2014: 144).

In the study conducted by Aykanat & Karcioğlu (2014) with the employees of 23 development agencies located in Turkey, it was determined that there is a negative and significant relation between psychological breach of contract and organizational justice, and the mediation effect of ethical leadership on this relation is found (Aykanat & Karcioğlu, 2014: 111).

The result obtained as a result of the study conducted by Akyel & Gunay (2014) with 345 persons employed in central and provincial organizations affiliated to the Ministry of Youth and Sports, is that the justice perceptions in the workplaces are at medium level, the lowest perception is on distributive justice aspect, and male employees have higher perceptions on “Procedural and Distributive justice” aspects, and single employees have higher perceptions on all sub-aspects. Besides, when the results obtained on the aspects of organizational confidence are reviewed, they have found that the organizational confidence levels of younger personnel, single personnel, and female personnel are higher on all aspects than the other categories. When the results of correlation analysis are reviewed, the efficiency of procedural justice applications are more descriptive in increasing the confidence which they feel against the director and their friends, and there is a positive relation between the personnel perception, which is among the sub-aspects of interpersonal justice, and the “Confidence to Director” sub-aspect, which is among the sub-aspects of organizational confidence scale, at medium level, and there is a positive relation between the self-confidence of the organization and the interpersonal confidence, at near medium level (Akyel & Gunay, 2014: 196).

Akyol & Akçay (2013) have found that the organizational justice is perceived well by those, who are in-charge in management, in all management processes and all organizational justice aspects, and by those who are not in-charge in management, at medium level, in the study they have conducted with 1139 academicians employed in four state universities located in Marmara Region (Akyol & Akçay, 2013: 171).

Örmeci & Artan (2013) have conducted a study on 363 white-collar individuals, and as a result of the study they have found that the tendency of not displaying working behaviours contrary to productivity increases as the organizational justice perception and organizational commitment increase, and confidence to the organization have high contribution on organizational commitment (Örmeci & Artan, 2013: 159).

Işık & Oku (2013) have conducted a study with 280 employees, who are subject to performance evaluation system, in 12th Regional Directorate of

Hatay Land Registry and Cadastre and 47 Directorates of Land Registry and Cadastre in total located in Adana, Mersin, Osmaniye, and Hatay provinces, affiliated to this directorate. As a result of the study, they have concluded that rewards and punishments, which are distributed as a result of the performance evaluation, are not satisfactory, and the wage levels are not fair according to the performance evaluation system and its results (Işık & Oku, 2013: 166).

Kuru Çetin & Çinkır (2013) have conducted a study with 284 school principals and 854 teachers employed in 23 province centres. As a result of the study, they have presented the organizational influencing tactics used by the teachers, and that they are the best predictors of distributive justice, process justice, and transactional justice, which are among the organizational justice types, and the organizational influencing tactics of the principals are the best predictors of distributive justice, process justice, and transactional justice, which are among the organizational justice types (Kuru Çetin & Çinkır, 2013: 121).

In the study conducted by Aydoğan & Yetim (2012) with 780 football players of 41 professional football clubs, they have found that there is a positive correlational relation between the general job satisfaction scores and distributive, procedural, and transactional justice, which are among the sub-aspects of organizational justice (Aydoğan & Yetim, 2012: 124).

As a result of the study conducted by Çakıcı & İraz(2012) on 509 nurses employed in state hospitals located in East Black Sea Region, they have found that there is a positive relation between the nurses' organizational justice perceptions and their organizational commitment (Çakıcı & İraz, 2012: 123).

In the study started by Çelik in 2012, it was tried to identify the effect of employees' perceptions of justice on the occurrence of innovative behaviours which make important contributions in the competition of the establishments, and determine the mediation role of their career satisfaction on this effect. As a result of the study, which was conducted with the data gathered from 260 persons employed in small-sized accommodation establishments operating in the city centre of, via questionnaire method, it was found that justice

perceptions of the employees have effect on both innovative behaviours and career satisfaction (Çelik, 2012: 99-122.).

In the study conducted by Çınar, Yeşil & Öz (2013) with 396 bank personnel employed in Kahramanmaraş, it was found that organizational commitment, organizational support, and organizational justice affect the performance of employees positively, and affect the tendency to leave the employment negatively, job satisfaction is not correlated with the performance of the employees, interorganizational citizenship behaviour makes partial, positive contribution on all these relations (Çınar & Yeşil & Öz, 2013: 101).

In the study conducted by Acar & Kaya (2011) with 309 physical education teachers in Ankara, Kırıkkale, Kırşehir, Mersin, Erzurum, and Batman provinces, it was concluded that the physical education teachers and school principals display ethical leadership behaviours at high levels, and their justice perception on their schools and their motivation levels are high (Acar & Kaya, 2011: 122).

In the study conducted by Erkuş, Turunç & Yücel (2011), while the relations between organizational justice and organizational commitment are investigated, mediation effect of internal and external job satisfaction in this relation is examined. Within this scope, a study has been conducted on 269 employees, who continue their professional lives in banking sector. According to the results of the research, it was determined that transactional justice aspect, which is among the organizational justice aspects, affects the organizational commitment of the employees via the internal and external job satisfaction. It was seen that distributive justice and process justice have not direct or indirect effects on organizational commitment. It was determined that the distributive justice and transactional justice aspects have positive and significant effects on the external job satisfaction, and transactional justice aspect have positive and significant effects on the internal job satisfaction (Erkuş & Turunç & Yücel, 2011: 245-270).

The purpose of the study conducted by Meydan, Basım & Çetin in 2011, is to try to present the effects of organizational justice perception and commitment on exhaustion, within the framework of a built structural equality model, based

on the data obtained from 114 directors employed in public sectors of Turkish Republic. Results indicate that different aspects of justice perception and commitment have direct and indirect reducing effects on exhaustion with effects having different sizes. Contributions into the managerial applications and the limitations are also discussed separately (Meydan & Basım & Çetin, 2011: 175-200).

Taşkaya & Şahin (2011) have started a study on “Assessment of Effects of Personal Characteristics and Organizational Justice Perceptions of Hospital Staff on Their Organizational Commitment Levels with Structural Equity Model”. Employees of a hospital operating in Adana province constitute the population of the study (n=447). According to YEM results, it was found that the commitment levels of medical staff to the hospitals, in which they are employed, differentiate depending on the occupational groups and employment periods in the institution, which are among the personal characteristics; gender, marital status, and total employment period do not affect the organizational commitment. Furthermore, organizational justice perceptions of hospital staff affect their organizational commitment significantly (Taşkaya & Şahin, 2011: 165-185).

The main purpose of the study conducted by Yürür & Demir (2011) is the analysis of the relations between the psychological strengthening, which refers to the perception of strengthening applications applied in the organizations by the employees, organizational justice perceptions of the employees. For this purpose, a study has been conducted on 237 employees in total within a private sector, which carries out strengthening applications. According to the results obtained, psychological strengthening increases the justice perception of the employees. On the other hand, justice perception also affects the psychological strengthening levels of the employees (Yürür & Demir, 2011: 311-335).

The purpose of the study conducted by Yavuz in 2010 is to determine whether there is a differentiation in organizational justice perception of the public and private sector employees. As a result of the study, it was found that there is differentiation in organizational justice perceptions of public and private sector employees. It was concluded that organizational justice perceptions of private

sector employees are higher than the organizational justice perceptions of public sector employees (Yavuz, 2010: 302-312).

In this study, İşcan and Sayın (2010) have aimed to investigate the relation between organizational justice, confidence, and job satisfaction within the establishments. As a result, it is verified that there is positive relation between organizational justice, confidence, and job satisfaction, as it is assumed (İşcan & Sayın, 2010: 195-216).

In the study conducted with 602 employees employed in five-star hotel establishments in Istanbul, Taşkıran & Çetin (2010) have found that they have high justice perceptions and they mainly perceive their directors as transformative leaders. It was determined that organizational justice perception undertakes the moderator role in the interaction between all other variables, except the effect on the relational silence of transformative leadership, while the leadership style is effective on the organizational silence, the effect differentiates when the organizational justice perception is included in the model, depending on the low or high organizational justice perception, which is the moderator variable (Taşkıran & Çetin, 2010: 145).

Sezgin & Yahyagil and Dicle (2009) have conducted a study with 387 white-collar persons employed in management and out of management job positions of three large establishments operating in service and production sector in Turkey. As a result of the study, it was found that distributive justice perceptions of the organizational cultures having a climate, which pays attention to flexibility and innovation, are higher, outward-oriented organizational cultures perceive transactional justice more than inward-oriented organizational cultures, and therefore transactional justice display more organizational citizenship behaviour than distributive justice (Sezgin & Yahyagil & Dicle, 2009: 176).

Demircan Çakar and Yıldız (2009) have investigated the relation between justice perceptions, perceived organizational support, and job satisfaction, in the study conducted on 356 employees from twelve firms operating in banking and insurance sector. It was found with the multi-regression analysis that both

the procedural and distributive justice have positive effect on job satisfaction. On the other hand, the findings of the mediator analysis showed that the perceived organizational support have whole and partial mediator effect in the relation of justice perceptions with three aspects of perceived job satisfaction (Demircan Çakar & Yıldız, 2009: 68-90).

Yazıcıoğlu and Topaloğlu started a study with 426 employees employed in 864 accommodation establishments in Muğla Province in 2009. The main purpose of this study is to determine the relation between sense of justice of the employees against the organization, in which they are involved, and their organizational commitment levels, in the accommodation establishments. As a result of the analysis of obtained data, it is determined that there is a significant relation at significance level of 0.5% between the general organizational justice sense, justice elements, and organizational commitment. The severity and level of the existing relation are determined as 62.4% between the general organizational justice and organizational commitment. Level of the relation between justice elements and organizational commitment is determined as 51% between distributive justice and commitment, as 45% between procedural justice and commitment, and as 62% between transactional justice and commitment (Yazıcıoğlu & Erdoğan, 2004: 50).

Öner & Bozkurt (2008) have conducted a study with 305 white-collar employees in 26 medium- and large-scale companies operating in different sectors in Istanbul. As a result of this study, it was determined that there is a high correlation between Paternalistic management and servant management, and the presence of a positive, significant relation between the perceived organizational justice perception and job absorption (Öner & Bozkurt, 2008: 168).

2.4.2. Researches on Organizational Justice – Interorganizational Citizenship Behaviour

Perception of organizational justice is an important conceptual which affects the organizational citizenship behaviour (Podsakoff et al., 2000: 513-563). There are studies indicating that organizational justice assessments have

effects on many behaviours such as job satisfaction, job performance, job commitment, organizational citizenship behaviour (İşcan & Sayın, 2010). Transition from the citizenship behaviours at personal level and/or within the organization to the citizenship behaviour at organization level is possible (Özdevecioğlu; 2009: 48).

Pan X, Chen M. Hao Z. And Bi W. (2018) have started a study on 2566 employees of the establishments operating in production sector in 13 (thirteen) different cities in China. As a result of this study, it was determined that organizational justice is efficient on positive and negative organizational behaviour, and particularly the process justice differentiate more than the distributive justice (Pan X & Chen M. & Hao Z. & Bi W. 2018: 2315).

A study was started by Nadir, A. (2016) on 200 doctors in health sector in Pakistan. As a result, significant relations were determined between organizational justice and citizenship behaviours. It was determined that procedural and transactional justice have positive effects on courtesy, and distributive justice have positive effects on altruism (Nadir, 2016: 198).

In the study conducted by Dağlı & Küçükaltan (2016) with 312 employees of public and private banks operating in Malatya, Elazığ, Bingöl, and Tunceli Provinces; it was concluded that there is a negative, significant relation between psychological breach of contract and organizational citizenship behaviours, and between psychological breach of contract and organizational justice perceptions, and there is a positive, significant relation between organizational justice perceptions and organizational citizenship behaviours. When it is reviewed in terms of demographic variables, it was determined that psychological breach of contract does not differentiate depending on the gender variable, but while perceptions of psychological breach of contract increase significantly, the organizational justice perceptions decrease, as age, education, and job experiences increase, the perceptions of psychological breach of contract and organizational justice of singles are significantly higher than those who are married (Dağlı & Küçükaltan, 2016: 196).

In the study conducted by Guglielmo Faldetta (2016) it was suggested that the relational approach, which is based on logic of gift and Lévinas concept of

organizational justice may form an ethical basis (Guglielmo Faldetta, 2016: 64-80).

This study was conducted by Yunhong Hao & Jie Hao & Xiaochen Wang (2016) with 300 employees of Chinese public economic enterprises and private Chinese companies. The purpose of this study is to present the relation between organizational justice perception and job satisfaction. As a result of the data analysis, it was concluded that perceptions of the employees on procedural justice is higher than distributive justice in Public Economic Enterprises, and procedural justice and transactional justice have similar coefficients in private enterprises, the relation between the organizational justice and job satisfaction differentiates between the full-time employees and part-time employees (Yunhong Hao & Jie Hao & Xiaochen Wang, 2016: 115-128).

In the body of literature, in the study conducted by Sökmen et al., (2015) with 341 employees in defence sector, positive significant relations were determined between justice and sub-aspects of citizenship behaviour, and it was concluded that the distributive justice sub-aspect affects the scrupulosity, gentlemanship, and courtesy sub-aspects of citizenship behaviour positively (Sökmen & Şahal & Söylemez, 2015: 66-91).

The study conducted by Moses Acquah & Eddy K. Tukamushaba (2015) aims to determine the perceptions of the interactions between human factor and organizational justice in the organizations operating in two African countries of Sahara. The sample group of the study is consisted of public and private sector enterprises from six Sub-Saharan African economy so as to be Ghana (n = 158) and Uganda (n = 208). As a result of the study, it was determined that higher perception of organizational justice within the organization, cultural aspects of human abilities and moral capital increase the effect on the perceptions of the individual employees regarding the activities carried out by the their organization (Moses Acquah Eddy K. & Tukamushaba 2015: 320-335).

The researcher named Sumita Rai (2015) has started a study in order to investigate the effect of organizational justice on mental health of the

employees. As a result, it was found that the distributive and transactional justice are significantly correlated with the mental health of the employees and positive transactional effect, in case of strong identification (Sumita Rai, 2015: 68-84).

The study, which has been started by Vincent Cassar & Sandra C. Buttigieg in 2015, in order to investigate the moderate mediation relations regarding breach, organizational (procedural and transactional), and emotional welfare, was applied to 620 persons employed in an automobile parts company in Malta. As a result, while breach mediates partially in the relation between justice and welfare, the justice levels, do not explain the mediator role of breach of procedural and transactional justice aspects, except the transactional justice (Vincent Cassar & Sandra C. Buttigieg, 2015: 217-235).

This study, which was conducted by Karin Proost & Peter Verboon & Joris van Ruysseveldt (2015), has been started in order to investigate the role of organizational justice in the context of job request – control model of Karasek Huzurevi employees, and applied on 197 old age asylum employees. As a result of the study, it was presented that organizational justice have a negative effect on turnover intentions of job requests and job satisfactions of job requests, it was entered into the intermediate storage for the positive effect, in addition job control has a directive role on the effect of justice on job satisfaction and turnover intentions of job requests, justice strengthens the role of job control for high job requests (Karin Proost & Peter Verboon & Joris van Ruysseveldt, 2015: 487-499).

Dalgın & Taslak (2015) have conducted a study with 502 mid- and sub-level directors employed in the five-star hotel establishments operating in Marmaris and Bodrum regions. As a result, perceived leadership is to mobilize and being model. Distributive justice aspect of mid- and sub-level directors are at low levels. Tendency to display interorganizational citizenship behaviours in altruism and courtesy aspects are at higher levels. They have found that the effect of procedural and transactional justice aspects, which are among the organizational justice aspects, on the interorganizational citizenship behaviours are stronger than the distributive justice, organizational justice have partial mediation effect in the relation of leadership applications,

organizational citizenship behaviours of organizational justice perceptions, particularly procedural justice perceptions affect the organizational citizenship behaviour with the leadership applications of allowing to take action and being model, at the highest level (Dalgın & Taslak, 2015: 175).

Ching- Sheng Chang (2014) has studied the relation between the organizational citizenship behaviour and organizational justice on 386 persons in Taiwan. As a result of the study, it was found that the perceived organizational justice and moderate corporate support effect the organizational citizenship behaviours positively, they display altruistic and devoted works (Ching- Sheng Chang, 2014: 332-340).

In the study conducted by Eren & İraz (2014) with 204 persons employed at nurse status in the public hospital, it was found that there is a positive relation between organizational justice perceptions and citizenship behaviour (Eren & İraz, 2014: 108).

As a result of the study conducted by Ertürk & Bedük (2014) with 548 policemen employed in Konya Provincial Directorate of Security, there is a reverse and poor relation between the power distance and organizational citizenship behaviour. It was determined that there is a direct and poor relation between justice perceptions and organizational citizenship behaviour, explanation rate of power distance expectation and organizational justice perception variables of organizational citizenship behaviour variable is approximately twenty two percent, and the biggest contribution is provided by the transactional justice variable (Ertürk, Bedük, 2014: 154).

Tziner and Sharonisuggest two model proposals in the study, which they have conducted in 2014: The first model is setting the (1) organizational justice and interorganizational citizenship behaviour, into a positive relation between (2) stress and interorganizational citizenship behaviour and (3) job – family conflict. The variables of this first model indicate that there is mediation role between interorganizational citizenship behaviour and stress organizational justice, and job – family conflict. The second model indicates that there is a positive relation between (1) organizational justice and interorganizational citizenship behaviour, (2) job – family conflict and interorganizational

citizenship behaviour and (3) job – family conflict and stress (Tziner & Sharoni, 2014: 35-42).

This study, which was conducted by Byoung Kwon Cho et al. (2014), aims to test the mediator effect of organizational identification in the relation between organizational justice and organizational citizenship behaviour, and investigate the effects of procedural and correlational contracts between the organizational identification and organizational citizenship behaviour. For this purpose, the study was conducted on 284 persons employed in ten companies in South Korea. As a result of the study, they have concluded that the effects of distributive and transactional justice, which are among the organizational justice, are realized via organizational identification, and the positive relation between the organizational identification and organizational citizenship behaviour is both at low level and stronger for correlational contract (Byoung Kwon Cho & Hyoung Koo Moon & Wook Ko & Kyoung Min Kim, 2014: 530-554).

As a result of the study conducted by Çimenci and Çetinkaya (2013) with 160 persons employed in establishments operating in a shopping centre in Afyonkarahisar, it was found that the organizational identification has an important mediation role in the effect of procedural and transactional justice on altruism, scrupulosity, courtesy, gentlemanship, and civic virtue perceptions, and organizational identification does not have any mediation roles in the effect of distributive justice on identification (Çimenci & Çetinkaya, 2013: 163).

The purpose of the study conducted by Mahajan and Benson (2013) is to find the effect of organizational justice environment on the performance of the firm within the conceptual framework. As a result of the study they have concluded that an organizational justice climate directs the firm performance, and also social capital indirectly, and firm performance may be extended from individual level to organizational level (Ashish Mahajan & Philip Benson 2013: 21-736).

Yaghoubi et al. (2012) have investigated the relations between the organizational justice and organizational citizenship behaviours of the nurses employed in the hospitals affiliated to İsfahan Medical Sciences University. As a result of the study, significant relations were determined between courtesy

and scrupulosity, although there are not any significant relations between organizational justice and civic virtue and gentlemanship. They have linked the cause of the result, which they have obtained, with low transactional justice perceptions of the nurses, and their emotional, cognitive, and behavioural reactions displayed against their directors (Yaghoubi & Afshar & Javadi, 2012: 456-460).

In the study conducted by Akyüz & Zehir (2012) with 400 teachers employed in private high schools located in Istanbul, Kocaeli, and Sakarya Provinces of Marmara Region, it was concluded that organizational justice have a mediator effect on servant leadership behaviour, and both the relation of organizational citizenship behaviour and relation of employee performance (Akyüz & Zehir, 2012: 122).

Yılmaz & Altinkurt (2012) have started this study with 466 persons employed in secondary school teachers in Kütahya, in order to investigate the relations between organizational justice, organizational confidence, and organizational citizenship behaviour in Turkish secondary school institutions. As a result of the study, they have determined that there is a positive and mid-level relation between organizational citizenship and organizational justice, confidence to principle, confidence to colleagues, and on the other hand between the stakeholders, and it explains approximately two fifth of the total variance in organizational confidence, and organizational justice, and organizational citizenship behaviour (Yılmaz & Altinkurt, 2012: 223 – 248).

Erkutlu (2011) has conducted this study with 618 academicians employed in ten universities in Turkey, in order to identify whether the organizational culture have a mediation effect between organizational citizenship behaviour (OCBs) and justice perception or not. As a result, it was found that the role of organizational culture between organizational citizenship behaviour and organizational justice is at medium level, there is a stronger relation between transactional justice and organizational citizenship behaviours, in addition high levels of organizational citizenship behaviour are observed in team-oriented organizations, and there is a poor relation between distributive and procedural justice (Erkutlu, 2011: 532-554).

In the study conducted by Guadarzvandchegini et al. (2011) with 2811 medical staff employed in Rast Hospital in Iran, they have determined positive relations between organizational citizenship behaviours and distributive, procedural and transactional justice (Goudarzvandchegini & Abdesonboli & Gilaninia, 2011: 42).

This study, which was conducted by Palaiologos et al. (2011), aims to explore the performance evaluation aspects linked with organizational justice, more specifically with three justice types: distributive, procedural, and transactional. As a result of the study, procedural, distributive and transactional justice are correlated with performance evaluation, and in addition satisfaction elements are correlated with all aspects of organizational justice strongly (Palaiologos & Panayotopoulou, 2011: 826-840).

In the study conducted by Şeşen and Basım in 2010, it was investigated whether job satisfaction have a mediation role in the relation between two variables or not. The findings of the study indicate that job satisfaction have a mediation role in the relation between organizational justice perception and organizational citizenship behaviour, however organizational justice perception does not have a mediation role in the effect on organizational citizenship behaviour intended for individuals (Şeşen & Basım, 2010: 171-193).

The purpose of the study conducted by Argon in 2010, is to present the ideas of the academicians employed in the universities regarding performance evaluation, motivation, and organizational justice subjects. Study group of the research is consisted of 21 academicians employed in university. The attitudes of the employees, which have been obtained as a result of comparison, affect their motivation and performance, and also effect having sense of being fair for organizational applications. In addition, as a result of the study, it was found that state universities need structural changes through starting a transformation process in terms of performance evaluation (Argon, 2010: 133-180).

Yılmaz & Taşdan (2009) have conducted this study in order to identify the perceptions of primary education teachers regarding organizational citizenship

behaviour and organizational justice. As a result of the study, they have determined that teachers have positive perceptions on organizational citizenship behaviour and organizational justice, perceptions of organizational citizenship behaviour do not change depending on gender, working environment, and seniority, perceptions of organizational justice change depending on seniority, and there is positive relation between the organizational citizenship behaviours and organizational justice perceptions of the teachers (Yılmaz & Taşdan, 2009: 108-126).

As a result of two different studies conducted by Polat & Celep (2008) and Yılmaz & Taşdan (2009), it was found that there is a positive relation between organizational justice perception and citizenship behaviour (Polat & Celep, 2008: 307-331).

As a result of the study conducted by Sezgin et al., (2009) with 387 white-collar employees in service and production sector, it was found that procedural justice effects the citizenship behaviour positively (Sezgin & Yahyagil & Dicle, 2009: 176).

Ertürk (2007) has conducted this study, in order to investigate the role of organizational justice to strengthen the interorganizational citizenship behaviours of Turkish academicians, and the confidence to the auditor. In the study conducted on 1,018 academicians in total from public universities in Turkey, they have concluded that confidence to the auditor wholly mediates to the relation between organizational justice and directed organizational interorganizational citizenship behaviour, however in partial to the relation between the organizational justice and directed individual interorganizational citizenship behaviour (Ertürk, 2007: 257-270).

Arslantaş and Pekdemir (2007) have conducted a field study with 233 blue-collar employees employed in different departments of a production firm, in order to investigate the relations between transformational leadership, interorganizational citizenship behaviour, and organizational justice. It was found that charisma / transfusion and individual level interest aspects of transformational leadership and distributed and interpersonal justice have effects on interorganizational citizenship behaviour. Furthermore, it was found

that charisma / transfusion and mental encouragement aspects of transformational leadership have effects on organizational justice (Arslantaş & Pakdemir, 2007: 261-286).

As a result of the study conducted by Dilek and Alpkın (2005) with 315 persons in defence sector, it was determined that there is a positive relation between distributive justice and citizenship behaviours (Dilek & Alpkın, 2005: 143).

Rhoades and Eisenberger (2002) have conducted 70 meta-analysis study, in order to investigate the perceived organizational justice of the employees. As a result of the study, they have determined that there are relations between consultancy, organizational rewards, and suitable occupational conditions; thus between organizational justice and individual and organizational results, and in addition they depend on the processes undertaken by organizational support theory. With other words, they have determined that the belief of the employees regarding that the acts of the organization are arbitrary, sense of obligation on assistance to the organization, sense of meeting the socio-emotional requirements, and performance reward expectations are effective (Rhoades & Eisenberger, 2002: 698-714).

Moorman, R. H. (1991) has conducted this study, in order to investigate the relation between justice perceptions and corporate citizenship behaviours, in a sample taken from two firms in Middle West of USA. As a result, any relations were not determined between the perceptions on distributive justice and the aspects of organizational citizenship behaviour; it was determined that transactional justice aspect affects all aspects of organizational citizenship behaviour (Moorman, 1991: 845-855).

CHAPTER 3

3. INTERORGANIZATIONAL CITIZENSHIP BEHAVIOUR

3.1. Concept of Organizational Citizenship

The term of organizational citizenship was addressed by Chester Barnard in 1930s at first. When the literature is reviewed, it is seen that an agreement is not reached on a common idea, although many definitions have been made on the terminology and content of the concept. Researchers focused on the structure of this concept, the factors affecting this structure, and outputs rather than the conceptual expression of organizational citizenship behaviour. Some definitions on the concept of organizational citizenship behaviour within the literature are as following:

Organ (1988) named the organizational citizenship behaviour as “good soldier syndrome”. According to Organ, organizational citizenship behaviour is defined as the behaviours displayed by the person, who is not within the formal order of the duty structure, without the expectation of any rewards (Organ, 1988). Podsakoff and his colleagues (2000) expressed the organizational citizenship behaviour as the behaviours which are not present in the job descriptions and is not made obligatory, have no penal sanctioning in case of not performing, or do not correspond to any formal rewards in case of performing, occur depending on the personal preference for the effectiveness, efficiency, and success of the organization (Podsakoff, Mac Kenzie, Paine and Bachrach, 2000: 513). According to another definition, organizational citizenship behaviour is described as the positive behaviours of the employees, which they display depending on the sensitivity to their work and

organizations, which make contribution to the development of the organization with one aspect, form of abstaining from the behaviours which shall affect the organization negatively with its other aspect (Berber, 2010).

3.2. Sub-Aspects of Organizational Citizenship Behaviour

Dennis W. Organ (1988) has classified the organizational citizenship behaviours under five sub-aspects. These are conscientiousness, altruism, courtesy, sportsmanship, and civic virtue.

3.2.1. Scrupulosity Aspect

Behaviours, which are displayed by the employees willingly, beyond the minimum role requirements expected from them, are called in scrupulosity aspect (Öztürk & Özata, 2013: 365-381). Working overtime without any wage, in case the employee cannot finish the work within the organization, not extending the break times, using all kinds of resources of the institution, in which he/she is employed, at optimum level, complying with the corporate rules, showing continuity even in negative personal cases may be the examples of scrupulosity aspect (Berber, 2010).

3.2.2. Altruism (Benevolence) Aspect

Benevolence is the main focus in altruism aspect. Employees of the organization display assistance behaviour each other in their tasks or in problems they encounter during the performance of their works. They do not display this behaviour only to each other, but also to the customers, suppliers, and sellers which refer to the corporation (Öztürk & Özata, 2013: 365-381).

3.2.3. Courtesy Aspect

Courtesy aspect is the organizational citizenship behaviour aspect, which includes the incidents that may pose problems, the measures to be taken before the problem occurs, and informing (Organ, 1988). According to Öztürk and Özata, the courtesy aspect is the positive behaviours displayed by the organization members, which come together continuously due to the work, are in continuous interaction, and shall be affected by the work and decision taking processes of each other (Öztürk & Özata, 2013: 365-381).

Informing the superior units before a machine breaks down, notifying the power cuts in advance in the enterprise may be the examples of courtesy aspect (Podsokoff, Mac Kenzie, Paine and Bachrach, 2000: 513).

3.2.4. Gentlemanship (Sportsmanship) Aspect

Gentlemanship aspect is a context, which includes carrying out the tasks and responsibilities even in unsuitable working conditions, and ignoring these problems and ensuring that the problems are eliminated, and working wishfully (Organ, 1988). It is also a requirement of the psychological contract established between the organization and the employee. Making sacrifice in group works or being respectful even in case of disaccord, and keeping positive attitude may be the examples of gentlemanship aspect (Podsokoff, Mac Kenzie, Paine and Bachrach, 2000: 513).

3.2.5. Civic Virtue Aspect

It represents the macro-level citizenship aspect, which is performed by the employees consciously in favour of the organization. In the behavioural type of civic virtue, employees are involved in the management actively, and it includes the proactive behaviours which prioritize the protection of organizational interests, by seeing the opportunities and threats emerging at changing external environment conditions (Sukut, 2010). Participating in trainings and meetings, which may be beneficial for the organization although they are not obligatory, following the technology, information flow, and innovative initiatives related with the field of activity, in which they are operating may be the examples of Civic Virtue Aspect (Podsokoff, Mac Kenzie, Paine and Bachrach, 2000: 513-563).

3.3. Concept of Interorganizational Citizenship Behaviour

Transition from the citizenship behaviours at personal level and/or within the organization to the citizenship behaviours at organization level is possible. These kinds of behaviours are called “interorganizational citizenship behaviour”. Interorganizational citizenship behaviour may be stated as the behaviours of one of the organizations, which are in cooperation, at organizational level, which make positive contributions to the operation and

performance of the organization, so as to be in favour of the other organizations or the upper system which they are affiliated, although it not within the scope of the contract (Özdevecioğlu, 2009: 49).

In the recent years, an increase is being observed in relations between the organizations, such as the relations between the individuals and groups within the organizations may display extra, role surplus behaviours against the organizations, with which they are in cooperation, within this relation network. There may be many reasons in displaying a citizenship behaviour by one organization to another organization, such as being in sectorial cooperation, wishing to display a common attitude against the competition, being sufferers in similar matters, co-investment, being in joint project, being the distributor of the same enterprise. Here, the matter, which must not be ignored, is that the displayed interorganizational behaviours are gratis.

Interorganizational citizenship behaviour is a factor that increases the competitiveness and productivity of the organizations (Autry et al., 2008: 67). Besides, strengthening the relations may be ensured as a consequence of giving positive returns against the assistance and supports provided within the framework of social exchange theory, even if the positive and constructive relations to be established by one organization with another organization are gratis pursuant to the interorganizational citizenship behaviour (Özdevecioğlu & Akin, 2013: 116).

3.4. Sub-Aspects of Interorganizational Citizenship Behaviour

The most competent study on interorganizational citizenship behaviours in the body of literature is the analysis study conducted by Autry, Skinner and Lamb on the sub-aspects of interorganizational citizenship behaviour (Autry et al., 2008: 56). Autry and his colleagues stated the sub-aspects of interorganizational citizenship behaviour under seven headings. These are:

3.4.1. Interorganizational Sacrifice Aspect

It refers to an information needed against another organizations, which are n cooperation or communication, behaviours which are displayed without

expecting a return, intended to solve the problem against the problems arising from financial matters.

3.4.2. Interorganizational Tolerance Aspect

It is being tolerant against the exceptional negative situations caused by the organization, with which an organization is in cooperation. Undesired behaviours such as delays in delivery, delivering the order less or more, being not able to carry out the deliveries within the specified period may be the examples of these behaviours. It is the case not responding with penal sanctions to the organizations, which they are in cooperation with, even in case of these kinds of negative situations.

3.4.3. Interorganizational Commitment

It refers to the commitment of the organization to the organization, with which it is cooperating. Interorganizational commitment is not executing contracts with a different organization, even if it has the opportunity for cooperating with other organizations at better terms. Organization may withdraw from its own requests for the organizations, with which it is in cooperation. Not cancelling the order, although it may procure the service, which is ordered, from another organization with less costs, or sharing information with the supplier organization related with the important customers may be the examples of interorganizational commitment.

3.4.4. Interorganizational Honesty (Fairness) Aspect

Interorganizational honesty is being in open, sincere, understandable, and honest relations in all relations of the organization. Organizations, which have interorganizational honesty, pay attention to deliver the good / service with zero defect, to offer production and service at high quality standards.

3.4.5. Interorganizational Consent and Cohesion Aspect

It is the state, which cooperating organizations accord with each other's standards, policies, and rules.

3.4.6. Interorganizational Constructivism

Interorganizational constructivism behaviour is to display behaviours intended to solve the problems, in case disputes arise during the cooperation between the several organizations. It is supporting even if with the public relations service, in order to ensure that the other organization and customers, with which it is in cooperation, receive public support, so as to be in favour of them.

3.4.7. Interorganizational Relation Development (Progress)

It is displaying behaviours intended to improve the processes together with the other organizations, with which it is cooperation. Establishing joint databases which allow data sharing so as to be in favour of each other may be an example (Autry et al., 2008: 56).

In this study, the sub-aspects of interorganizational citizenship behaviours provided in the study of Özdevecioğlu (2009: 67) named “Interorganizational citizenship behaviours: Theoretical framework and a scale development” are taken as a basis. These are: interorganizational cooperation, interorganizational information sharing, interorganizational gentlemanship, and interorganizational cohesion aspects.

3.5. Theoretical Approaches Constituting Basis for Organizational & Interorganizational Citizenship Behaviour Concepts

3.5.1. Social Exchange Theory

The Social Exchange Theory dates back to the oldest social behaviour approaches, which considers the social relations between the persons as a source. Homans (1958), Thibaut and Kelley (1959), Gouldner (1960), Emerson (1962), Blau (1964) are the researchers, who have made contributions into the theory. Homans (1958) has suggested the theory which assumes the social relation as exchange. According to the Social Exchange Theory of Thibaut and Kelley (1959), persons enter into individual relations as a result of the comparison of consideration which is paid in order to obtain individual gains and acquired benefit. Individuals desire the maximum gain with the least cost in these relations. Humankind is selfish due to its nature, and tends to select those, which is conforming to its own interest (Dainton and Zelle, 2011: 61).

Gouldner (1960) also has based the stability in social systems on the principle of reciprocity in the relations of members. Emerson (1962) emphasized that imbalance of power in social relations makes the relation powerless, and the importance of mutual dependency in these relations. Blau (1964) has investigated the relation of members with the organization, and suggested that this interaction is realized in two forms: economic and social (İplik, 2015: 40).

According to the Social Exchange Theory, the relation between the parties is not based on a certain obligation. The gains, which may be acquired as a result of the exchange between the parties, are left to the person's discretion. This gain is not material, and therefore there are not any obligations. The obtained results are the indicators of mutual trust and friendliness wholly. Within this context, in case the organization members have perceptions such as trust, commitment, loyalty at high levels, then it causes them to display more voluntary attitudes and in cooperation, and to display more interorganizational citizenship behaviour (Gürbüz, 2006: 53).

3.5.2. Leader – Member Exchange Theory

The concept of Leader- Member Exchange is suggested by Dansereau, Graen and Haga (1975) firstly. Leader- Member Exchange Theory explains the dynamic relation and interaction between the leader and subordinate, and investigates the effect of leader – member relation on emotional and behavioural reactions. Leader- Member Exchange Theory is a response to the “Average Leadership Behaviour Style”, which defends that the leaders display a uniform behaviours against the organization members (Northouse, 2013: 161). Theory defends that the leadership must not be group-based, but be person-based. The particular reasons of confirming the person-based leadership behaviours is due to the individuals have different personal characteristics within the organization, and therefore subordinates have different expectations and objectives. Within this context, there are many double groups which have been formed by the leader with each of its subordinates.

Ties of affection is formed between them depending on the level of the relation established by the leader with its employees, and he/she gives behavioural

reaction (job performance, etc.) or emotional reaction (interorganizational citizenship behaviour, etc.) (Kabataş, 2010: 40). Yu and Liang (2004) have stated three possible relations between the leader and subordinates. These are:

- Interaction between the Leader and A Subordinate: In this relation, which vertical double relation chain is provided, leader displays a different behaviour pattern to each subordinate.
- Interaction between the Leader and A Group: In this approach, which we may call as average leadership style, leader considers its subordinates as group, and treats equally.
- Interaction between the Leader and Two Different Groups: In this relation, which is called as Leader – member exchange model, the leader displays different behaviours to the individuals in different groups, and equally to the individuals within the same group.

Mutual interest relation is present between the leader and the member, there are arguments which shall initiate the interaction process for both parties. Thus, if the subordinate is in communication with the leader at high levels, then he/she shall display behaviours which shall be in favour of the leader and the organization directly, and display interorganizational citizenship behaviours, by moving beyond the formal job descriptions. On the other hand, leader may grant privileges which may satisfy its subordinates (Yu, D., Liang, J. 2004: 261).

3.5.3. Inequity Theory

Inequity Theory was developed by Adams Smith in 1965. Adams suggested that the perceived justice perception is an important factor on job performance and employee motivation, as a result of the study conducted in General Electric Company (Çelik, 2007: 97). Organizational justice is the basis of Inequity Theory. According to the Inequity theory, employees compare the contribution they make with the contribution provided by the organization to its members. As a result of this assessment, the gains obtained are compared with other members of the organization, and a justice perception is formed (Tutar, 2007:

100). The contributions and gains considered by the employees in inequity assessments are given in Table 1.

Table 1.

Contributions and Gains Considered for Inequity Assessments

CONTRIBUTIONS	GAINS
Time	Wage / Premium
Education	Social Benefits
Experience	Challenging / Incentive Duties
Skills	Occupational Safety
Creativeness	Career Opportunities / Promotions
Seniority	Statute Symbols
Commitment to Organization	Safe Work Environment
Age	Personal Development Opportunities
Personal Characteristics	Supportive Management
Effort	Recognition
Personal Appearance	Involvement in Important Decisions

Çağ, A. Öcal, H. (2011). "Research into Determining the Effect of Organizational Justice over Organizational Cynicism and on Intention to Quit Work", (Unpublished Master's Thesis), Afyon Kocatepe University, Social Sciences Institute, Department of Business Management, Afyonkarahisar: 12).

Within this context, if the perceptual justice is positive within the organization, then the organization members consider themselves valuable, and develop relations in conformity with the colleagues and directors. Otherwise, they display negative behaviours, and show low performance, estranged from the interorganizational citizenship behaviour which is cooperation-oriented and based on the volunteerism of the employees (Beugre, 2002: 1093).

3.5.4. Expectancy Theory

The Expectancy (Hope) Theory, which is developed by Vroom, is an approach which suggests the factors, which shall direct the organization members to the more voluntary role behaviours, thus the factors which shall motivate the

members, in order to achieve their final purposes efficiently (Haworth and Lavy, 2001: 64-75).

The theory is formed on three bases (Eren, 2012: 147).

- Individual must believe that he/she shall be rewarded against the effort made
- Rewarding must be of value for the individual and he/she must desire the reward
- Individual must believe that he/she can achieve the expected success

Therefore, in case the employees perceive that they shall be rewarded due to their contributions to the organization and works, and in case they observe the potential to receive reward proportionally to their contribution, then they shall be motivated more than every time, and exert efforts more intensely (Eren, 2012: 147).

3.6. Researches Conducted on Organizational Citizenship Behaviour

The term of organizational citizenship has been addressed by Chester Barnard in 1930s for the first time. When the literature is reviewed, it is seen that an agreement is not reached on a common idea, although many definitions have been made on the terminology and content of the concept. Researchers focused on the structure of this concept, the factors affecting this structure, and outputs rather than the conceptual expression of organizational citizenship behaviour.

3.6.1. Domestic Researches Conducted on Organizational & Interorganizational Citizenship Behaviour

The purpose of the study conducted by Çankır and Doğan (2016) is to investigate whether the academicians of Kırklareli University display organizational citizenship behaviour or not, feel passion for working and exhaustion or not, and examine the relation between these three concepts. As a result, it is found that passion for working has a positive effect on organizational citizenship behaviour and exhaustion has negative effect (Çankır & Doğan, 2016: 136).

In the study conducted by Samsun & İlsev (2016), data gathered from 251 professionals employed in the institutions operating in defence sector located in Turkey and Germany and participate in international projects, are used. As a result of data assessment, it was indicated that there are positive relations between paternalistic leadership and team performance and collective citizenship behaviour. In addition, it was determined that passion for work does not mediate to the relation of paternalistic leadership-collective citizenship behaviour (Samsun & İlsev, 2016: 167).

In this study, which was conducted by Ünüvar & Acar (2016), as a result it is demonstrated that some job properties may be the predictors of job satisfaction, total job scope is correlated with organizational commitment positively, and these job attitudes predict the organizational citizenship behaviours. Job satisfaction and organizational commitment are correlated with courtesy-based informing and volunteerism / gentlemanship, which are among the citizenship aspects, positively (Ünüvar & Acar, 2016: 178).

The study was conducted by Sarıdoğan & Yozgat (2016) with 310 participants employed in different companies operating in automotive sector. As a result, they have found that training and development opportunities, job live policies, strengthening affect the citizenship behaviours via organizational commitment (Sarıdoğan, Yozgat, 2016: 157).

Results of the analysis conducted by Yıldız & Örucü (2015) with the data gathered from 1142 medical staff of 7 hospitals located in Istanbul Province are as following: Positive psychological capital is correlated with organizational confidence and organizational citizenship behaviours positively. At the same time, mediation role of organizational confidence in the relation of positive psychological capital and organizational citizenship behaviour, which is the main hypothesis of the research, is supported (Yıldız & Örucü, 2015: 171).

In the study conducted by Alparslan et al. in 2014, the relation between the perceived organizational support level, organizational identification, and helping behaviour was investigated. As a result of the study, which was conducted on 152 hospital personnel, they have concluded that increase of perceived organizational support level affect the organizational identification

positively, and organizational identification may reveal helping behaviour in the employees (Alparslan & Can & Oktar, 2014: 124).

Altuntaş and Baykal have started a study in 2014, in order to determine the organizational citizenship behaviour levels of the nurses employed in the hospitals with 100 beds and more in Istanbul Province European Side, and the factors affecting it. It was determined as a result of the study that organizational citizenship behaviour levels of the nurses are high. It was found that factors such as the employing institution, age, position, corporate experience, case of choosing the profession willingly, shift, working type, being satisfied with the job, and thinking to leave the employment, affect the organizational citizenship behaviour types of the nurses (Altuntaş & Baykal, 2014: 162).

The purpose of the study conducted by Öztürk and Özata (2013) on 140 nurses employed in Afyonkarahisar is to investigate the relation between the organizational citizenship behaviour and tendency to medical fault in nurses. As a result of the research, they have found that a poor but positive and significant relation between the organizational citizenship behaviour and tendency to medical fault, and increase in organizational citizenship behaviour reduce the tendency to medical fault (Öztürk & Özata, 2013: 365-381).

The study of Polatçı and Cindiloğlu in 2013 was started with 117 employees of private hospital operating in Çorum province. The purpose of the study is to identify the effect of person-organizations cohesion on organizational citizenship behaviour, and the mediation role of emotional commitment between these two variables. As a result of the analysis, they have concluded that person-organization cohesion is in a significant and positive relation with emotional commitment and organizational citizenship behaviour (Polatçı & Cindiloğlu, 2013: 299-318).

Salihoğlu conducted a questionnaire study in 2013, regarding whether the organizational commitment and organizational citizenship behaviours of the personnel employed in Çorum Training and Research Hospital differentiate depending on the demographic factors or not. As a result of the study it was concluded that the demographic factors are effective on organizational

commitment and organizational citizenship behaviour (Salihoğlu, 2013: 300-310).

The purpose of the study conducted by Özyer et al. in 2012 is to suggest the effect of demographical characteristics of the individuals employed in banking sector on their organizational citizenship behaviours. They have concluded in their study that there is a significant relation between the gender, marital status, number of child, hierarchical position, and employing institution and both general organizational citizenship behaviour and sub-aspects of general organizational citizenship behaviour (Özyer & Dönmez Orhan & Orhan, 2012: 181-204).

In the study conducted by Baykal et al. in 2011, it was determined as a result of the study in which they suggest the organizational citizenship behaviours displayed by the academicians nurses and what factors affect this behaviour, that rates of displaying organizational citizenship behaviour of participants are not very high, they display mostly informing behaviour, and at least helping behaviour (Baykal & Altuntaş & Öztürk & Sökmen & İntepeler & Kantek, 2011: 52-58).

In the questionnaire study conducted by Köseoğlu & Gider and Ocak in 2011, with 82 assigned physicians employed in a public hospital with 600 beds, with face to face method, it was tested whether the information sharing attitudes change or not depending on gender, age, position, title, experience within the institution and management or not. As a result of this study, they have found that the attitudes regarding the factors preventing information sharing of the physicians, change depending on the position (Köseoğlu & Gider & Ocak, 2011: 215-243).

Results obtained in the study conducted by Çetin & Korkmaz (2011) with 816 teachers in 30 schools located in Ankara Province are as following: Primary education principals' leadership behaviours reflect the transformational and transactional leadership characteristics at mid-level and they display transactional leadership characteristic. It was determined that teachers display organizational citizenship behaviour at mid-level, and this behaviour level differentiates depending on the professional seniority. Furthermore, a positive

and strong relation was found between the transformational leadership of the principals and both principal – teacher interaction and organizational citizenship behaviour of the teachers. A positive and significant relation was found between the transactional leadership of the principals and principal – teacher interaction and organizational citizenship behaviour of the teachers (Çetin & Korkmaz, 2011: 158).

In the field study conducted by Pekcan & Arslan (2010) on 171 persons employed in various private drug companies within the borders of Izmir Metropolitan Municipality, trusting to organization mediated to the relation between trusting to the director and innovative organizational citizenship behaviour (Pekcan & Arslan, 2010: 127).

The study was conducted by Kuşçuluoğlu & Bozkurt (2008) on 450 persons employed in production facilities of a holding having enterprises in large cities of Turkey. As a result it was found that there is a positive relation between the job satisfaction and organizational citizenship behaviours of the employees. It was determined that Trust to the director, which is assumed as mediator in the research model, is not a mediator in the relations between the quality of director – employee relation both with organizational citizenship behaviour and with job satisfaction of the employee. It was determined that the information sharing is the mediator in the relation between the (professional respect) factor of quality of director – employee relation, individual-oriented organizational citizenship behaviour and (commitment and emotional tie) factor and organization-oriented organizational citizenship behaviour, in the analysis on the sample, without making a group distinction (Kuşçuluoğlu & Bozkurt, 2008: 143).

In the field study conducted on 319 personnel employed in Sarıkamış Garrison, Dilek & Alpan (2005) investigated the effects of leadership styles and justice perception on organizational commitment, job satisfaction, and organizational citizenship behaviour. As a result of the research, they have found that transformational leadership, which is one of the leadership styles, and management with exceptions and distributive justice perception affect the organizational citizenship behaviour positively. It was suggested that conditional rewarding, which is one of the leadership styles, does not have any

significant effects on organizational citizenship behaviour (Dilek & Alpan, 2005: 143).

3.6.2. International Researches Conducted on Organizational & Interorganizational Citizenship Behaviour

The purpose of the study conducted by Yongqiang Gao & Wei He (2017) is to determine the relation between corporate social responsibilities of the employees and organizational citizenship behaviour, and to determine the mediator role of ethical leadership of the director, and the directive role of perceived organizational distributive justice. The study was conducted with 187 persons employed in Time 1 companies located in China city. As a result, they have concluded that ethical leadership behaviours of the auditors have mediation effect in the relation between corporate social responsibilities and organizational citizenship behaviour, but the distributive justice perceptions does not have any mediation effects in this model (Yongqiang Gao & Wei He, 2017: 294-309).

The purpose of the study conducted by Erik Poutsma et al. (2015) is to investigate the effect of share ownership of the employees, which are mediated through psychological proprietary, on organizational citizenship behaviour. For this purpose, findings of the data analysis of the study, which was conducted with the employees of a Holland organization, which carries out the share ownership of the employees, are stated as the following: they have concluded that embracement of the employees is effective on organizational citizenship behaviour directly, but psychological contract does not mediate to the relation, high performance work system package, in which ownership of the employees is not present, produce psychological ownership, but it does not affect the organizational citizenship behaviour, embracement of the employees have a positive effect on organizational citizenship behaviour (Erik Poutsma & Coen van Eert Paul E. M. Ligthart, 2015: 223 – 248).

The findings of the study conducted by María Zayas-Ortiz et al. (2015) with the purpose to determine whether there is a relation between the organizational citizenship behaviour and commitment among the bank employees or not, are that there is a positive correlation between the indicators of organizational

commitment and organizational citizenship behaviour, and aspects of courtesy and sacrifice displayed by the employees, and emotional and ethical commitment aspects have the strongest correlation with citizenship virtue of organizational citizenship behaviour (María Zayas-Ortiz & Ernesto Rosario & Eulalia Marquez & Pablo Colón Gruñeiro, 2015: 91-106).

In the study conducted by Somayeh et al. (2014) spirituality and organizational citizenship behaviour were investigated on 248 employees in the workplace. As a result of the research, they have determined that there is a relation between these two concepts (Somayeh & Yaghoob & Rasaul, 2014: 262-264).

The results of the study conducted by Bahrami, Montazera Faraj and Gazar and Tafti (2013) in a research hospital in Iran, in order to determine the demographical descriptors of organizational citizenship behaviour, are as following: There are not any relations between organizational citizenship behaviour and job experience (Bahrami & Montazerafaraj & Gazar & Tafti, 2013: 171-178).

In the study conducted by Tsang, SS. Et al. in 2012 with the nurses in a medical unit in Taiwan, they have suggested that organizational citizenship behaviour increases the job satisfaction, and reduces the job stress (Tsang & Chen & Wong & Tai, 2012: 9-18).

Junhui Ye (2012) has conducted the study with 201 employees of Chinese enterprises in order to determine the effects of organizational values on organizational citizenship behaviours of the employees. Findings of the study indicate that organizational values have important and direct effects on the organizational citizenship behaviours of the employees with the mediation effect of organizational identity and corporate-based self-esteem (Junhui Ye, 2012: 35 – 46).

It was found in the study conducted by Dargahi, H. et al. (2012) on 510 nurses in training hospital, that organizational citizenship behaviours of the nurses are high (Dargahi & Alirezaie & Shaham, 2012: 5-90).

Chang, CS. Chen, SY. Lan, YT have conducted a study in 2011, on organizational citizenship perceptions of 323 nurses in a medical organization in Taiwan, which is the primary health institution. As a result of this study, they

have found that patient-oriented behaviours of the nurses have positive effects on organizational citizenship behaviours (Chang & Chen & Lan, 2011: 8-10).

Paille, P. and Grima, F. Have conducted a study in 2011 with 355 graduates of a business management school providing education in France, and as a result of this study it was suggested that there is negative relation with gentlemanship, civic virtue, helping to others (Paille & Grima, 2011: 485-493).

In the study conducted by Soo K. et al. (2010) with 223 hotel staff, it was suggested that persons perceiving bad working relation and having senses of jealousy do not display positive organizational citizenship behaviours (Soo Kim & John W. O'Neill & Hyun-Min Cho, 2010: 530-537).

In this study conducted by Podsakoff et al. (2009), they carried out a meta-analytic analysis on 168 independent samples (N = 51,235 persons), in order to investigate the relations between organizational citizenship behaviour and various individual and organizational consequences. As a result of the study, they have concluded that organizational citizenship behaviours have strong causal relations with individual-level consequences, which include various criteria such as managerial ratings of employee performance, reward, decisions of quitting, and organizational-level outputs such as productivity, reduced costs, customer satisfaction, and turnover at unit level (Podsakoff & Nathan P. Whiting & Steven W. Podsakoff & Philip M. Blume & Brian, 2009: 122-141).

This study was conducted by Li-Chan Chen et al. (2009) with 214 hotel employees, as an empirical study, which investigates the relation between job standardization and organizational citizenship behaviour in tourism sector. As a result of the data analysis, it was concluded that employees display organizational citizenship behaviours at high levels within an organization, in which high level occupational standardization is present (Li-Chan Chen & Han-Jen Niu & Yau-De Wang & Chyan Yang & Sheng-Hsiung Tsaur, 2009: 39 – 49).

Main purpose of the study conducted by Bellou et al. (2005) in Greek public hospitals, is to test the effect of organizational identification and self-respect, which are the two factors expected to affect organizational citizenship

behaviour positively. As a result of the study, which was conducted on 140 doctors and nurses, it was concluded that organizational identification and self-respect factors affect organizational citizenship behaviour positively, and in addition gender and subsistence have effect on the mentioned relations in employment relation (Bellou & Chitiris & Bellou, 2005: 305).

In the study conducted with 257 employees in six different institutions in 2003, Stamper and Dyne have found that part-time employees display less organizational citizenship behaviours than full-time employees (Stamper & Dyne, 2003: 33-42).

CHAPTER 4

METHOD

4. 1. Research Model

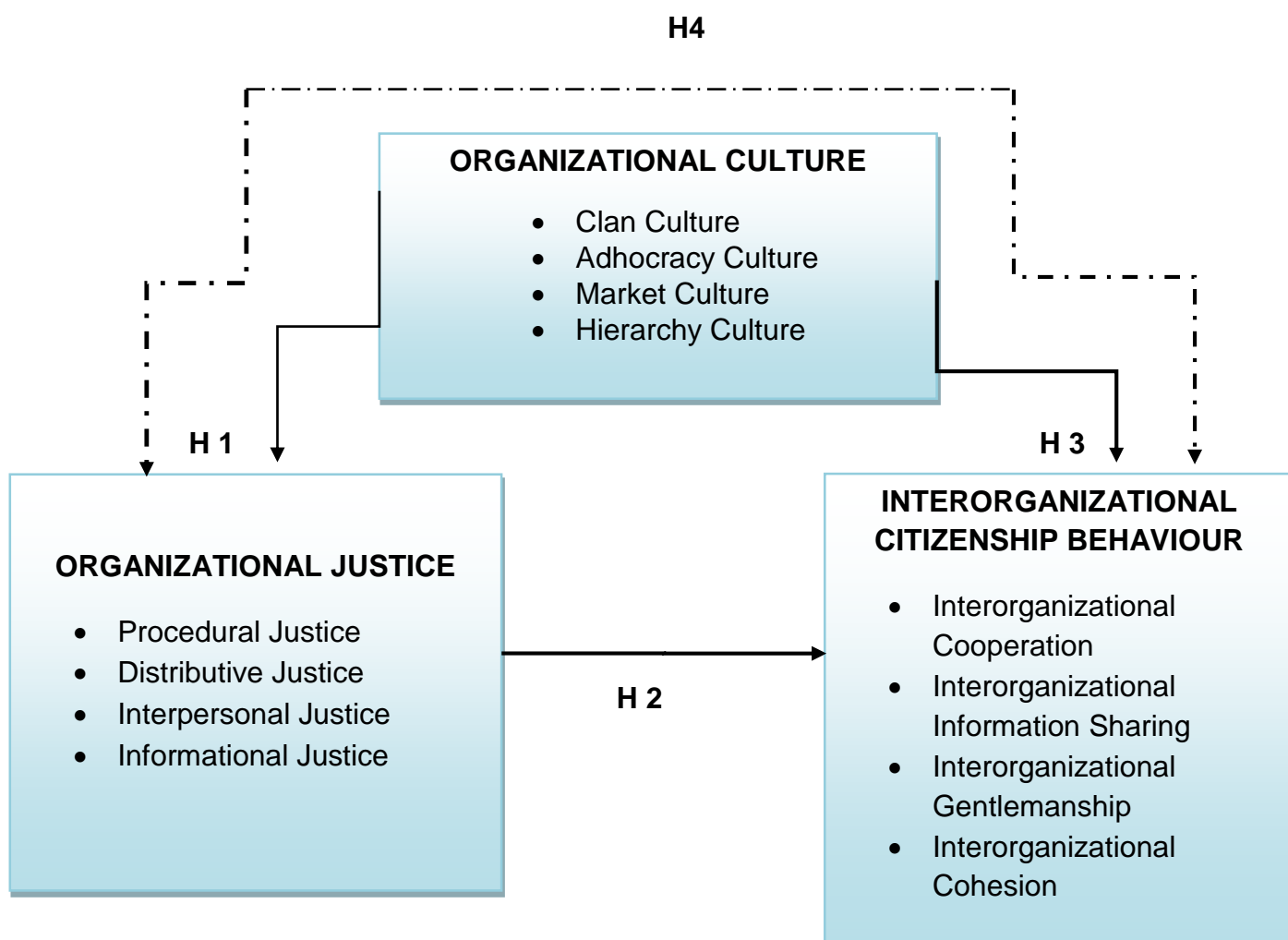


Figure 2: Research Model

Hypothesis, which were assumed in order to test the research model provided above, are presented below:

H1. There is a positive relation between organizational justice and organizational culture.

H2. There is a positive relation between organizational justice and interorganizational citizenship behaviours.

H3. There is a positive relation between organizational culture and interorganizational citizenship behaviours.

H4. Organizational culture mediates to the relation between organizational justice and interorganizational citizenship behaviours.

4.2. Population and Sample

4.2.1. Population

3 State Hospitals (Bursa, Eskişehir, and Bilecik) affiliated to T.R. Ministry of Health BEBKA Region General Secretariat of Public Hospitals Union and related 5 district polyclinics constitute the population of research. Data of healthcare professionals employed in BEBKA Region state hospital are provided in Table 2. Reason for selecting BEBKA Region is due to being the place which Ministry of Health has initiated the project of "City Hospitals". The final objective of the project, which is extended within the scope of Digital Hospitals- Smart Hospitals, is to increase the quality in healthcare, and therefore to contribute to the development of the region by affecting the health tourism positively. The subject, which must be dwelled on prominently in BEBKA Region is human factor. This study is initiated in order to suggest a new management model proposal which shall serve to the purposes of the institutions.

Table 2:*Number of Personnel Employed in Hospitals*

Name of Hospital	Physician	Other Medical Staff	Total
Bursa Memleket Hospital	225	980	1205
Eskişehir State Hospital	208	1193	1401
Bilecik State Hospital	66	224	290
TOTAL	499	2397	2896*

- * General numbers of medical staff may change due to the reasons such as designation, maternity leave, in-service appointment, retirement. Further, sub-contractor (supplier) firms' employees are not included within the scope of the study.

4.2.2. Sample

As the generalizability of the study findings are important, simple random sampling method is used in identification of the sample. Within this framework, it is found that within 95% confidence range, 340 persons have the ability to represent 2896 persons within 95% confidence range, p and q values of 0.5 and 0.5, tolerance amount $E= 0.05$ (Yazıcıoğlu, Y. and Erdoğan, S., 2004: 50). On the other hand, Hair & Black & Bobin, and Anderson (2010) recommended the minimum sample size to be 5 times the observed variables, and more acceptable sample size to be 10 times the observed variables. As the number of the observed variables is 67 in this field study, it is aimed to reach 670 employees ($67*10$) as an acceptable sample size. When the research is completed, number of gathered data was 2239 persons. It was necessary to exclude 83 persons, who have missing data, cursory filling, or extreme values, among the total data gathered. Finally, the number of samples is consisted of 2156 medical staff (Table 3).

Table 3:*Numbers of Personnel Reached in Hospitals*

Name of Hospital	Physician	Other Medical Staff	Total
Bursa Memleket Hospital	181	796	977
Eskişehir State Hospital	184	814	998
Bilecik State Hospital	21	160	181
TOTAL	386	1770	2156*

* General numbers of medical staff may change due to the reasons such as designation, maternity leave, in-service appointment, retirement. Further, sub-contractor (supplier) firms' employees are not included within the scope of the study.

4.3. Data Gathering Means and Techniques

Research data is gathered using questionnaire technique. As it is aimed to determine the relations between 3 different structures in the research, 3 different scales, which were designed in order to measure these structures, are used. The measuring means, which are used in this study, are as following: "Organizational Justice Perception Scale", "Organizational Culture Scale" and "Interorganizational Citizenship Behaviour Scale". In addition to the scales, the variables such as the gender, age, education level, profession, occupational experience, duration within the workplace of the participants are organized under demographic information heading, and included into the research questionnaire. Detailed information on the scales are presented below:

4.3.1. Organizational Justice Scale

The Organizational Justice Perception Scale, which was developed by Colquitt (2001) and adapted into Turkish by Özmen, Arbak, and Özer in 2007 in their study named "**A Study on Investigating the Effect of Value Attached to Justice on Justice Perceptions**". It is also used by Basım and Meydan (2010) in the doctoral dissertation named "Effect of Organizational Culture, Organizational power, and Organizational Justice Perceptions on Job Satisfaction and Organizational Commitment of the Individual: A Study in

Public Institutions” with its Turkish version. Questions within the justice perception scale are organized in 5-point likert type, on the basis (1=Strongly Disagree; 2=Disagree; 3= Uncertain; 4=Agree; 5= Strongly Agree), and consisted of 20 items. The scale is prepared in order to measure 4 aspects with 20 items. Aspects are named as procedural justice, distributive justice, interpersonal justice, and informative justice. Procedural justice aspect is measured with 7 items, distributive and interpersonal justice aspects are measured with 4 items, and the informative justice aspect is measured with 5 items. The total score which may be obtained from the scale is between 20 and 100. Measured aspects and number of items that aim to measure these aspects are presented in Table 4.

Table 4:

Aspects of Organizational Justice Perception Scale

NUMBER OF ASPECTS	ASPECTS	ITEM NUMBERS IN THE SCALE
1	Procedural Justice	1, 2, 3, 4, 5, 6, 7
2	Distributive Justice	8, 9, 10, 11
3	Interpersonal Justice	12, 13, 14, 15
4	Informational Justice	16, 17, 18, 19, 20

Validity and the reliability of Justice Perception Scale are tested in many different studies. In the scale development study of Colquit (2001), the results of confirmatory factor analysis suggested that a four-aspect structure is more appropriate. It was reported that the internal consistency coefficient of procedural justice and informative justice aspects is 0.93, 0.92 for distributive justice aspect, and 0.90 for interpersonal justice aspect. The internal consistency coefficient of the entire scale was determined as 0.93 in the doctoral thesis conducted by Basim and Meydan (2010), and reliability of the entire scale was determined as 0.94 in the study of Aslantaş and Pakdemir (2007).

4.3.2. Organizational Culture Scale

“Organizational Culture” scale, which was developed by Cameron ve Quinn (1999) in their study conducted in order to present the organizational culture type in the hospitals within the field study, is used. In the study, the aspects of organizational culture typologies are structured under four aspects: clan, adhocracy, hierarchy, and market culture; and measured with 24 items. Each of the organizational culture aspects are assessed based on the dominant characteristics of the organization, organizational leadership, management of employees, organizational commitment, strategic importance, success criteria characteristics. The form, which is organized on the basis of 5-point likert scale (1=Strongly Disagree; 2=Disagree; 3= Uncertain; 4=Agree; 5= Strongly Agree), was also used by Akdoğan and Kurt (2010) in the master’s thesis named “Effects of Organizational Culture on Innovation Performance – An Application in Kayseri’s Manufacturing Sector” and in the study of Karcioğlu and Timuroğlu (2004) named “Organizational Culture and Leadership”. In the study conducted by Akdoğan ve Kurt in 2010, Cronbach Alpha value, which is calculated for all of the scores obtained from the organizational culture, was reported as 0.91. Aspects of the Organizational culture scale and the item numbers related with the aspects are presented in Table 5.

Table 5:

Organizational Culture Scale

NUMBER OF ASPECTS	ASPECTS	ITEM NUMBERS IN THE SCALE
1	Clan Culture	1, 5, 9, 13, 17, 21
2	Adhocracy Culture	2, 6, 10, 14, 18, 22
3	Market Culture	3, 4, 11, 15, 19, 23
4	Hierarchy Culture	4, 8, 12, 16, 20, 24

4.3.3. Interorganizational Citizenship Behaviour Scale

“Interorganizational Citizenship Behaviours Scale”, which was developed by Aury and colleagues in 2008, and compiled and translated into Turkish by Mahmut Özdevecioğlu, is used. It is organized on the basis of 5-point likert scale (1=Strongly Disagree; 2=Disagree; 3= Uncertain; 4=Agree; 5= Strongly Agree), and consisted of 23 items in total. Interorganizational citizenship behaviour grouped under 4 aspects. The resulting aspects are interorganizational cooperation, interorganizational information sharing, interorganizational gentlemanship, and interorganizational cohesion. Interorganizational cooperation aspect is measured with 8 items, interorganizational information sharing aspect is measured with 5 items, interorganizational gentlemanship aspect is measured with 6 items, and interorganizational cohesion aspect is measured with 4 items. As a result of the study conducted by Özdevecioğlu in 2009, named “Interorganizational Citizenship Behaviours: A Study to Develop a Theoretical Framework and Scale”, Cronbach Alpha values of the aspects were determined as the following: 0.90 for Interorganizational cooperation, 0.88 for Interorganizational information sharing, 0.90 for Interorganizational gentlemanship, and 0.81 for Interorganizational cohesion. Aspects of the Interorganizational citizenship behaviour scale and the item numbers related with the aspects are presented in Table 6.

Table 6:

Aspects of Interorganizational Citizenship Behaviour Scale

NUMBER OF ASPECTS	ASPECTS	ITEM NUMBERS IN THE SCALE
1	Interorganizational cooperation	1, 2, 3, 4, 5, 6, 7, 8
2	Interorganizational information sharing	9, 10, 11, 12, 13
3	Interorganizational gentlemanship	14, 15, 16, 17, 1, 19
4	Interorganizational cohesion	20, 21, 22, 23

4.4. Pilot Application

A pilot application is conducted on a sample of 131 persons in total, consisted of 32 physicians, 62 midwife – nurses, 22 Technicians, and 15 secretaries in Bursa province, before the main application of the research, in order to investigate the psychometric characteristics of the measuring means. Results of the pilot application indicate that the internal consistency coefficients of organizational leadership, which is the sub-scale of the organizational culture scale, and interorganizational cohesion, which is the sub-scale of interorganizational citizenship behaviour scale, are low; and one each item in these sub-scales have negative item total score correlation. In general, results of the pilot application indicate that the measuring means may be used in gathering data from the sample of the research (Table 7).

4.5. Data Gathering Process

Research pattern is established as quantitative research, and questionnaire is used as data gathering mean. Questionnaire forms, permission documents requested by the institutions are sent to the General Secretariats of Public Hospitals Unions of Bursa, Eskişehir, and Bilecik, as a result of the formal correspondences. Furthermore, application to Bursa Postgraduate Degree Training and Research Hospital is made with the requested documents, upon the Ethical Board Report was requested by Bursa General Secretariat of Public Hospitals Union. It was sent to Bursa General Secretariat of Public Hospitals Union again along with the ethical compliance report obtained from Ethical Board n 02/12/2015 with decision number of 2011-KAEK-25 2015/22-01 (Annex-1). Data gathering process is initiated for the research, as a result of the protocol signed between the Researcher and Public Hospitals Union. Attention is paid by the researcher to include all units of the hospitals into the research. Volunteerism of the participants is taken as basis. Questionnaires carried out face to face, and lasted for 6 months.

Table 7:*Results of Pilot Application*

Scale	Sub-Scales	Item Number Within the Scale	Internal Consistency Coefficient	Total Correlation of Items
Organizational Justice ($\alpha=0.98$)	Procedural justice	1, 2, 3, 4, 5, 6, 7	0.97	0.85-0.91
	Distributive justice	8, 9, 10, 11	0.89	0.41-0.92
	Interpersonal justice	12, 13, 14, 15	0.90	0.44-0.91
	Informational justice	16, 17, 18, 19, 20	0.96	0.77-0.94
	Dominant Characteristics of the Organization	1K, 2A, 3P, 4H	0.89	0.63-0.87
Organization Culture ($\alpha=0.96$)	Organizational Leadership	5K, 6A, 7P, 8H	0.62	-0.41-0.87
	Management of Employees	9K, 10A, 11P, 12H	0.96	0.87-0.92
	Organizational Commitment	13K, 14A, 15P, 16H	0.72	0.36-0.67
	Strategic Importance	17K, 18A, 19P, 20H	0.96	0.87-0.93
	Success Criteria	21K, 22A, 23P, 24H	0.80	0.49-0.68
Interorganizational Citizenship Behaviour ($\alpha=0.89$)	Interorganizational cooperation	1, 2, 3, 4, 5, 6, 7, 8	0.91	0.48-0.88
	Interorganizational information sharing	9, 10, 11, 12, 13	0.76	0.21-0.72
	Interorganizational gentlemanship	14, 15, 16, 17, 1,19	0.76	0.32-0.63
	Interorganizational cohesion	20, 21, 22, 23	0.54	-0.31-0.71

4.6. Analysis of the Data

Data, which was gathered with the questionnaire forms, is investigated before the analysis, and it was observed that the rate of missing data is less than 4%. Missing data is estimated by using Expectation-Maximization missing data estimation (imputation) method, via SPSS version 24 software. Statistical analysis are conducted on the data set which is completed with missing data designation. Primarily, analysis are conducted regarding the validity and the reliability of the scores obtained from measuring means, which are used within the scope of the study, and then analysis are conducted intended to test the hypothesis. Data set, which is consisted of 2156 observations, is divided into two randomly, in order to investigate the structural validity of the scores obtained from the scales, which are used within the scope of the research, and Exploratory Factor Analysis is carried out by using the data within the first set, and Confirmatory Factor Analysis is carried out by using the data within the second set. SPSS software version 24 is used for Exploratory Factor Analysis (EFA), and AMOS software version 24.0 is used for Confirmatory Factor Analysis (CFA). Exploratory Factor Analysis is carried out by using CATPCA module in SPSS, Basic Components Analysis method for Categorical Data recommended for the analysis of item-level data. Varimax rotation technique is used to facilitate the interpretation of factor loads. Results of Kaiser rule, accumulation graphic, and parallel analysis are used as the measure in deciding on the number of factors. It is aimed to reach a simpler model, which is conceptually meaningful and supported empirically by excluding the items, having an item load below 0.32 and loaded onto two or more factors, from the analysis. Conformance of the data with factor analysis technique is checked by investigating KMO and Barlet Sphericity values, before the Exploratory Factor Analysis. Polychorich correlation matrix, which is recommended for the analysis of item-level data is established in Confirmatory Factor Analysis, and structural validity is investigated by using Diagonally Weighted Least Squares estimation method. Validity of the scores obtained from measuring means is investigated by calculating Cronbach Alpha internal consistency coefficient. The primary purpose of this study is to investigate whether the Organizational culture variable have a mediation effect in the relation between the

Organizational Justice variable and Interorganizational citizenship behaviour variable or not. Mediation analysis is carried out in order to test the research model, which is provided in Figure 2. Mediation analysis is an analytical technique which may be used when it is desired to investigate whether the relation between the dependent and independent variable is managed by a third variable or not. For instance, if the cause and effect relation between X and Y variables disappears completely or significantly decreases with the intervention of a third M variable, then mediation effect may be mentioned. In general, regression-based analysis or structural equality modelling-based analysis is used in carrying out the mediation analysis. In this study, mediation hypothesis between the variables is tested by using the Structural Equality Modelling method. Mediation analysis is carried out by using AMOS version 24.0. Two-stage version of the regression-based four-stage approach, which was recommended by Baron and Kenny (1986) and adapted for Structural Equality Modelling method, is followed in testing the mediation effect (Gunzler, Chen, Wu, & Zhang, 2013).

CHAPTER 5

5. FINDINGS and COMMENTS

5.1. Demographical Information

When the demographical characteristics of the employees involved in the study are reviewed, majority of the employees are women in terms of gender, except those unanswered (71.2%). Majority of the employees are between 32 – 45 years of age, except those which are unanswered (58.3%). Majority of the employees have associate's degree in terms of education, except those which are unanswered (38%). When it is reviewed in terms of status, majority of the employees are midwife-nurse, except those which are unanswered (45.7%). Majority of the employees have 11-20 years (35%) and 21 and more years of experience in terms of their professional experiences. When their employment durations in the hospital, which they are employed, are reviewed, majority of the employees are being working between 6-10 years (29.1%), except those which are unanswered. Information on the other sub-categories are provided in Table 8.

5.2. Results of Pre-Analysis

Investigation of skewness and kurtosis coefficients of the data provides important information related with the normality, in the assessment whether the data have normal distribution or not. Particularly, the skewness value is an important parameter related with the normality (Altunışık, Çoşkun, Bayraktaroğlu, Yıldırım, 2010: 162). Skewness and kurtosis values must be assessed in order to decide on whether a distribution have a normal

distribution or not. Within the scope of this assessment, the limits of the skewness and kurtosis values must not be over 3 for skewness (absolute value) and 10 for kurtosis (absolute value) (Kline, 2011: 63). Means of all question items in the scale, their standard deviations, pre-analysis results of skewness and kurtosis values are presented in Table 9. Skewness and kurtosis coefficients regarding the data set of the study are between $-1.27 < \text{Skewness} < -0.33$ ve $-0.21 < \text{Kurtosis} < 2.45$ value range. Calculated coefficients indicate that the data are within the normal distribution range. Cook distance values are calculated with multi-variable extreme value analysis in the data set. Finding the calculated distance values below 1, indicates that multi-variable extreme values are not existing in the data set (Field, 2009). The highest Cook distance value, which was calculated in the study, is 0.04. The obtained results indicated that there are not any multi-variable extreme values within the data set. In addition, when the score means of the organizational culture within the data set are considered; hierarchy, clan, adhocracy, and market cultures are the types of organizational culture which are dominant in their organizations respectively, according to the organizational culture perceptions of medical staff. Score means of organizational justice perceptions are listed as informative justice, process justice, interpersonal justice, and distributive justice. The interorganizational citizenship behaviour, which is displayed by the medical staff mostly, is interorganizational information sharing, interorganizational cooperation, interorganizational gentlemanship, and interorganizational cohesion (Table 9).

Table 8:*Demographic Specifications of Participants*

SPECIFICATIONS		Number	%	Excluding Unanswered %
Gender	Male	619	28.71	28.8
	Female	1528	70.87	71.2
	Unanswered	9	0.42	-
	Total	2156	100.00	-
Age	18-31 years	520	24.12	24.3
	32-45 years	1251	58.02	58.3
	46 and over	373	17.30	17.4
	Unanswered	12	0.56	-
	Total	2156	100.00	-
Education Level	High School	393	18.23	18.3
	Associate Degree	815	37.80	38.0
	Bachelor's Degree	557	25.83	26.0
	Postgraduate	379	17.58	17.7
	Unanswered	12	0.56	-
	Total	2156	100.00	-
Profession	Doctor	369	17.12	17.1
	Midwife/Nurse	983	45.59	45.7
	Health Officer	98	4.55	4.6
	Other Health Employees*	179	8.30	8.3
	Technician/Operative	293	13.59	13.6
	Medical Secretary	231	10.71	10.7
	Unanswered	3	0.14	-
	Total	2156	100.00	-
Professional Experience	1-10 years	628	29.13	29.2
	11-20 years	753	34.93	35.0
	21 years and more	771	35.76	35.8
	Unanswered	4	0.19	-
	Total	2156	100.00	-
Duration in your Workplace	1-5 years	554	25.70	25.7
	6-10 years	626	29.04	29.1
	11-15 years	305	14.15	14.2
	16-20 years	338	15.68	15.7
	21-25 years	70	3.25	3.2
	26-30 years	62	2.88	2.9
	31-35 years	81	3.76	3.8
	36 years and more	118	5.47	5.5
	Unanswered	2	0.09	-

STRUCTURE/QUESTION (ORGANIZATIONAL CULTURE)		Avg.	S.D.	Irregularity	Kurtosis
Clan- ÖBSÖ1	My company is very special place. It is like a large family. Employees are willing to share many things with each other.	3.06	1.079	-.492	-.830
Clan-ÖL-5	Leader in such companies are generally considered as guiding, assisting or improving.	3.14	1.076	-.515	-.700
Clan -ÇY-9	Management style in my company is characterized as teamwork, consensus and participation concepts.	3.18	1.075	-.459	-.766
Clan -ÖB-13	Loyalty and mutual trust holds the organization together. Commitment level is high.	3.16	1.068	-.543	-.576
Clan -SÖ-17	My company cares the development of its employees. High level of trust, explicitly and participation is noticed.	3.13	1.047	-.599	-.720
Clan-BK -21	My company defines the success as development of human resources, team work, employee commitment and care for the human.	3.23	1.060	-.617	-.527
Clan Culture		3.15	1.062	-.537	-.686
Adhocracy ÖBSÖ - 2	My company is pretty dynamic and entrepreneur place. Employees are willing to take risks with their eyes shut.	2.99	1.058	-.425	-.848
Adhocracy ÖL- 6	Leader in this company is generally considered as entrepreneur, innovative or risk-taker person.	3.14	1.061	-.517	-.648
Adhocracy ÇY- 10	Management style of the company is characterized as individual risk-taking, innovation, freedom and difference concepts.	3.15	1.058	-.534	-.641
Adhocracy ÖB - 14	Commitment to innovation and development holds this organization together. Innovation is noticed.	3.16	1.066	-.538	-.620
Adhocracy SÖ - 18	My company cares for accessing new sources and creating new initiatives. It values experiencing new things and researching opportunities.	3.15	1.040	-.617	-.643
Adhocracy BK - 22	My company defines the success as possessing unique or newest products. Company is product leader and innovative.	3.04	1.009	-.202	-.588
Adhocracy Culture		3.13	1.053	-.472	-.664
Market- ÖBSÖ - 3	My company is greatly result-oriented. It focuses on execution of works. Employees are very competitive and success-oriented.	3.11	1.054	-.510	-.761
Market ÖL - 7	Leader in this company may be described as low-tolerance, aggressive and result focused.	2.85	1.077	-.028	-.980
Market ÇY - 11	Management style of the company is characterized as hard competition, high demands and success-oriented.	3.21	1.046	-.586	-.602
Market ÖB - 15	Attaching importance to achieve success and objectives holds this organization together. Aggression and winning are common themes.	2.86	1.140	-.207	-.1.194
Market - SÖ - 19	My company emphasizes competitive action and success. Setting high targets and winning is essential.	3.22	1.030	-.692	-.444
Market BK - 23	My company defines the success as winning success in market and pioneering in the competition. Key indicator for success is being leader of competitive market.	3.02	1.015	-.204	-.625
Market Culture		3.05	0.743	-.634	-.212
Hierarchy ÖBSÖ - 4	My company is very controlled and structured place. Formal rules generally define how employees should act.	3.32	1.115	-.636	-.495
Hierarchy ÖL - 8	Leader in this company is generally considered as coordinator, organizer or regulator.	3.25	1.047	-.638	-.500
Hierarchy ÇY - 12	Management style of my company is characterized as employment security, adaptation, estimation and stability in relations.	3.21	1.040	-.632	-.505
Hierarchy ÖB - 16	Formal rules and policies hold this organization together. It is very important to manage this organization without any problems.	3.39	1.086	-.645	-.416
Hierarchy SÖ - 20	My company emphasized continuity and stability concepts. Activity, control and problem-free progress of activities are important.	3.30	1.021	-.736	-.305
Hierarchy BK - 24	My company defines the success as activity. Secure delivery, problem-free scheduling and low production costs are critically important.	3.42	1.084	-.697	-.350
Hierarchy Culture		3.31	1.061	-.923	-.044
Total		2156	100.00	-	-

Table 9:*Descriptive Statistics*

STRUCTURE/QUESTION (ORGANIZATIONAL JUSTICE)		Avg.	SD.	Irregularity	Kurtosis
Process Justice		3.21	1.017	-.611	-.428
SA1	I can express my ideas and feelings during this process.	3.14	1.036	-.464	-.699
SA2	I have effect on gains obtained during these processes.	3.14	1.024	-.472	-.701
SA3	These processes are applied consistently.	3.23	1.006	-.678	-.267
SA4	These processes are applied without prejudices.	3.20	1.010	-.624	-.308
SA5	These processes are based on accurate and constant information.	3.28	1.017	-.773	-.208
SA6	I can request correction of gains obtained as a result of these processes.	3.19	1.030	-.497	-.616
SA7	These processes are in line with ethical and moral values.	3.31	1.015	-.772	-.199
Distributive Justice		2.87	1.067	-.334	-.866
DA8	My gains meet my efforts during work.	2.98	1.062	-.296	-.912
DA9	My gains are in line with the work I completed.	3.00	1.042	-.295	-.852
DA10	My gains meet the contribution I made to company I work.	3.03	1.044	-.358	-.848
DA11	My gains are fair, when I consider the performance.	2.45	1.136	-.390	-.853
Interpersonal Justice		3.18	1.012	-.480	-.527
KA12	I am treated kindly.	3.27	1.018	-.639	-.434
KA13	I am valued	3.20	1.018	-.554	-.526
KA14	I am treated respectfully.	3.25	1.011	-.623	-.401
KA15	I am accused of unfair comments and critics.	3.01	1.019	-.106	-.748
Informational Justice		3.23	.994	-.530	-.342
BA16	They are intimate with dialogues with me.	3.12	.999	-.352	-.472
BA17	They explain the processes entirely.	3.22	.993	-.513	-.319
BA18	Their explanations for processes are logical.	3.23	.993	-.562	-.340
BA19	They transmit the knowledge relation to processes in time.	3.27	.992	-.604	-.296
BA20	They speak in common language while transmitting the knowledge.	3.31	1.013	-.621	-.283

STRUCTURE/QUESTION (INTERORGANIZATIONAL CITIZENSHIP BEHAVIOUR)		Avg.	Std.D	Irregularity	Kurtosis
Interorganizational Solidarity		3.51	.616	-.932	1.353
ÖAY1	We share our expertise, if one of the companies experience problem on an issue, for which we have expertise.	3.78	.922	-1.178	1.563
ÖAY2	We may borrow tools, devices and materials for brief period to companies we cooperate.	3.54	.836	-1.031	.958
ÖAY3	We may allow some of our resources in heavy workload conditions to companies we cooperate.	3.49	.826	-.946	.770
ÖAY 4	We may use our social networks in line with the requirements of companies that we cooperate.	3.50	.820	-.902	.845
ÖAY 5	We may share infrastructure means of our company such as land, building not required by our company with the companies we cooperate.	3.44	.836	-.749	.645
ÖAY 6	We may provide assistance to the financial problems of companies we cooperate.	3.12	1.097	-.495	-.717
ÖAY 7	We may provide assistance to companies we cooperate to help them achieve some standards.	3.52	.839	-.916	.973
ÖAY 8	We share our knowledge and experiences with the companies we cooperate.	3.75	.795	-1.385	2.614
Interorganizational Knowledge Sharing		3.72	.667	-1.27	2.458
ÖABP 9	We inform companies that we cooperate about decisions we make that may affect them.	3.76	.775	-1.385	2.776
ÖABP 10	We share some non-competitive critical information with companies we cooperate.	3.58	.870	-1.138	1.367
ÖABP 11	We inform relevant companies before taking any step.	3.78	.777	-1.348	2.973
ÖABP 12	We inform in advance about certain public inspections and regulations with companies we cooperate.	3.52	.852	-.751	.598
ÖABP 13	We keep confidential information of companies we cooperate.	4.03	1.002	.209	.141
Interorganizational Gentlemanship		3.50	.684	-.763	1.034
ÖAC 14	We allow meeting of companies we cooperate with each other.	3.50	.820	-.533	.337
ÖAC 15	We warn companies we cooperate about nonconforming works in friendly manner.	3.40	.912	-.469	-.153
ÖAC 16	We recommend companies we cooperate to other institutions.	3.77	.781	-1.260	2.432
ÖAC 17	We try to convince the complainant in complaints relating to companies we cooperate.	3.28	.954	-.310	-.569
ÖAC 18	We provide assistance to problems experienced by companies we cooperate with other institutions.	3.34	1.275	.767	.309
ÖAC 19	We direct some surplus sources to organization we cooperate.	3.77	.789	-1.243	2.408
Interorganizational Harmony		3.27	.872	-.467	-1.214
ÖAU20	We are sympathetic for conditions where companies we cooperate fail to fulfil their obligations.	3.15	1.075	-.264	-.863
ÖAU 21	We respect to policies or rules of companies we cooperate.	3.96	.855	-1.053	1.572
ÖAU 22	Sometimes, we waiver from issues in favour us for the companies we cooperate.	2.97	1.249	-.280	-1.206
ÖAU 23	We accept certain applications of companies we cooperate even if they are not convenient for us.	2.99	1.263	-.273	-1.216

5.3. Results of Exploratory Factor Analysis

It is required to provide construct validity for tests of models attempting to describe the complicated relations among variables. Factor analysis is made for the purpose of inspecting the construct validity of structures and SPSS 22.0 (Statistical Package for the Social Sciences) software is used. Kaiser-Meyer-Olkin (KMO) test used commonly in literature field to determine whether factor analysis of the data set is suitable for sample size is implemented in this study. For the purpose of determining whether data is derived from multi-variable normal distribution or not; results obtained with Barlett's Test of Sphericity are assessed.

As a result of Kaiser-Meyer-Olkin test, value for sample size is interpreted as follows,

- * "Bad", if between 0.50-0.60,
- * "Weak", if between 0.60-0.70
- * "Average", if between 0.70-0.80,
- * "Good", if between 0.80-0.90,
- * "Perfect", if 0.90 and over (Leech, Barlett and Morgan, 2005. ; Şencan, 2005. ; Tavşancıl, 2005: 339).

Kaiser-Meyer-Olkin test being high means that each variable in the scale has sample size to be estimated by other variables perfectly. On the other hand, in case the value is less than 0.50 is interpreted as it is not possible to continue on the factor analysis (Çokluk, Şekercioğlu, Büyüköztürk, 2016: 207; Field, 2009).

Exploratory factor analysis is implemented by using the first data set comprised of 1078 observations for the purpose of inspecting the construct validity of measuring means used in scope of the research. Compliance of data to factor analysis technique is controlled by reviewing the Kaiser-Meyer-Olkin (KMO) and Barlett's Test of Sphericity values before Exploratory Factor Analysis. Desired significance level of Barlett's Test of Sphericity is $p < 0.05$ to measure the sufficiency of correlation level between variables (Hair, Black, Babin, and Anderson, 2010). If the significance level of Barlett's Test of Sphericity is higher than $p > 0.05$; factor analysis is not implemented for data set to be used in the study by deciding that "there is no variance shared in matrix"

(Şencan, 2005). In literature, it is recommended for Kaiser-Meyer-Olkin test result to be 0.80 and higher (Çokluk, Şekercioğlu, Büyüköztürk, 2016; Field, 2009, Leech, Barlett and Morgan, 2005; Şencan, 2005; Tavşancıl, 2005). In this study, Kaiser- Meyer- Olkin (KMO) coefficient of organizational culture scale is 0.97, organizational justice scale is 0.96 and interorganizational citizenship behaviour scale is 0.93. Barlett's Test of Sphericity results (Table 10, Table 11 and Table 12) have also found three scales as statistically significant ($p < 0.05$). This result means there is common variance in data matrix and that data is suitable for factor analysis (Hair, Black, Babin and Anderson, 2010). In light of such information, it is determined that data set is suitable for factor analysis since Kaiser-Meyer-Olkin (KMO) sample sufficiency value is close to 1 and Barlett's Test of Sphericity test result is significant.

Exploratory Factor analysis is realized by using CATPCA module in SPSS by utilizing Basic Components Analysis for Categorical Data method recommended for analysis of data at item level. Varimax conversion technique is used to facilitate interpretation of factor loads. For the measure to decide factor number, Kaiser rule (eigenvalue is higher than one), accumulation graphic and parallel analysis results are used. Items having item load less than 0.32 and items loaded to two or more factors are removed from the analysis.

Analysis results for categorical basic components made for organizational culture scale comprised of total 24 items has indicated that there are three components having eigenvalue more than 1. Besides, accumulation graphic and parallel analysis results have pointed out that single component structure is more convenient. Since the factor load of the seventh item in scale is less than 0,32, said item is removed from the analysis. In next step, factor analysis is repeated. Results have indicated that item 23 is accumulated under single component and total variance of single component structure explains 68.1% of total variance. As specified in Table 10, it is seen that factor loads relating to scale items are varied between .88 and .53. In addition to the indicators explained in exploratory factor analysis, reliability levels indicating the internal consistency between variables are also important issue in aspect of analysis quality. Method with most common use for the measurement of internal consistency in literature is alpha coefficient known as Cronbach alpha (Hair,

Black, Babin, and Anderson, 2010: 679; Peterson, 1994: 381-391. ; Cronbach, 1951: 297-334). In Cronbach Alpha method derived from Kuder- Richardson formulas and suitable with index type means, relevant of each test item relating to other items is calculated (Balci, 2013: 115). Alpha value indicates dichotomy coefficients that will emerge as a result of all possible dichotomy combinations (Cronbach,1951: 297-334). Alpha value has value between 0 and 1. It is desired for alpha value to be minimum 0.7 to be acceptable. However, some researchers suggest that this value will be accepted around 0.5 for review type studies (Altunışık, Çoşkun, Bayraktaroğlu, Yıldırım, 2010: 124). Hair et al. in (2010) have stated that reliability levels should be 70 and higher and defended that reliability level between 60 and 70 is also acceptable (Hair, Black, W.Babin, and Anderson, 2010: 679). Cronbach's Alpha coefficient obtained as a result of reliability analysis conducted for the purpose of determining the reliability level of organizational culture scale is $\alpha=0.98$ for the entire scale.

Table 10:*KFA Results for Organizational Culture Scale*

Components / Items	Factor Loads	Reliability (Croanbach'sAlpha)	Variance Explained
Organizational Culture		0,98	%68.1
Clan 1	.840		
Clan 5	.861		
Clan 9	.843		
Clan 13	.850		
Clan 17	.865		
Clan 21	.866		
Adhocracy 2	.852		
Adhocracy 6	.859		
Adhocracy 10	.878		
Adhocracy 14	.843		
Adhocracy 18	.864		
Adhocracy 22	.776		
Market 3	.860		
Market 11	.845		
Market 15	.525		
Market 19	.858		
Market 23	.736		
Hierarchy 4	.828		
Hierarchy 8	.853		
Hierarchy 12	.867		
Hierarchy 16	.720		
Hierarchy 20	.840		
Hierarchy 24	.770		
KMO Sample Sufficiency Scale		0,97	
Barlett's Test of Sphericity (Significance Level)		,0001	
Estimated χ^2 (253)=		58885,32	
Rotation Method: Varimax (Kaiser Normalization)			

Results of categorical basic components analysis for organizational justice scale comprised of total 20 items has indicated that there are three components having eigenvalue more than 1. It is observed that factor loads are negative under other components related with the all items of first component in the three component solution. Parallel analysis results used to determine the number of components has indicated that single component structure is more convenient for data. Item 15 contained in interpersonal justice aspect found as negative and having low factor load in single component solution is removed and analysis is repeated. Analysis results has indicated that they are accumulated under single component having eigenvalue of 19

items is 14.56 and explaining 76,64% of total variance. As specified in Table 11, factor load for the components is varied between 0.46 and 0.93. Internal consistency coefficient for component is $\alpha=0.98$.

Table 11:

KFA Results for Organizational Justice Scale

Components / Items	Factor Loads	Reliability (Croanbach'sAlpha)	Variance Explained
Organizational Justice		0,98	% 76,64
Process Justice 1	.890		
Process Justice 2	.913		
Process Justice 3	.901		
Process Justice 4	.881		
Process Justice 5	.906		
Process Justice 6	.918		
Process Justice 7	.926		
Distributive Justice 8	.799		
Distributive Justice 9	.823		
Distributive Justice 10	.801		
Distributive Justice 11	.457		
Interpersonal Justice 12	.927		
Interpersonal Justice 13	.904		
Interpersonal Justice 14	.930		
Informative Justice 16	.902		
Informative Justice 17	.906		
Informative Justice 18	.902		
Informative Justice 19	.917		
Informative Justice 20	.912		
KMO Sample Sufficiency Scale		0,96	
Barlett's Test of Sphericity (Significance Level)		,0001	
Estimated χ^2 (271)=		56703.682	

Analysis results of categorical basic components for interorganizational citizenship behaviour comprised of total 23 items have indicated that there are three components having eigenvalue more than 1. Parallel analysis result indicates that three component-structure is more convenient. Total of 10 items loaded to different aspects from the relevant aspect hypothetically as well as items loaded to multi components are removed and analysis is repeated. Results indicate that 13 items are accumulated under three components having eigenvalue more than 1 and explaining 71.7% of total variance. These components are labelled as interorganizational assistance, interorganizational information sharing and interorganizational gentlemanship. Interorganizational

assistance explains 5,88%, interorganizational information sharing explains 47,51% and interorganizational gentlemanship explains 18,32% of the variance (Table 12). As specified in Table 12, it is seen that the factor loads relating to components are varied between 0.42 and 0.85. Internal consistency coefficient calculated for interorganizational assistance component is $\alpha=0.92$, Internal consistency coefficient calculated for interorganizational information sharing component is $\alpha=0.92$ and Internal consistency coefficient calculated for interorganizational gentlemanship component is $\alpha=0.92$. Coefficient calculated for entire scale is $\alpha=0.93$.

Table 12:

KFA Results for Interorganizational Citizenship Behaviour Scale

Components / Items	Factor Loads	Reliability (Croanbach'sAlpha)	Variance Explained
Interorganizational Citizenship Behaviour		0,93	%71,71
Interorganizational Assistance 2	.786		
Interorganizational Assistance 3	.816		
Interorganizational Assistance 4	.780		
Interorganizational Assistance 5	.754		
Interorganizational Assistance		0,92	%5,88
Interorganizational Information Sharing 9	.787		
Interorganizational Information Sharing 10	.544		
Interorganizational Information Sharing 11	.786		
Interorganizational Information Sharing 12	.420		
Interorganizational Information Sharing 13	.852		
Interorganizational Information Sharing		0,92	%47,51
Interorganizational Gentlemanship 14	.602		
Interorganizational Gentlemanship 15	.783		
Interorganizational Gentlemanship 17	.836		
Interorganizational Gentlemanship 18	.793		
Interorganizational Gentlemanship		0,92	%18,32
KMO Sample Sufficiency Scale		0,93	
Barlett's Test of Sphericity (Significance Level)		,0001	
Estimated $\chi^2(171)=$		33788,867	
Rotation Method: Varimax (with Kaiser Normalization)			

5.4. Results of Confirmatory Factor Analysis

Factor structures determined for scales as a result of explanatory factor analysis is tested by using data in second set with Confirmatory Factor Analysis. Confirmative factor analysis is a technique rendering it possible to test the thesis and hypothesis relating to factor structure of measuring means. Confirmatory factor analysis as different than explanatory factor analysis also allows testing whether modelling of measuring fault, factor structure and loads are differentiated among groups or not (Tabanic and Fidel, 2001). In this research, AMOS version 24.0 Package Program is used as confirmatory factor analysis. Model compliance indexes are calculated and used to decide whether the data match with tested measuring structure or hypothetical model or not. Generally accepted critical values for the assessment of compliance of model with data are presented in Table 13. First of model compliance indexes is Chi-Square (χ^2) statistics (Brown, 2006). χ^2 value is sensitive throughout the sample and as the sample size increases χ^2 value also increases. On the other hand, sample size being 200 or less causes χ^2 value to decrease and increases the compliance of model (MacCallum, Browne and Sugawara, 1996; Tabanick, and Fidel, 2001). χ^2 value is not reliable indicator for large sample researches (Tabanick and Fidel, 2001; Kline, 2011). Since the chi-square value is a hypothesis test affected by the size of sample, it is reported after assessing together with other compliance indexes.

Table 13:

Model Assessment Critical Values of Cohesion Criterion

Compliance Measures	Ideal Compliance	Acceptable Compliance	Non-compliance
χ^2 (Badness-of-fit)	$p > 0.05$	Being Insignificant	
P value	$0.05 \leq p \leq 1.000$	$0.01 \leq p \leq 0.05$	0.000
SRMR	$0 \leq SRMR \leq 0.05$	$0.05 < SRMR \leq 0.10$	> 0.10
RMSEA	$0 < RMSEA < 0.05$	$0.05 < RMSEA \leq 0.10$	> 0.10
GFI	≥ 0.90	0.89 - 0.85	< 0.85
AGFI	≥ 0.90	0.89 - 0.80	< 0.80
CFI	$0.95 \leq CFI \leq 1$	$0.90 \leq CFI \leq 0.95$	< 0.90
NFI	$0.95 \leq NFI \leq 1$	$0.90 \leq NFI \leq 0.95$	< 0.90
TLI	$0.95 \leq CFI \leq 1$	$0.90 \leq CFI \leq 0.95$	< 0.90

*** **SRMR**= Standardized Root Mean Square Residual, **RMSEA**= Root Mean Square Error of Approximation, **GFI**= Goodness of Fit Index, **AGFI**= Standardized Goodness of Fit Index, **CFI**= Comparative Fit Index, **NFI**=Normed Fit Index, **TLI**= Tucker-Lewis Index

Some common compliance indexes used for the purposes of assessing model fitness in Structural Equation Model (SEM) studies are indicated in Table 14 (Schumacker and Lomax, 2004; Tabanick and Fidel, 2001; Kline, 2011). These indexes are named as Chi-Square Goodness Of Fit- χ^2 , Goodness Of Fit Index-GFI, Standardized Goodness Of Fit Index-AGFI, Root Mean Square Error of Approximation-RMSEA and Root Mean Square Residual-RMR/SRMR absolute fit indexes. Normed Fit Index- NFI, Tucher- Lewis Index-TLI Comparative Fit Index-CFI are among the comparative fit indexes (Hair, Black, Babin and Anderson, 2010). Hair et al. (2010) suggests that practically minimum one absolute fit index and one increasing fit index to be reported together with χ^2 value (Hair, Black, Babin and Anderson, 2010). In this study, χ^2 , GFI, AGFI, SRMR, RMSEA are used absolute fit indexes and NFI, TLI and CFI are used as increasing fit indexes.

Confirmatory factor analysis made for organizational justice scale indicates that single factor model comprised of total 19 items has acceptable fit indexes and that the data match with the model ($\chi^2=1301.52$, $df=114$, $p<.001$; $SRMR=0.03$, $RMSEA=0.07$, $GFI=0.94$, $AGFI=0.90$, $CFI=0.98$, $NFI=0.98$, $TLI=0.97$). It is observed that factor loads statistically significant and vary between 0.46 and 0.88. Analysis result is presented in Figure 3.

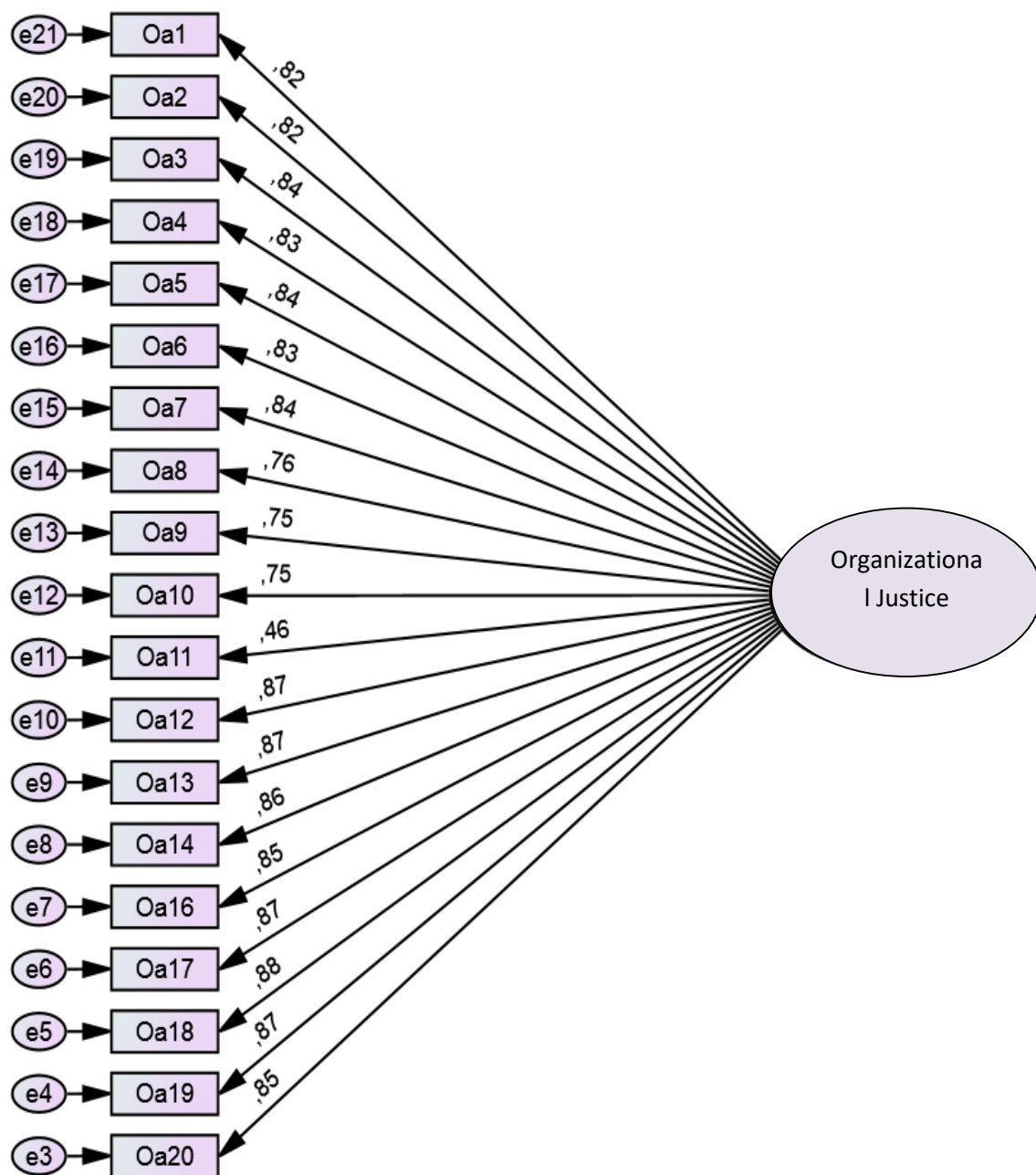


Figure 3: DFA Results for Organizational Justice Scale

Confirmatory factor analysis result conducted for organizational culture scale indicates that model having two factors and comprised of total 22 items has acceptable fit index and that the data match with model ($\chi^2=2123.11$, $df=171$, $p<.001$; $SRMR=0.03$, $RMSEA=0.07$, $GFI=0.92$, $AGFI=0.87$, $CFI=0.97$, $NFI=0.96$, $TLI=0.95$). It is observed that factor loads are statistically significant

and that they vary between 0.49 and 0.88. Analysis result is presented in Figure 4.

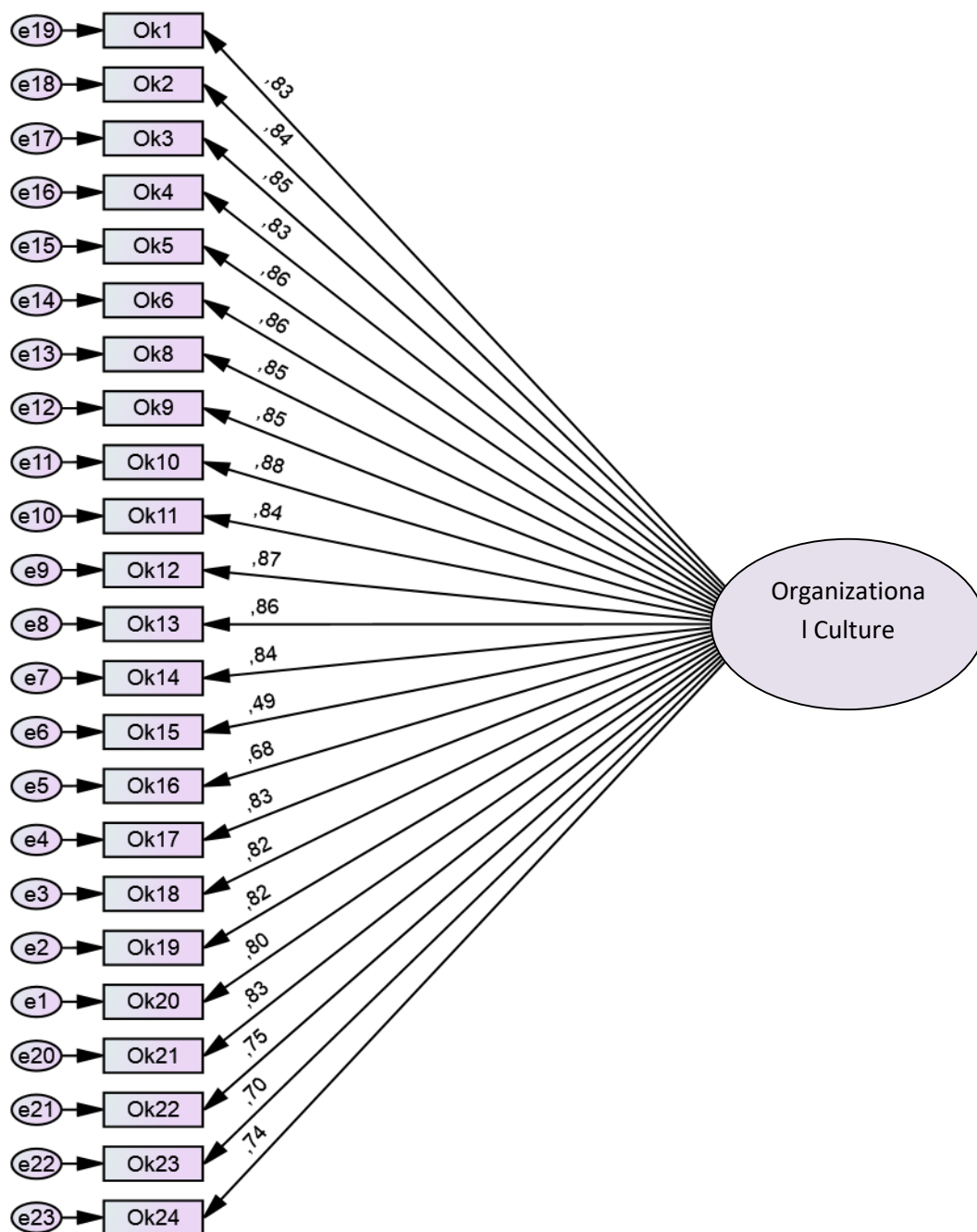


Figure 4: DFA Results for Organizational Culture Scale

Confirmatory factor analysis result conducted for interorganizational citizenship behaviour scale indicates that the model having three factors and comprised of total 13 items has acceptable fit index and that the data match with the model ($\chi^2=567.36$, $df=47$, $p<.001$; $SRMR=0.05$, $RMSEA=0.07$, $GFI=0.96$, $AGFI=0.93$, $CFI=0.98$, $NFI=0.97$, $TLI=0.96$). It is observed that factor loads are statistically significant and that they vary between 0.45 and 0.95. Analysis result is presented in Figure 5.

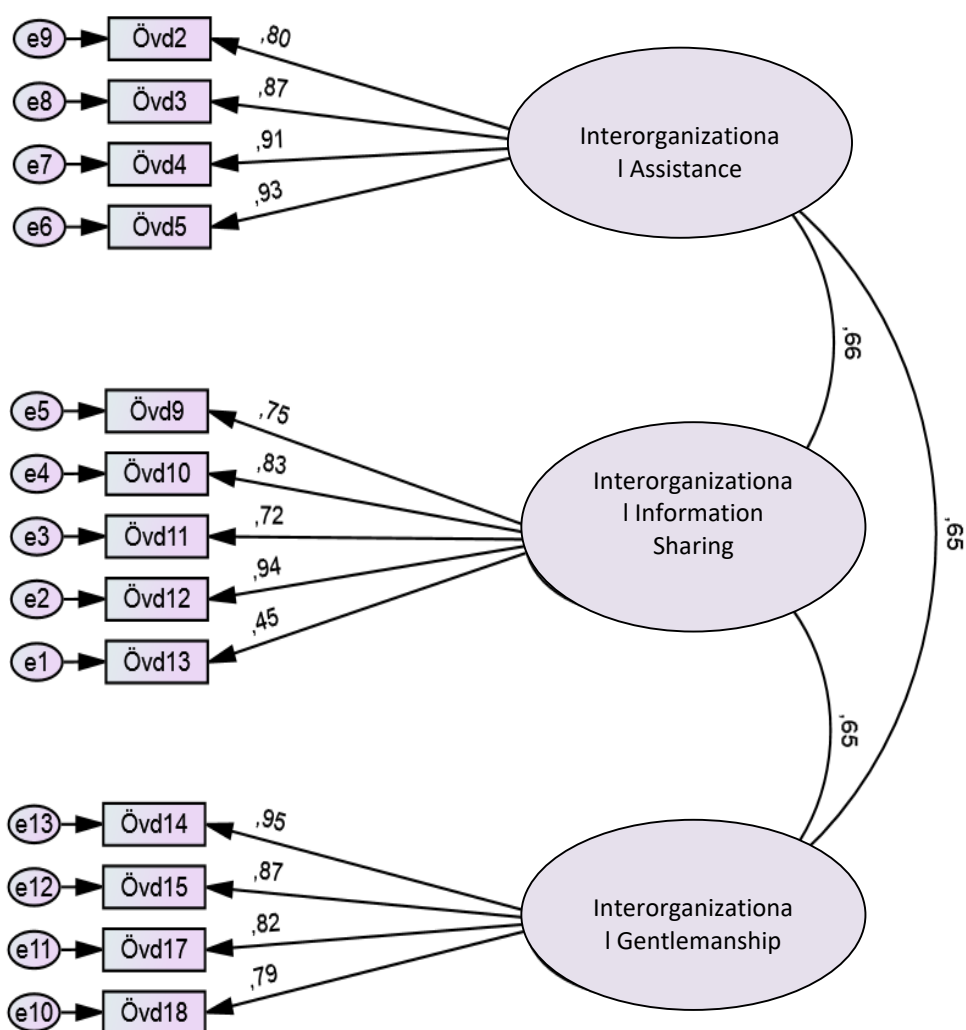


Figure 5: DFA Results for Interorganizational Citizenship Behaviour Scale

In general, results have stated that three models obtained from exploratory factor analysis and tested with confirmatory factor analysis indicate acceptable

compliance. Factor loads in all models are significant and minimum suggested factor load is over 0.32. Internal consistency coefficients are calculated again by using all data set comprised of 2156 persons for each scale and sub-scale by using factor structures determined as a result of explanatory and confirmatory factor analysis. Internal consistency coefficient calculated for points obtained in organizational justice scale is $\alpha=0.98$. Internal consistency coefficient calculated for points obtained from organizational culture scale is $\alpha=0.98$.

Internal consistency coefficient calculated for interorganizational assistance as subscale of interorganizational citizenship behaviour is $\alpha=0.93$, internal consistency coefficient calculated for the subscale of interorganizational information sharing is $\alpha=0.85$ and internal consistency coefficient calculated for subscale interorganizational gentlemanship is $\alpha=0.89$ and coefficient calculated for entire scale is $\alpha=0.93$.

Table 14:

Model Cohesion Index Result Values of Scales

Compliance Scales	Organizational Culture	Organizational Justice	Interorganizational Citizenship Behaviour
χ^2	$\chi^2=1301.52, df=114$	$\chi^2=2123.11, df=171$	$\chi^2=567.36, df=47$
P değeri	$p<.001$	$p<.001$	$p<.001$
SRMR	0.03	0.03	0.05
RMSEA	0.07	0.07	0.07
GFI	0.94	0.92	0.96
AGFI	0,90	0.87	0.93
CFI	0.98	0.97	0.98
NFI	0.98	0.96	0.97
TLI	0.97	0.95	0.96

5.5. Descriptive Statistics

Evidences relating to construct validity and reliability are reviewed by calculating standard deviations and total point average obtained from accumulated scales and subscales of scales. Descriptive statistics calculated over total points obtained measuring means are presented in Table 15.

Table 15:

Descriptive Statistics Relating to Scales

Variables	Minimum	Maximum	Average	S. Deviation
Organizational Justice	18,00	90,00	56,50	15,39
Organizational Culture	23,00	115,00	72,85	20,01
Interorganizational Assistance	4,00	20,00	13,93	3,00
Interorganizational Information Sharing	5,00	25,00	18,62	3,31
Interorganizational Gentlemanship	4,00	20,00	13,50	3,16
Interorganizational Citizenship Behaviour	13,00	65,00	46,05	8,10

5.6. Relations between Variables

General opinion for the assessment of correlation relation between variables; correlations between $r = .00$ and $r = .30$ are “low”; correlations between $r = .31$ and $r = .70$ are “average”; correlations $r = .71$ and more are “high” (Çokluk, Şekercioğlu ve Büyüköztürk, 2016: 35).

Relations between organizational justice, interorganizational citizenship behaviour and organizational culture variables and subscales are reviewed by calculating the Pearson coefficient and presented in Table 16. As seen on Table 16, all correlations between independent, mediating and dependent variables are significant (** $p < .01$). When the correlation results of main structures are reviewed; there is positive, significant and strong relation between organizational culture and organizational justice ($r = .86$, $p < 0.01$), positive, significant and average relation between organizational culture and interorganizational citizenship behaviour ($r = .35$, $p < 0.01$). When the correlation

relation between organizational justice and interorganizational citizenship behaviour is reviewed; there is positive, significant and weak relation ($r = .28$, $p < 0.01$) (Table 16). As expected, strong positive relations are observed between total scale points relating to subscales.

Table 16:

Correlation Analysis for Relations between Variables

Variables	1	2	3	4	5	6
Organizational Justice	1					
Organizational Culture	,862**	1				
Interorganizational Assistance	,261**	,322**	1			
Interorganizational Information Sharing	,309**	,395**	,655**	1		
Interorganizational Gentlemanship	,137**	,166**	,623**	,519**	1	
Interorganizational Citizenship Behaviour	,276**	,345**	,881**	,854**	,833**	1

** Correlation coefficient is significant at 0.01 level (2-sided).

5.7. Results of Mediation Analysis

It is reviewed whether there is mediation effect of organizational culture variable in the relation between organizational justice scale and interorganizational citizenship behaviour variable for the purpose of testing the research hypothesis presented in Figure 1. Mediation hypothesis between variables in this study is tested by using Structural Equation Modelling method. Mediation analysis is realized by using AMOS version 24.0. For the testing of mediation effect, two phased version adapted for Structural Equation Modelling method of four phased regression based approach suggested by Baron and Kenny (1986) is followed (Gunzler, Chen, Wu, & Zhang, 2013). In the first phase, it is tested whether organizational justice variable has any effect on interorganizational citizenship behaviour or not. In second phase, it is reviewed whether organizational culture variable has any mediation effect for the effect of organizational justice variable on interorganizational citizenship behaviour or not. Variables composed by calculating the total points on

subscale basis are used in analysis. Data is analysed with Robust Maximum Likelihood estimation method by using covariance matrix.

5.7.1. First Phase: Direct Effect of Organizational Justice on Interorganizational Citizenship Behaviour

Results of structural equation modelling analysis performed for the purpose of testing whether organizational justice variable has any effect on interorganizational citizenship behaviour have indicated that model has acceptable compliance values ($\chi^2=64.49$, $df=2$, $p<.001$; $SRMR=0.04$, $RMSEA=0.10$, $GFI=0.99$, $AGFI=0.93$, $CFI=0.98$, $NFI=0.98$, $TLI=0.93$). Results have suggested that there is statistically significant, average level and positive direct effect of organizational justice variable on interorganizational citizenship behaviour ($\beta=0.31$, $t=13.49$, $p<0.01$). These findings have pointed that it is possible to analyse whether organizational culture has any mediation effect in the effect of organizational justice variable on interorganizational citizenship behaviour variable in the second phase.

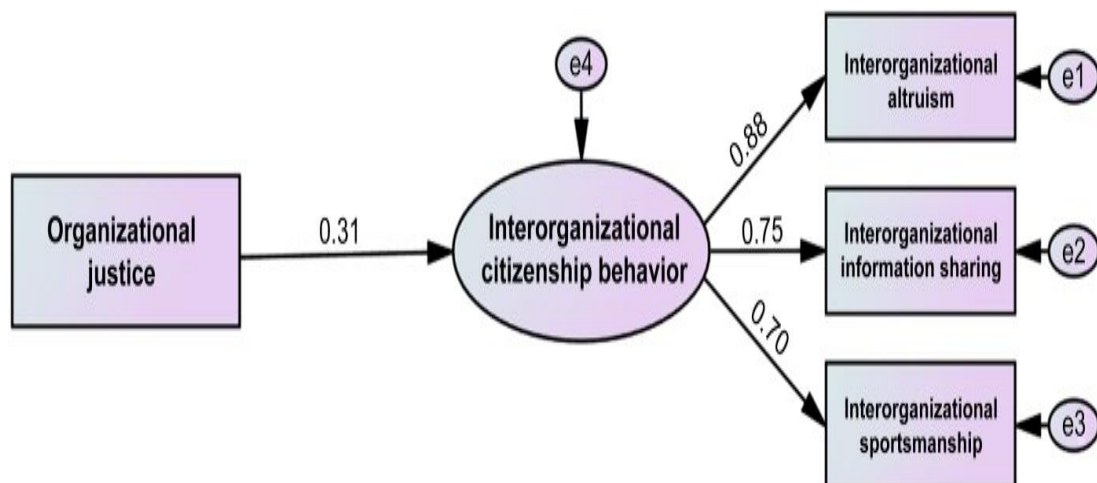


Figure 6: Direct Effect of Organizational Justice on Interorganizational Citizenship Behaviour

5.7.2. Second Phase: Mediation Effect of Organizational Culture for the Direct Effect of Organizational Justice on Interorganizational Citizenship Behaviours

Analysis results for the examination whether organizational culture variable has any mediation effect in the effect of organizational justice variable on interorganizational citizenship behaviour variable or not have indicated that the model has acceptable fitness values ($\chi^2=129.25$, $df=4$, $p<.001$; $SRMR=0.05$, $RMSEA=0.10$, $GFI=0.98$, $AGFI=0.91$, $CFI=0.98$, $NFI=0.98$, $TLI=0.95$). Including a third mediation variable to model containing organizational justice and interorganizational citizenship behaviour variables caused relative improvement in model fitness indexes. This condition suggests that organizational culture as mediating variable has made contribution to the model, in other words, that it must be considered for the relation between organizational justice variable and interorganizational citizenship behaviour. Results indicated that organizational justice variable has statistically significant, low level and negative effect on interorganizational citizenship behaviour variable ($\beta=-0.09$, $t=-2.11$, $p<0.05$). It has also statistically significant, high level and positive effect on organizational culture ($\beta=0.86$, $t=78.93$, $p<0.01$). Likewise, organizational culture variable has statistically significant, average level and positive effect on interorganizational citizenship behaviour variable ($\beta=0.46$, $t=10.66$, $p<0.01$). Indirect effect of organizational justice variable on interorganizational citizenship behaviour variable is calculated as ($\beta=0.399$, $p<0.01$) and its total effect is calculated as ($\beta=0.308$, $p<0.01$). It is determined that mediation model explains the variance in interorganizational citizenship behaviour variable for 15%. Mediation rate is calculated as %23 (MacKinnon, Fairchild, & Fritz, 2007).

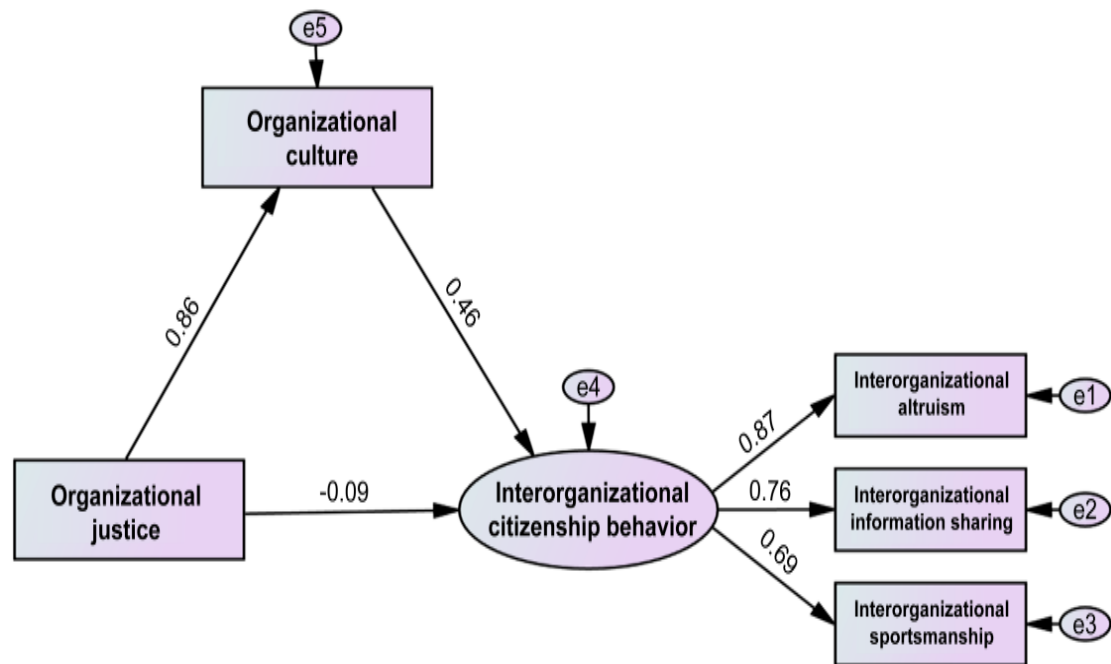


Figure 7: Mediation Effect of Organizational Culture

5.8. Results of Hypothesis Tests

Four research hypotheses are tested on the basis of dependent variable interorganizational citizenship behaviour variable, independent variable organizational justice and mediating variable organizational culture determined as a result of literature search in scope of this study. When the mediation model is reviewed in aspect of first hypothesis, it is observed that organizational justice has positive and significant direct effect on organizational culture ($\beta = .86$, $p < 0.001$). These results support hypothesis of “there is positive relation between organizational justice and organizational culture” as first hypothesis of the research. When the model is reviewed in aspect of second hypothesis of research, it is observed that organizational justice has positive and significant effect on interorganizational citizenship behaviour variable before including mediating model ($\beta = .31$, $p < 0.001$) and that it is negatively affected when the mediating variable is included to model ($\beta = -.09$, $p < 0.05$). These results partially support the hypothesis “there is positive relation between organizational justice and interorganizational citizenship behaviour variable” as second thesis of the research. When the model is reviewed in aspect of third hypothesis of the research, it is observed that organizational culture has positive and significant effect on

interorganizational citizenship behaviour variable ($\beta = .46$, $p < 0.001$). These results support the hypothesis of “there is positive relation between organizational culture and interorganizational citizenship behaviours” as third hypothesis of the research. When the model is reviewed in aspect of fourth hypothesis of research, it is concluded that organizational culture has significant mediating effect in relation between organizational justice and interorganizational citizenship behaviour ($\beta = .399$, $p < 0.001$). These results support the hypothesis “organizational culture has mediation effect in relation between organizational justice and interorganizational citizenship behaviour” as fourth hypothesis. Research findings indicate that direct effect of organizational justice variable on interorganizational citizenship behaviour variable changes direction from positive ($\beta = 0.31$) to ($\beta = -0.09$) negative and decreases in the mediation model. This condition is named as inconsistent mediation or suppression effect in the literature (MacKinnon, Krull, & Lockwood, 2000). Results indicate that positive effect of organizational justice variable on interorganizational citizenship behaviour variable is related through organizational culture and that the perception relation to organizational justice is in negative direction when the organizational culture variable is controlled. Results relating to hypothesis tests are presented in Table 17.

Table 17:

Results of Hypothesis Tests

Hypothesis	Structural Ways	Standardized Coefficients	Conclusion
H1	Organizational Justice → Organizational Culture	.86**	Supported
H2	Organizational Justice → Interorganizational Citizenship Behaviour	-.09*	Partially Supported
H3	Organizational Culture → Interorganizational Citizenship Behaviour	.46**	Supported
H4	Organizational Justice → Organizational Culture → Interorganizational Citizenship Behaviour (Mediation)	Total Effect: .308** Indirect Effect: .399** (**= $p < .01$, *= $p < .05$)	Supported

CHAPTER 6

CONCLUSION

6.1. Conclusion and Discussion

This research is realized with 216 health personnel employed in 3 (three) state hospitals (Bursa, Eskişehir, Bilecik) under Republic of Turkey Ministry of Health, BEBKA Region General Secretary of Public Hospitals Union and 5 (five) relevant county polyclinics. Basic purpose of this research is to review whether there is any mediation effect of organizational culture in the relation between organizational justice variable and interorganizational citizenship behaviour. As a result of the analysis and assessment of data obtained, findings supporting the theory are reached, on the other hand new findings are reached in the nature of different than the theory. In light of the research findings, research results obtained may be expressed as follows:

- * When the demographic features of employees attending to research; most of the participants are between 32-45 years old, female, associate degree owner, midwife-nurse, having professional experience between 11-20 years, employment term for 6-10 years in the hospital they are employed excluding unanswered surveys (Table 8).

- * For the purpose of determining the organizational culture typology governing the BEBKA Region state hospitals, arithmetic average value of subscales of organizational culture is reviewed (Table 9). According to findings in Table 9; organizational type governing the organization is respectively comprised of $\bar{x}= 3.31 \pm 1.06$ average hierarchy, $\bar{x}= 3.15 \pm 1.06$ average clan $\bar{x}= 3.13 \pm 1.05$ average adhocracy $\bar{x}= 3.05 \pm 0$ average market culture.

Consequently, according to Competitive Values Model of Cameron& Quinn(2006); organizational culture typology governing the state hospitals in BEBKA Region is Hierarchy (structuralized) Culture (Cameron& Quinn,2006:105). Quchi(1987) summarizes the bureaucratic mechanisms with the phrase of “Do as we say, not as you think, because we pay you for this. Command-control mechanism works in organizational structure within hierarchy culture governed by official rules and policies. Employees are continuously monitored in aspect of performance and work efficiency measurement and audit mechanisms (Gümüştekin and Emet, 2007: 98). In hierarchy culture ruled by logic and rationalism, employees are defined by their roles relation to the position. In this culture typology, where company interests featured, individualism ignored, employees are expected to comply with predetermined work definitions and they are not expected to demonstrate extra role behaviours. In hierarchy culture, director is all knowing, it is sufficient to be subjected to director and to follow his/her path. (Ergün, 2007: 268).

* For the purpose of determining the justice perception levels of employees in BEBKA Region state hospitals, subscales of Organizational Justice are reviewed (Table 9). According to findings in Table 9; justice perception of employees are respectively comprised of $\bar{x}=3.23 \pm 0.99$ average informational justice; $\bar{x}=3.21 \pm 1.02$ average process justice, $\bar{x}=3.18 \pm 1.01$ average interpersonal justice; $\bar{x} =2. 87 \pm 1.06$ distributional justice. Distributional justice is individual interests due to all gains expected to be gained by employees. Individuals always tend to protect their individual outputs (İçerli and Ünerli, 2009: 64). This research is realized with health professionals in state hospitals. It is believed that health sector is emerged due to multiple reasons such as labour-dense sector, long and tiring employment hours of health employees, low payment, inconclusive demands for social and economic rights.

* For the purpose of determining the interorganizational citizenship behaviour demonstrated highest by employees of BEBKA Region state hospitals, subscales of interorganizational citizenship behaviours are inspected (Table 9). According to findings in Table 9; interorganizational citizenship behaviours demonstrated by company employees are respectively

comprised of $\bar{x}=3.72 \pm 0.67$ average interorganizational information sharing; $\bar{x}=3.51 \pm 0.62$ average interorganizational altruism; $\bar{x}=3.50 \pm 0.68$ average interorganization sportsmanship; $\bar{x}=3.27 \pm 0.87$ average interorganizational harmony. In this study, interorganizational harmony has lowest average in other subscales of interorganizational citizenship behaviours demonstrated by company employees. Reason of this may be functionalism of internal focus in the organization progress due to existence hierarchy culture governed in state hospitals.

* When the correlation results of variable main structures are reviewed; There is positive, significant and strong correlation relation between organizational culture and organizational justice ($r= .86, p<0.01$) and positive, significant and average level correlation relation between organizational culture and interorganizational citizenship behaviour ($r= .35, p<0.01$). When the correlation relation between organizational justice and interorganizational citizenship behaviour is reviewed; ($r= .28, p<0.01$) there is positive, significant and weak level relation (Table 16).

* According to exploratory factor analysis results for organizational culture; 23 items are accumulated under single component having eigenvalue more than 1 and explaining 68,1% of total variance. These components are labelled as organizational culture (Table 10). According to exploratory factor analysis results for organizational justice scale; 19 items are accumulated under single component having eigenvalue of 14.56 and explaining 76.64% of total variance (Table 11). According to exploratory factor analysis for interorganizational citizenship behaviour; it is determined that 13 items are accumulated under three components having eigenvalue more than 1 and explaining 71,7% of total variance (Table 12).

* It is observed that model having two factors and comprised of total 23 items as a result of confirmatory factor analysis for organizational culture scale has acceptable fit index and that the data match with the model (Figure 4). It is observed that model having one factor and comprised of total 19 items as a result of confirmatory factor analysis for organizational justice scale has acceptable fit index and that the data match with model (Figure 3). It is

observed that model having three factors and comprised of 14 items as a result of confirmatory factor analysis for interorganizational citizenship behaviour scale has acceptable fit index and that the data match with model (Figure 5).

* In this study, there are four research hypothesis built on research model with variables determined in light of the literature. (Figure 1). In this scope, when the mediation model is reviewed in aspect of first hypothesis of research. In this scope, when the mediation model is inspected in aspect of first hypothesis of the research, it is observed that organizational justice has positive and significant direct effect on organizational culture ($\beta = .0.86$, $p < 0.001$). These results support the hypothesis "There is positive relation between organizational justice and organizational culture" as first hypothesis of the research (Figure 6). There are many studies matching with the research findings in the literature. Studies performed by Uludağ, Aktaş and Özgüt (2018); Ertaş and Unur, (2018); Taşçıoğlu and Yıldız, (2010); Ertürk and Bedük, (2014); Meydan and Basım, (2010); Sezgin, Yahyagil and Dicle, (2009) indicate similarities with the findings of this research. This study is realized with health professionals employed in public state hospitals. Organizational justice perception of health professionals is single dimensional and there is no difference in distributional, functional and interactional justice assessments. When we review the literature, there are studies, in which single dimensional "Organizational Justice Scale" is used (Martocchio and Judge, 1995: 263). Hierarchical organizational culture is governing the health institutions, where the study is realized. In an organization governed by hierarchical culture, organizational strength perception is high (Meydan and Basım, 2010: 175-200). Turkey is ranked 18 among countries with high strength range in scope of study performed by Hofstede (2001) (Hofstede, 2001). In study named "Communal culture and organizational culture", organizational strength interval in Turkey is determined high compared to western societies (Aycan et al., 2000: 25-53). Strength distance degree of employees determines expectation and orientation forms of employees from authority, how they act relating to decisions (Cole, Carter, and Zhang, 2013: 425-445). Organizations with higher strength distance demonstrate sharp hierarchical pyramid image. There is centralization and autocratic decision mechanism (Hofstede, 2001). Inequity

for the distribution of awards is easier to accept in cultures with higher strength distance (Leung, 2005: 555-586). Single direction communication is preferred in organization due to adaptation of autocratic management by directors. It is not pleasing for organization employees not to comply with decisions or object the decisions. Such existence does not create negative effect in the interactional justice perception for employees of organization possessing higher strength distance (Brockner et al., 2001: 300-315 ; Lee, Pillutta and Law, 2000: 685-704). Since the existence of positive relation between justice perception and organizational culture is due to hierarchical organizational culture structure of Turkish public institutions, it is considered that it may arise due to high strength distance of health professionals.

* When the model is reviewed in aspect of second hypothesis of the research, results suggest that direct effect of organizational justice on interorganizational citizenship behaviour is significant, average level and positive ($\beta = .31$, $p < 0.001$) Figure 2. There are many studies supporting the positive relation between organizational justice perception and interorganizational citizenship behaviour in literature. In the results of study performed by Polat and Celep (2008), Eren and İraz (2014), Sökmen, Şahal and Söylemez (2015), Erkutlu(2011), Chen, Sheng and Hy(2012), Dilek and Alphan (2005), Gürbüz, Ayhan and Sert(2016), Sezgin, Yahyagil and Dicle(2009), Dalgın and Taslak(2015), Yılmaz and Taşdan(2009), Ertürk(2007), Ching- Sheng Chang,(2014), it is emphasized that there is positive relation between organizational justice perception and interorganizational citizenship behaviour. However, when the mediating variable is included to model, results indicate that relation between organizational justice perception and interorganizational citizenship behaviour changes direction from positive to negative ($\beta = -.09$, $p < 0.001$) (Figure 3). In this research that we have realized in public health institutions, it is determined that organizational justice has positive and significant effect of interorganizational citizenship behaviour before inclusion of mediating variable organizational culture to the model however when the mediating variable organizational culture is included to the model, effect changes to negative direction. Research data contains assessments of health professionals

employed in health sector. In this manner, study should be approached in the perspective of hospital organizations available in health sector. Hospitals are most important service producers providing services in health sector. They have primary function of diagnosis, treatment and rehabilitation services as well as training, research-development, improving the health level of society (Official Gazette, 2011, Ankara). Hospitals being health institutions are different than other service sectors with their unique features. Basic input and output is human. It is not possible to remedy and errors during diagnosis and treatment phases. Therefore, basic principle in health service is "to execute the work correctly in first time". When the health institutions are reviewed in aspect of health resources, professionalism and professionalization level is comprised of high level employees and health professionals provide health services in frame of professional ethical rules. According to Hackman and Oldman (1976); since the work performed requires special knowledge and skills, existence of autonomy and sense of significant work, it creates individual responsibility feeling in person. Therefore, employees develop a system by their own and pay attention not to make any faults without being aware (Aktay, 2008: 77). Work environment obligating autonomy and responsibility without any supervision by director increases internal motivation and organizational commitment (Ünal, 2003: 27). In line with this, organization employees demonstrate more citizenship behaviours (Keleş: 2009: 36). On the other hand, many units and persons are obliged to provide services to patients applying to hospitals to have health services. Therefore, functional commitment is high in hospitals. Accordingly, there is dense interaction, solidarity and cooperation among groups. According to study performed by Podsakoff et al. (2000), organizational support and group solidarity perceived effects interorganizational citizenship behaviour in all aspects (Podsakoff, 2000:529-531; Chiv, Su-Fen, Chen, Hsia-Lan,2005). In the study performed by Alparslan, Can and Oktar (2014); as a result of research performed on 152 hospital personnel; they concluded that increasing organizational support level perceived positively affect organizational identification and that organizational identification reveals altruism behaviour in employees. In summary, behaviours demonstrated by hospital employees in this research realized in Turkish Public Hospitals are altruism, sharing and sportsmanship. Positive

relation is found between interorganizational citizenship behaviour and organizational justice perception of employees. Since the location of research is a health institution, services provided require high professional level and the special characteristics of the profession, relation density between persons or groups may cause employees to demonstrate citizenship subscale altruism, sharing and sportsmanship behaviours.

* When the model is reviewed in aspect of third hypothesis of research; it is observed that organizational culture positively and significantly effect interorganizational citizenship behaviour ($\beta=.46$, $p<0.001$). In literature, studies performed by Kaya and Terzi(2015); Avcı(2016); Kalkan and Ögüt(2013); Koşar and Yalçınkaya(2013); İpek (2012); Kurt(2011); Erkutlu(2011); Arlı(2011); Erdem(2009); Kendiriligil(2006); Çelik (2007); Gök(2007); Chein (2004); Stamper and Dyne(2001), indicate similarity with the findings of this research.

* When the model is reviewed in aspect of fourth hypothesis of research, it is concluded that organizational culture has significant mediation effect in relation between organizational justice and interorganizational citizenship behaviour ($\beta= .399$, $p<0.001$). Also, research findings indicate in mediation model that direct effect of organizational justice variable on interorganizational citizenship behaviour changes direction from positive to negative and decreases. This condition is named as inconsistent mediation or suppression effect in literature (MacKinnon, Krull and Lockwood, 2000). Results positive effect of organizational justice variable on interorganizational citizenship behaviour variable is caused by organizational culture and that perception changes direction into negative when the organizational culture variable is controlled (Figure 3). Due to 663 Decree Law issued in 2011 in public hospitals in Turkey, hierarchical culture becomes governing culture currently in health institutions as found in the results of this research even though it is attempted to reach a structure towards local markets (Official Gazette, 2011: Ankara). There are studies supporting that hierarchical organizational typology in Turkish public sector are more forefront (Erdem, 2007; Kaya, 2008; Erdem, Adıgüzel and Kaya,2010; Aydınlan and Göksel, 2012; Danışman, Özgen, 2002). According to mediation model; justice perception of organization

employees changes direction from positive to negative with the mediation of organization culture. It is emphasized in many studies that governing features of Turkish society is communism, feminine behaviours, being a country with high strength distance (Danışman, Özgen, 2002). In study performed by Uyguç(2003), it is suggested that organizational behaviour norms and values in the governing Turkish organization type have emerged in line with the performance method of work and interpersonal relations, that official rules and legal obligations are effective in behavioural norms relating to work; for interpersonal relations, feminine and communal behavioural features are found. Problems such as long and tiring work conditions of health professionals in Turkey (continuous 24 hours shift method), low payment, and inconclusive demands for social and economic rights are not still solved. Distributional justice is related closely with economic changes other than social changes. It is related with reactions developed against wage earnings other than a reaction against a director and organization (Cropanzo, Russell and Ambrose, 2001:125). There is also high strength distance in public hospitals under hierarchy culture structure. Inequity in distribution of rewards in cultures having high strength distance is easier to accept (Leung, 2005: 555-586). Employees participating or not participating to decisions, single direction communication may not negatively affect interactional justice perceptions (Brockner et al. 2001:300-315; Lee, Pillutta, Law, 2000: 685-704). When the work is assessed in this aspect; it is believed that current public hospitals have communal culture traces of public hospitals. On the other hand, there is us feeling instead of me, intergroup harmony, cooperation and commitment in relations in communal culture structure (Ting- Toomey,1988: 213-238). Turkish social structure has also feminine features. In other words, harmony in human relations, being kind and compassionate becomes prominent. When the work results are assessed in this aspect, it is believed that health employees demonstrate communal behaviour in their perceptions, behaviours and attitudes and internalize many factors such as work feature, presentation and professionalism in health services characteristic.

Recently, rapid increase in team focused organization structures renders such behaviours more important. In rapidly developing world, it is possible for

organizations to change cultural structures preventing or slowing their achievement to their objectives with functional, energetic and positive management means complying with the objective of organization. Strong organization cultures shared between employees may gain awareness to organizations against their competitors. Justice concept for human factor comprising most important ring of the chain is very important on the path of organization to success. Justice assessment perceived causes individual and organizational behaviours and attitudes. In this aspect, directors must design work environments allowing interorganizational citizenship behaviour providing service to organization purposes to be demonstrated. Justice, culture and citizenship variables subjecting to this research are examined in health institutions separated from other sectors with many features. It is believed that this study will provide an opportunity to compare sectoral, intersectoral, intercultural studies in literature and to guide for strategic objectives to be determined in future by presenting objective information to directors. Research contains certain limitations although it is materialized by the researcher in person with wide sample. It is assumed that there are variables beyond control other than the variables examined in this research and that health professionals voluntarily attending to the research have perceived accurately and responded to questions correctly. Research is reviewed for the relations between organizational justice, organizational culture and interorganizational citizenship behaviour. And this is limited with three structures. Research results cover public health institutions, where the research is performed.

6.2. Suggestions

6.2.1. Suggestions for Implementers

Organizational culture is difficult concept transferred from generation to generation. Directors have great responsibilities on this matter. Organizations must form their vision and strategies in order to adapt to changing environment conditions and develop organizational culture in this frame. This research is realized in public hospitals located in Turkey BEBKA Region. Study is materialized in area, where first city hospitals initiated for the first time by Ministry of Health. Purpose of city hospitals is to reach high quality standards

in hospital management and health service and to provide qualified health service by creating complex physical areas with public-private partnerships. They improve health tourism by carrying qualified health service infrastructures to international level and therefore by providing service for local development. They also move status of hospitals to digital hospital status by improving their technological equipment. (Official Gazette 2013: Ankara). City hospital is a combined model, where public and private sectors undertake responsibilities for the presentation of health services. Strategic objective of city hospitals is to open from domestic market to global market. Use of advanced technology shall be important for the conversion into digital hospitals. In this aspect, corporate directors must analyse the remaining part of the iceberg. Public sector provides services for inpatient treatment services and private sector provides laboratory and imaging services in City Hospital model. In order to prevent possible conflicts, public-private sector must fictionalize cultural structures on not differentiating basis however on unifying segment. Objective of City Hospitals aims for sectoral development. It is also to compete in global market by improving health tourism. In research results, public hospitals are in hierarchy culture. Hierarchy culture is focused internally. However, vision shared requires external focus and differentiation. Public hospitals subjecting to research must fictionalize future by feeding from their past roots. They must convert cultural structures preventing or slowing their reach to organizational purposes into energetic, competitive, dynamic structures increasing their market power in harmony with their strategies. Focus of health sector as labour-dense sector is humans. Negative justice perception available in mediation model of research must be converted into positive. Economic, sociologic and psychological opportunities of company employees must be supported. Also positive and negative effects of changes such as advanced technology in city hospitals to be created by employees must be assessed by human resources department and directors.

6.2.2. Suggestions for Researchers

Data in the research is gathered from health professionals employed in public sector. Variables with different sector and professional groups must be studied to move the research results to generalized nature. Organizational functions

and purposes of public and private hospitals are completely different than each other. It is believed that this study realized in public hospitals may gain different perspective by implementing the study to health professionals employed in private hospitals. Organizational justice and interorganizational citizenship behaviours may be inspected in different organizational culture typologies by performing intercultural studies.

The Covid-19 Pandemic, which started in Wuhan province of the People's Republic of China on December 12, 2019, clearly affected the whole world in all aspects. Undoubtedly; The most affected group is the healthcare professionals who play an active role in the fight against the epidemic. Health workers are on a fine line between death and life under intense stress and heavy work conditions. Scientific data is still not sufficient in drug and vaccine studies. For this reason, it is predicted that the Covid-19 epidemic will occupy the whole world for a certain period of time. Researchers are recommended to examine the relationship and interaction between healthcare workers' stress levels, emotional burnout levels, covid-19 fear perception levels and excessive role behaviors.

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APPENDIX

Annex 1: Questionnaire Form

QUESTIONNAIRE FORM									
<p style="text-align: center;">Dear Participant,</p> <p style="text-align: center;">This questionnaire form shall be used for the doctoral thesis work. Responds to be given in scope of questionnaire shall contain your opinion relating to phrases given and there is no correct or incorrect answer. Therefore, your complete and intimate assessment of questions will directly affect the scientific nature and reliability of the study. Questionnaire shall only be assessed for scientific purposes and kept confidential. <u>Therefore, your Identity details shall not be requested.</u></p> <p style="text-align: center;">Thank you for your participation.</p> <table style="width: 100%; border: none;"> <tr> <td style="text-align: center; width: 50%; border: none;"><u>Consultant</u></td> <td style="text-align: center; width: 50%; border: none;"><u>Researcher</u></td> </tr> <tr> <td style="text-align: center; border: none;">Prof. Dr. Mustafa Sağsan</td> <td style="text-align: center; border: none;">Doctoral Student Arzu</td> </tr> </table> <p style="text-align: center;">TÜRKMEN</p> <p style="text-align: center;">mustafasagsan@neu.edu.tr</p> <p style="text-align: center;">arzu.turkmen75@hotmail.com</p>						<u>Consultant</u>	<u>Researcher</u>	Prof. Dr. Mustafa Sağsan	Doctoral Student Arzu
<u>Consultant</u>	<u>Researcher</u>								
Prof. Dr. Mustafa Sağsan	Doctoral Student Arzu								
<p style="text-align: center;">1= I completely disagree 2= I do not agree 3= I am indecisive 4= I agree 5= I completely agree</p>	1) I completely disagree	2) I do not agree	3) I am indecisive	4) I agree	5) I completely agree				
<p style="text-align: center;">Please mark “x” next to following phrases according to scale specified above.</p> <p style="text-align: center;">Organizational</p> <p>Culture</p>									
1. My company is very special place. It is like a large family. Employees are willing to share many things with each other.	1	2	3	4	5				
2. My company is pretty dynamic and entrepreneur place. Employees are willing to take risks with their eyes shut.	1	2	3	4	5				
3. My company is greatly result-oriented. It focuses on execution of works. Employees are very competitive and success-oriented.	1	2	3	4	5				
4. My company is very controlled and structured place. Formal rules generally define how employees should act.	1	2	3	4	5				
5. Leader in such companies are generally considered as guiding, assisting or improving.	1	2	3	4	5				
6. Leader in this company is generally considered as entrepreneur, innovative or risk-taker person.	1	2	3	4	5				
7. Leader in this company may be described as low-tolerance, aggressive and result focused.	1	2	3	4	5				
8. Leader in this company is generally considered as coordinator, organizer or regulator.	1	2	3	4	5				
9. Management style in my company is characterized as teamwork, consensus and participation concepts.	1	2	3	4	5				
10. Management style of the company is characterized as individual risk-taking, innovation, freedom and difference concepts.	1	2	3	4	5				

11. Management style of the company is characterized as hard competition, high demands and success-oriented.	1	2	3	4	5
12. Management style of my company is characterized as employment security, adaptation, estimation and stability in relations.	1	2	3	4	5
13. Loyalty and mutual trust holds the organization together. Commitment level is high.	1	2	3	4	5
14. Commitment to innovation and development holds this organization together. Innovation is noticed.	1	2	3	4	5
15. Attaching importance to achieve success and objectives holds this organization together. Aggression and winning are common themes.	1	2	3	4	5
16. Formal rules and policies hold this organization together. It is very important to manage this organization without any problems.	1	2	3	4	5
17. My company cares the development of its employees. High level of trust, explicitly and participation is noticed.	1	2	3	4	5
18. My company cares for accessing new sources and creating new initiatives. It values experiencing new things and researching opportunities.	1	2	3	4	5
19. My company emphasizes competitive action and success. Setting high targets and winning is essential.	1	2	3	4	5
20. My company emphasized continuity and stability concepts. Activity, control and problem-free progress of activities are important.	1	2	3	4	5
21. My company defines the success as development of human resources, team work, employee commitment and care for the human.	1	2	3	4	5
22. My company defines the success as possessing unique or newest products. Company is product leader and innovative.	1	2	3	4	5
23. My company defines the success as winning success in market and pioneering in the competition. Key indicator for success is being leader of competitive market.	1	2	3	4	5
24. My company defines the success as activity. Secure delivery, problem-free scheduling and low production costs are critically important.	1	2	3	4	5
Please specify how you agree to processes used in the work you have undertaken to achieve results by placing "x" mark next to following phrases. (Organizational Justice Perception)					
1. I can express my ideas and feelings during this process.	1	2	3	4	5
2. I have effect on gains obtained during these processes.	1	2	3	4	5
3. These processes are applied consistently.	1	2	3	4	5
4. These processes are applied without prejudices.	1	2	3	4	5
5. These processes are based on accurate and constant information.	1	2	3	4	5
6. I can request correction of gains obtained as a result of these processes.	1	2	3	4	5
7. These processes are in line with ethical and moral values.	1	2	3	4	5
Please specify how you agree to following phrases according to work you perform by placing "x" mark next to following phrases.					
8. My gains meet my efforts during work.	1	2	3	4	5
9. My gains are in line with the work I completed.	1	2	3	4	5
10. My gains meet the contribution I made to company I work.	1	2	3	4	5
11. My gains are fair, when I consider the performance.	1	2	3	4	5

Please specify how you agree to following phrases relating to your director by placing “x” mark next to following phrases.					
12. I am treated kindly.	1	2	3	4	5
13. I am valued	1	2	3	4	5
14. I am treated respectfully.	1	2	3	4	5
15. I am accused of unfair comments and critics.	1	2	3	4	5
16. They are intimate with dialogues with me.	1	2	3	4	5
17. They explain the processes entirely.	1	2	3	4	5
18. Their explanations for processes are logical.	1	2	3	4	5
19. They transmit the knowledge relation to processes in time.	1	2	3	4	5
20. They speak in common language while transmitting the knowledge.					

Please specify how you agree to following phrases according to aforementioned scale by placing “x” mark next to following phrases.					
1. We share our expertise, if one of the companies experience problem on an issue, for which we have expertise.	1	2	3	4	5
2. We may borrow tools, devices and materials for brief period to companies we cooperate.	1	2	3	4	5
3. We may allow some of our resources in heavy workload conditions to companies we cooperate.	1	2	3	4	5
4. We may use our social networks in line with the requirements of companies that we cooperate.	1	2	3	4	5
5. We may share infrastructure means of our company such as land, building not required by our company with the companies we cooperate.	1	2	3	4	5
6. We may provide assistance to the financial problems of companies we cooperate.	1	2	3	4	5
7. We may provide assistance to companies we cooperate to help them achieve some standards.	1	2	3	4	5
8. We share our knowledge and experiences with the companies we cooperate.	1	2	3	4	5
9. We inform companies that we cooperate about decisions we make that may affect them.	1	2	3	4	5
10. We share some non-competitive critical information with companies we cooperate.	1	2	3	4	5
11. We inform relevant companies before taking any step.	1	2	3	4	5
12. We inform in advance about certain public inspections and regulations with companies we cooperate.	1	2	3	4	5
13. We keep confidential information of companies we cooperate.	1	2	3	4	5
14. We allow meeting of companies we cooperate with each other.	1	2	3	4	5
15. We warn companies we cooperate about nonconforming works in friendly manner.	1	2	3	4	5
16. We recommend companies we cooperate to other institutions.	1	2	3	4	5
17. We try to convince the complainant in complaints relating to companies we cooperate.	1	2	3	4	5
18. We provide assistance to problems experienced by companies we cooperate with other institutions.	1	2	3	4	5
19. We direct some surplus sources to organization we cooperate.	1	2	3	4	5
20. We are sympathetic for conditions where companies we cooperate fail to fulfil their obligations.	1	2	3	4	5

21. We respect to policies or rules of companies we cooperate.	1	2	3	4	5
22. Sometimes, we waiver from issues in favour us for the companies we cooperate.	1	2	3	4	5
23. We accept certain applications of companies we cooperate even if they are not convenient for us.	1	2	3	4	5

DEMOGRAPHIC DETAILS	
1. Your Gender	
Male (1)	Female (2)
2. Your Age	
18-31 years old (1)	32-46 years old (2) 46 and more (3)
3. Your Education Level	
High School (1) Associate Degree (2)	Bachelor's Degree (3)
Postgraduate Degree (4)	
4. Your Profession	
Doctor (1)	Midwife/Nurse (2) Health
Officer (3)	
Other Health Employees (4)	Technician/Operative (5)
Medical Secretary (6)	
5. Your Professional Experience	
1-10 years (1)	11-20 years (2)
21 and more (3)	
6. Your Time in Your Workplace	
1-5 years (1)	6-10 years (2) 11-15 years (3)
16-20 years (4)	
11-15 years (5)	16-20 years (6) 21-25 years (7)
26 and more (8)	

ETHICAL BOARD REPORT DOCUMENT**T.R.****MINISTRY OF HEALTH****PUBLIC HOSPITALS ADMINISTRATION OF TURKEY****General Secretariat of Public Hospitals Union of Bursa Province****Bursa Postgraduate Degree Training and Research Hospital****Ethical Board of Clinical Studies****NUMBER: 66519339-900-01/2011-KAEK-25 2015/22-01****SUBJECT: Regarding your Ethical Board Application File
December 2015****02****TO: Prof. Dr. Edip ÖNCÜ
Balıkesir University****Reference: Your petition dated 18/09/2015**

Your petitions recorded in reference and its enclosed file is examined at Clinical Studies Ethical Board of Bursa Postgraduate Degree Training and Research Hospital on 02/12/2015, and our letter of Clinical Researches Ethical Board Decision Form is enclosed:

Respectfully submitted,

Assoc. Prof. Dr. Serdar KAHVECİOĞLU
Chairman of Ethical Board
(signed)

Annex: 1 Decision Form

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Annex 2: Ethical Board Report Document (Bursa)

		BURSA POSTGRADUATE DEGREE TRAINING AND RESEARCH HOSPITAL			
		DECISION FORM OF CLINICAL RESEARCHES ETHICAL BOARD			
Document Code: EY.FR.19	Date of Publish: 23/11/2011	Date of Revision: 05/11/2015	Revision No: 02	Page No: 1 / 3	

CLEAR NAME OF RESEARCH	"Effect of Organizational Culture in the Relation of Organizational Justice and Organizational Citizenship"
PROTOCOL CODE OF RESEARCH, IF ANY	2011-KAEK-25 2015/22-01

INFORMATION OF ETHICAL BOARD	NAME OF ETHICAL BOARD	POSTGRADUATE DEGREE TRH CLINICAL RESEARCHES ETHICAL BOARD
	CLEAR ADDRESS	MIMARSINAN MH. EMNIYET CD. YILDIRIM – BURSA
	TELEPHONE	3224 295 50 00 / 1808
	FAX	0224 295 52 82
	E-MAIL	E.SEKRETERLIGI@GMAIL.COM

APPLICATION INFORMATION	TITLE / NAME / SURNAME OF COORDINATOR RESEARCHER	Prof. Dr. Edip ÖNCÜ		
	SPECIALTY OF COORDINATOR RESEARCHER	Management and Organization		
	CENTRE OF COORDINATOR RESEARCHER	Balıkesir University		
	TITLE / NAME / SURNAME OF PRINCIPAL RESEARCHER			
	SPECIALTY OF PRINCIPAL RESEARCHER			
	CENTRE OF PRINCIPAL RESEARCHER			
	TITLE / NAME / SURNAME OF ADMINISTRATIVE PRINCIPAL, IF ANY SUPPORTER			
	TITLE / NAME / SURNAME OF PROJECT COORDINATOR (for those obtaining support from resources such as TUBITAK, etc.)			
	LEGAL REPRESENTATIVE OF THE SUPPORTER			
	PHASE AND TYPE OF THE RESEARCH	PHASE 1	()	
		PHASE 2	()	
PHASE 3		()		
PHASE 4		()		
Observational medication study		()		
Medical device clinical research	()			
Performance assessment studies carried out with in	()			

		vitro medical diagnosis devices			
		Non-pharmacologic clinical research	(X)		
		Please state, if other: Doctoral Dissertation			
	CENTRES INVOLVED IN THE RESEARCH	SINGLE CENTRE (X)	MULTI-CENTRE ()	NATIONAL ()	INTERNATIONAL ()

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This document is signed with secure electronic signature according to Electronic Signature Law No. 5070.

Title / Name / Surname of

Chairman of Ethical Board: Assoc. Prof. Dr. Serdar KAHVECİOĞLU

BURSA POSTGRADUATE DEGREE TRAINING AND RESEARCH HOSPITAL					
DECISION FORM OF CLINICAL RESEARCHES ETHICAL BOARD					
Document Code:	EY.FR.19	Date of Publish:	23/11/2011	Date of Revision:	05/11/2015
Revision No:	02	Page No:	1	/ 3	

CLEAR NAME OF RESEARCH	"Effect of Organizational Culture in the Relation of Organizational Justice and Organizational Citizenship"
PROTOCOL CODE OF RESEARCH, IF ANY	2011-KAEK-25 2015/22-01

	Document Name		Date	Version Number	Language		
	ASSESSED DOCUMENTS	APPLICATION PETITION		18/09/2015	-	Turkish (X)	English ()
APPLICATION FORM OF NON-PHARMACOLOGIC CLINICAL RESEARCHES		16/10/2015	-	Turkish (X)	English ()	Other ()	
DOCUMENT, APPROVED BY THE HEAD OF THE DEPARTMENT OR EDUCATION SUPERVISOR		18/09/2015	-	Turkish (X)	English ()	Other ()	
RESEARCH PROTOCOL		-	-	Turkish (X)	English ()	Other ()	
CASE REPORT FORM		-	-	Turkish (X)	English ()	Other ()	
RESEARCH BUDGET FORM		16/10/2015	-	Turkish (X)	English ()	Other ()	
INFORMED CONSENT FORM OF VOLUNTEER		-	-	Turkish (X)	English ()	Other ()	
COVENANT ON IKU AND HELKINGI DECLARATIONS ARE READ		16/10/2015	-	Turkish (X)	English ()	Other ()	
CURRICULUM VITAE		16/10/2015	-	Turkish (X)	English ()	Other ()	
LITERATURE		1 PIECE	-	-	Turkish (X)	English ()	Other ()
DECISION INFORMATION	OTHER			-			
	Decision No: 2011-KAEK-25 2015/22-01		Date: 02/12/2015				
Documents related with the application file, which its information is given above, are examined considering the justification, aim, approach, and methods of the research / study, and found appropriate, and it is decided with the absolute majority of the complete number of ethical board members, who have participated in the meeting, that there are not any ethical and scientific inconveniences in carrying out the research / study at the centres specified in the application file;							

<p>It is recommended to publish the study results after the approval of the directors of the centres, at which the data is gathered.</p> <p>To forward the study outcome report to the Ethical Board.</p> <p>(It is necessary to obtain approval from Turkish Medicines and Medical Devices Agency for the researches / studies under Regulation on Clinical Researches of Medicines and Biological Products).</p>

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This document is signed with secure electronic signature according to Electronic Signature Law No. 5070.

Title / Name / Surname of

Chairman of Ethical Board: Assoc. Prof. Dr. Serdar KAHVECİOĞLU

Annex 2: Continued

BURSA POSTGRADUATE DEGREE TRAINING AND RESEARCH HOSPITAL					
DECISION FORM OF CLINICAL RESEARCHES ETHICAL BOARD					
Document Code:	Date of Publish:	Date of Revision:	Revision No:	Page No: 1	
EY.FR.19	23/11/2011	05/11/2015	02	/ 3	

CLEAR NAME OF RESEARCH	"Effect of Organizational Culture in the Relation of Organizational Justice and Organizational Citizenship"
PROTOCOL CODE OF RESEARCH, IF ANY	2011-KAEK-25 2015/22-01

CLINICAL RESEARCHES ETHICAL BOARD	
WORKING PRINCIPLE OF ETHICAL BOARD	Regulation on Clinical Researches of Medicines and Biological Products, Good Clinical Applications Manual
TITLE / NAME / SURNAME OF CHAIRMAN	Assoc. Prof. Dr. Serdar KAHVECİOĞLU

Title/Name/Surname	Specialty	Institution	Gender		Relation with the Research		Involvement*		Signature
			M (X)	F ()	Y ()	N (X)	Y (X)	N ()	
Ass. Prof. Dr. Serdar KAHVECİOĞLU	Nephrology Educator	Bursa Postgraduate Degree Training and Research Hospital	M (X)	F ()	Y ()	N (X)	Y (X)	N ()	
Att. Phy. Ayşe ERDOĞAN	Pharmacology Specialist	Bursa Postgraduate Degree Training and Research Hospital	M ()	F (X)	Y ()	N (X)	Y (X)	N ()	
Exp. Pharm. Tubanur USTAÖMER DERE	Clinic Pharmacy Specialist	Bursa Postgraduate Degree Training and Research Hospital	M ()	F (X)	Y ()	N (X)	Y (X)	N ()	
Ass. Prof. Dr. Emin ÜSTÜNYURT	Gynaecology and Obstetrics Educator	Bursa Postgraduate Degree Training and Research Hospital	M (X)	F ()	Y ()	N (X)	Y (X)	N ()	
Prof. Dr. Mustafa YILMAZ	Cardiology Educator	Bursa Postgraduate Degree Training and Research Hospital	M (X)	F ()	Y ()	N (X)	Y ()	N (X)	

Ass. Prof. Dr. Şenol YAVUZ	Cardiovascular Surgery Educator	Bursa Postgraduate Degree Training and Research Hospital	M (X)	F ()	Y ()	N (X)	Y (X)	N ()	
Ass. Prof. Dr. Yasemin ÜSTÜNDAĞ	Bio-chemistry Specialist	Bursa Postgraduate Degree Training and Research Hospital	M ()	F (X)	Y ()	N (X)	Y (X)	N ()	
Att. Phy. Mehmet GÜLAY	Public Health Specialist	Directorate of Bursa Public Health	M (X)	F ()	Y ()	N (X)	Y (X)	N ()	
Ütku Turhan Kayhan YÜZER	Bio-medical Engineer	Bursa Public Hospitals Union	M (X)	F ()	Y ()	N (X)	Y ()	N (X)	
Att. Cem SATIŞ	Attorney	Bursa Public Hospitals Union	M (X)	F ()	Y ()	N (X)	Y (X)	N ()	
Ahmet TURAN	Data Preparation Personnel	Bursa Public Hospitals Union	M (X)	F ()	Y ()	N (X)	Y ()	N (X)	

*: Attending to the meeting

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This document is signed with secure electronic signature according to Electronic Signature Law No. 5070.

Title / Name / Surname of

Chairman of Ethical Board: Assoc. Prof. Dr. Serdar KAHVECİOĞLU

Annex 2: Continued

Delivery Room ARZU TURKMEN

2

T.R.
MINISTRY OF HEALTH
PUBLIC HOSPITALS ADMINISTRATION OF TURKEY
General Secretariat of Public Hospitals Union of Balıkesir Province

Number: 851630071/774 – 642
Hospitals Union

Balıkesir Public

Subject: E49250 Arzu TÜRKMEN**Outgoing Document**

D. No: 22171

Addressee: BLK PHU

BANDIRMA STATE HOSP.

Document: T05.10.2015

13:22:57

Receipt: T05.10.2015

13:22:57

Location:

ADMINISTRATIVE SERV. Y. UNES

TO: ADMINISTRATION OF BANDIRMA STATE HOSPITAL

Official letter regarding the request of Midwife Arzu TÜRKMEN, who is personnel of our institution, to carry out her Doctorate Dissertation at Bilecik State Hospital, affiliated to the General Secretariat of Bilecik Public Hospitals Union, is enclosed.

I kindly request you to take necessary action and kindly submitted for your information.

(signature)

Dr. Sedat KAVAS

On behalf of General Secretary
Chairman of Administrative Services

Annex: Official Letter (1 Page)

BANDIRMA STATE HOSPITAL RECEIVED DOCUMENT'S
Registry No: 10318
R. Date: 13/10/2015
File: D/S

- To: Directorate of Health Care Services
- Serve to M. Arzu TÜRKMEN
- 09/10/2015

General Secretariat of Public Hospitals Union of Balıkesir Province

Contact: Y. ÜNEŞ

Training Coordinatorship

Bahçelievler Mah. Yüzüncü Yıl Cd. 289 Sk. 10100 BALIKESİR

Tel: 0 266 245 95 95 -2101

0 266 241 22 26

E-Mail: khb10egitim@saqlik.gov.t

Fax:

Annex 3

	ESKISEHIR GENERAL SECRETARIAT OF PUBLIC HOSPITALS UNION RESEARCH ASSESSMENT FORM	Document No	EGT.FR.18
		Date of Publish	02/05/2014
		Revision Date	-
		Revision No	0
		Page No Number of Pages	1 / 1
RESEARCH OWNER'S			
Name Surname		Arzu TÜRKMEN	
Institution / University		Bandırma State Hospital IMBL Russia-Rostov on Don	
Provinces, In Which the Research Shall be Carried Out		Bursa, Eskişehir, Bilecik	
Health Facilities, In Which the Research Shall be Carried Out		Eskişehir State Hospital and affiliated district polyclinics Hospitals affiliated to Bursa and Bilecik PHU	
Subject of the Research		"Effect of Organizational Culture in the Relation of Organizational Justice and Organizational Citizenship"	
University / Institution Approval		(X) Yes / () No	
Data Gathering Means		Questionnaire	
Units, From Which Remarks Shall be Requested			
REMARKS OF COMMISSION			
The mentioned research is approved, provided to carry out the mentioned research in the mentioned hospital without interrupting the services, ensure the participation in the research is made based on the voluntariness and confidentiality principles and paying attention to the protection of individual life, not to announce the result of the research without the information of our General Secretariat, to submit a copy of the result report to our General Secretariat after the research ends, and to cover the physical damages which may occur during the application of the research.			
Decision of Commission		It is taken unanimously / by majority of votes.	
Name and Surname of the Dissenting Member:		Justification:	

08/10/2015

COMMISSION

(signature)

Chairman of CommissionAtt. Phys. Çetin AVCI
Chairman of Medical Services

(signature)

MemberDr. Erdiñç ÖZKURT
Chairman of Administrative Services

(signature)

MemberAss. Prof. Dr. Nurullah UÇKUN
Chairman of Financial Services**Member**Seher KAYA
Specialist

CURRICULUM VITAE

Name – Surname: Arzu TÜRKMEN

Mail: arzu.turkmen75@hotmail.com

Education

1990 – 1994: Adapazarı Medical Vocational (Nursing)

1994 – 1999: Ankara – Hacettepe University Faculty of Health Administration

2012 – 2013: Istanbul - Okan University Social Sciences Faculty – Health Administration Postgraduate

2014 – 2019: South Russian-Rostov on Don – Institute of Management, Business and Law

2016 – 2019: TRNC – Near East University, Faculty of Economics and Administrative Sciences, Business Administration (English), Doctorate

Professional Career

1994 – 1998: Ankara Zekai Tahir Burak Maternity and Children Hospital

1998 – 2005: Diyarbakır Provincial Directorate of Health Education Branch – Provincial Educator

2005 – 2019: Bandırma State Hospital – Delivery Room (Still continuing)

2010: Bandırma State Hospital – Emergency Supervisor Nursery

MEGEP: Health Module Coaching in Patient Admission Certificate Programme

Balıkesir – Vocational Health High School – Asst. Instructor

Professional Certificate Programs

2017 – Mother-Friendly Hospital Programme

2016 – Emergency Obstetrics Training

2007 – Neonatal Resuscitation Programme Certificate No: 482/16195

2009 – Neonatal Hearing Scanning Programme

2013 – Bursa Uludağ University – RODOP Quality Management Systems

ISO9001:2008 Certificate No: 133735

2013 – Environmental Management Systems ISO 14001:2004 Certificate No: 133805

2013 – Occupational Health and Safety OHSAS18001:207 Certificate No: 133875

2013 – Food Safety Certificate ISO22000 Certificate No: 139538

2013 – Internal Auditor ISO 19011 Certificate No: 133946

2013 – BSI KYSISO9001:2008 BSI Quality Management Systems

Auditor / Lead Auditor Training Course (A17070 IRCA) Certificate No: TR-2013-07-12-1469

2014 – Occupational Health and Safety Basic Training C Class - Certificate No: 4008

2013 – Professional Trainer Training Certificate

2013 – Intra-Family Communication Consultancy Certificate Programme Certificate No:Rk201168453201

2013 – NLP Specialist Practitioner Certificate No: Rk201168457201

2013 - NLP Coaching Certificate No: Rk201168456201

2013 – Human Resources Certificate Programme Certificate No: RKE01233252

2013 – Professional Coaching Training Certificate No: 20.113.850.809.510

2013 – Basic and General Hypnosis Training Certificate No: 2.013.850.805.410

Academic Carrier

Articles Published

1. "Review of Finnish and Turkish Education System: Pisa Sample", *The Russian Academic Journal*, 31(1), 2015.
2. "Research of Life Quality for Healthcare Workers at Units With High Risk: Field Work of Bandırma Public Hospital" , *The Russian Academic Journal*, 31(1), 2015
3. "Determining the Levels of Daily Activity and Life Quality of Elder Individuals: Example of Private Bisev Nursing Home", *The Russian Academic Journal*, 31(1), 2015.
4. "Examining the Mobbing Fact in Health Institutions Bursa Province Memleket Hospital Field Study", *The Russian Academic Journal*, 2(32), April-June 2015.
5. "Cittaslow and Cittaslow Implementations in World", *The Russian Academic Journal*, 2(32), April-June 2015.
6. "Urban Life Quality Implementations in World", *The Russian Academic Journal*, 2(32), April-June 2015
7. "Perceptions of leadership and organizational commitment hospital workers", *Journal of International Health Sciences and Management (JIHSAM)*, 1(1), Ocak 2015.
8. "Inspection of Organizational Citizenship Behaviour of All Employees Working at Healthcare Institutions in Aspect of Demographical Characteristic: Sample of Bandırma Public Hospital", *Route Education and Social Science Journal*, 3(1), January 2016.
9. "Organizational Stress Effects on Labour Performance: Sample of Bandırma Public Hospital", *Route Education and Social Science Journal*, 3(4), October 2016.

10. Organizational Culture, *Uçoniye Zapiski Journal*.
11. Organizational Justice April Symposium Materials
12. "Import and Export Reactions in Textile Industry Example of Slovakia-Germany", Chisinau.

Notices

- * 5. International congress of Health and Hospital Management, 10-13 December 2014, "**Research Of Organizational Stress Effects On Labour Performance at Medical Establishments-Sample of Bandırma State hospital**".
- * International Journal of Health Administration and Education Congress, 28-29 Mart 2015, "**Examining The Mobbing Fact In Health Institution Bursa Province Memleket Hospital Field Study**".
- * International Journal of Health Administration and Education Congress, 28-29 Mart 2015, "**Determining The Levels of Daily Activity and Life Quality of Elder Individuals: Example Of Private Bisev Nursing Home**".
- * International Healthcare Administration Management Congress, 15-17 June 2015 Gümüşhane University "**Perception of Leadership and Organizational Commitment Hospital Workers**".
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PLAGIARISM REPORT

MEDIATION EFFECT OF ORGANIZATIONAL CULTURE IN THE RELATION BETWEEN ORGANIZATIONAL JUSTICE AND INTERORGANIZATIONAL CITIZENSHIP BEHAVIOR: A FIELD STUDY IN HEALTH SECTOR

ORJENALLIK RAPORU

%7	%6	%4	%1
BENZERLIK ENDEKSI	İNTERNET KAYNAKLARI	YAYINLAR	ÖĞRENCİ ÖDEVLERİ

BİRİNCİ KAYNAKLAR

1	worldwidescience.org İnternet Kaynağı	%1
2	www.berjournal.com İnternet Kaynağı	<%1
3	www.cbmsbm.com İnternet Kaynağı	<%1
4	www.emeraldinsight.com İnternet Kaynağı	<%1
5	www.ijpes.com İnternet Kaynağı	<%1
6	dergipark.org.tr İnternet Kaynağı	<%1
7	Submitted to Christ University Öğrenci Ödevi	<%1
8	Khawaja Jehanzeb, Jagannath Mohanty. "The	

ETHICS COMMITTEE APPROVAL



BİLİMSEL ARAŞTIRMALAR ETİK KURULU

24.12.2020

Dear Arzu Türkmen

Your query regarding your research titled “**Mediation Effect Of Organizational Culture In The Relation Between Organizational Justice And Interorganizational Citizenship Behavior: A Field Study In Health Sector**” has been evaluated. Since your research took place before the Ethics Committee has started working actively, your research does not need ethics approval.

Assoc. Prof. Dr. Direnç Kanol

Rapporteur of the Ethics Committee