

T.C.
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SOSYAL BİLİMLER ENSTİTÜSÜ
İNGİLİZCE İŞLETME ANABİLİM DALI
ORGANIZATIONAL BEHAVIOR BİLİM DALI

**THE EFFECT OF WORKING PLACE ON THE RELATION BETWEEN
PERCEPTION OF ORGANIZATIONAL JUSTICE, ORGANIZATIONAL SUPPORT
AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR**

Yükseklisans Tezi

ELİF DUYGU ÖZYURT

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SUMMARY

This study aims to investigate the differing contribution of work place on the relationship between organizational support, organizational justice and organizational citizenship behavior in telecommunication sector. Employees of a telecommunication company participated in the study. The questionnaire consisting of 50 items are applied for 215 employees with different positions and in different cities. The results of the study revealed that work place has a contribution on the relation between organizational support, organizational justice and organizational citizenship behavior.

ÖZET

Bu çalışma, telekomünikasyon sektöründe, örgütsel destek, örgütsel adalet ve örgütsel vatandaşlık davranışı arasındaki ilişkinin çalışma yerine bağlı olarak değişkenlik gösterip göstermediğini incelemeyi amaçlar. Bir telekomünikasyon firması çalışanları bu araştırmaya katılmıştır. 50 maddeden oluşan anket farklı şehirlerde ve farklı pozisyonlarda çalışan 215 çalışana uygulandı. Bu çalışma sonucunda, örgütsel destek ve örgütsel adaletin, örgütsel vatandaşlık davranışı arasındaki ilişkiye çalışma yerinin katkısının olduğu yönünde sonuçlar elde edilmiştir.

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I. INTRODUCTION

In today's business world, organizations are struggling in a highly competitive environment because of globalization. In addition to this competition, despite the economical depressions, crisis and downsizing of the companies, organizations are trying to get superiority over the competitors by maintaining some factors, such as quality, cost, production variety and flexibility etc. One of the most important competitive advantages the organizations have is the human factor. Under these conditions, to differentiate itself from the competitors and to succeed, organizations have to pay more attention to their employees. The changes and the developments realized in the business life showed us that among all the factors of production the human is one of the most important factors that organizations can make difference with. In the organizations, employees might show positive or negative behaviors which lead to the success or the failure of the organization. If employees believe that the organization they work for does not pay enough attention to the human factor, they may lose their belief and loyalty toward the organization. Organizations can succeed only with loyal employees who work for the well being and the benefit of the organization. To make the employees loyal and committed to organizations, to increase the effectiveness and performance of the employees, organizations have to care about their employees and their needs and expectations. They should help their employees fulfill their needs. If the employees feel the support of the organization; if they feel that organization treats them fairly; then they show loyalty, commitment and extra role behavior. If the organization pays attention to the employees' career plans, gives their support for improving their skills; if it involves them in the decision making process; then the employees feel justice and support in their organization.

This study focuses on the contribution of organizational justice, and organizational support on organizational citizenship behavior. But this relation can differ according to the employee's working conditions. For this reason, the working condition will be taken as the moderator of the study and it will be described as office and site.

II. ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB)

1. IMPORTANCE OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB)

For the last 20 years, the competition the organizations have to confront with, lead them to pay more attention to the voluntary behaviors of their employees that benefited the organization. The only factor to make difference during this competition is the employees' extra role behaviors for the organization, peers and managers. These voluntary behaviors which are beyond the defined job descriptions, responsibilities, tasks and expectations, lead to an increase in the effectiveness and productivity of the organizations. For this reason, organizations have to work on the development of these types of voluntary behaviors which are described as organizational citizenship behaviors (OCB).

Negative effects of the latest economical depressions led to the loss of trust between the employees and the organizations. Employees are more worried about their job security and organizations pay less attention to their employees' psychological security. This reciprocal lack of trust causes low performance, unsatisfied employees and high turnovers. As employees worry about losing their job, they do not have any loyalty toward the organizations. This affects the overall performance of the organizations because employees' effectiveness and productivity depend on how much they feel attached to the organizations. To increase the performance of the organizations through the employee behaviors, research has focused on a variety of positive attitudes such as satisfaction and commitment. One other attitude which researchers are focused on is OCB and the conditions to create it. Some researchers (Bateman & Organ, 1983; Organ, 1988; Podsakoff & MacKenzie, 1994; Smith, Organ & Near, 1983; Williams & Anderson, 1991) have suggested that OCB facilitate organizational effectiveness, efficiency and success because performance of these behaviors leads to a more profitable use of resources and enables superiors to devote themselves more to productive activities such as planning, scheduling, problem solving and organizational analysis. These behaviors also enhance co-worker productivity (Walz, Niehoff, 2000). If employees have trust and confidence toward their

organization and if they are satisfied with their job, they will perform better and affect the overall productivity and effectiveness of their organizations. It is likely that more satisfied employees display more of the prosocial, citizenship behaviors (Bateman, Organ, 1983, p.588).

OCB has positive effects on the productivity and effectiveness of the organizations (Netemeyer, Boles, McKee & McMurrian, 1997). According to Organ (1988); OCB leads to the success, competence and commitment of the employees by internally motivating them. Katz & Kahn (1966) stated that effective organizations are those that among other things, elicit “innovative and spontaneous behavior: performance beyond role requirements for accomplishments of organizational functions”, which include cooperative acts, expressing ideas for improvement, and promoting a positive organizational climate (Waltz & Niehoff; 2000).

Mackenzie, Podsakoff, Ahearne (1998) state that OCB is related to the employees’ attitudes, such as satisfaction, commitment. “Organ’s first efforts to describe a relationship between perception of fairness and OCB grew from the overlap between measures of job satisfaction and measures of fairness” (Moorman & Byrne, 2005). The cognitive component of job satisfaction was found as the most important factor on job satisfaction and OCB relationship. In those organizations where employees perceive justice and fairness; satisfaction and commitment are found to increase lead to OCB.

After reviewing the importance of OCB in the organizations, definition and structure of the notion can be examined.

2. DEFINITION OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR

OCB is defined by Organ (1988) as “individual behavior that is discretionary, not directly or explicitly recognized by formal reward system, and in aggregate promotes the efficient and effective organizational functioning”. Discretionary behavior as used here highlights that this type of behavior does not depend on any order, it does

not occur within the task roles and is not rewarded for performing or it is not punishable for not performing.

The roots of OCB are originated from the seminal work of Daniel Katz (1964). He made a distinction between “dependable in-role performance” and “innovative and spontaneous behaviors” based on Chester Barnard’s (1938) concept of “willingness to cooperate” (Kusculuoglu, 2008). Katz mentioned that firstly employee joins the organization and performs his/her task roles. Then he/she goes beyond his/her task roles and job descriptions and performs extra-role behaviors for the benefit of the organization. During the time, OCB has been re-defined by various researchers. As a result of the research, intersecting concepts related to extra-role behavior have been launched (Van Dyne, Cummings & Parks, McLean, 1995). Organizational spontaneity (George ve Brief, 1992); contextual performance (Borman & Motorwidlo, 1997); and civic organizational behavior (Graham, 1991; Van Dyne, Graham & Dienesch, 1994) can be listed among such extra-role behavior. OCB is a spontaneous employee behavior such as working over time to help peers for the tasks with tight deadline. Even the defined responsibilities of employee do not include, he/she shows extra role behavior for the benefit of his/her organization. Examples of OCB include helping co-workers with work-related problems, not complaining about trivial problems, behaving politely toward the co-workers, and speaking to outsiders positively about the organization. A key component of the OCB definition is that the omission of OCB is not punished by the organization (Graham 1989).

OCB does not only have functions like protecting the organization from destructive and inhibitive behaviors. It contributes the abilities and capacities of the employees, redounding the performance and efficiency of the organization by an effective coordination. OCB may provide an organization an important competitive advantage, may create a learning identity, and lead to the commitment of the employees (Basım, Şeşen, 2006).

After a lot of studies conducted by different researchers, OCB is defined as an employee behavior which is beyond the structurally defined job requirements and which is shown more than the organization’s expectancy. OCB is based on voluntary

behaviors of employees. It includes taking extra responsibility, helping colleagues, performing extra work and working conscientiously toward the organization. There is no organizational pressure on the employee to show these behaviors. When an employee starts to work for an organization, his job description and his responsibilities for his job title is given by the organization. But different from these job requirements, extra role behaviors are employee activities which include extra effort and commitment for his tasks. Employee puts extra energy, cooperates with others and gives importance to the organizational image for the improvement of his organization. Even the effort of employees to improve his/her personal skills can be counted as OCB only if these skill improvement activities are planned and designed to provide benefit for the organization in some way.

Among all these definitions of OCB, the common definition agreed by most of the researchers is Organ's (1988) definition. A group of voluntary behaviors which is beyond job descriptions, and which appears as the result of justice perceived by the employee when he is rewarded or punished by the leader. According to this definition, two basic characteristics of OCB are identified.

Firstly, OCB depends only on the employee's voluntary approach. It is not included in job descriptions, responsibilities, personnel policies, organizational rules or any other written documents provided at the beginning of the work contract. As it is the employee's choice to show, in case of its existence OCB might not be followed by a reward, or a punishment in case of its absence.

Second basic characteristic of OCB is that organization has to be affected positively at the end of OCB. Even it is a type of person-based behavior; organization has to benefit from the occurrence of the behavior. The main characteristic here is that it is not random behavior but shown for the good of organization. The behavior aiming to benefit the organization can appear in different ways; such as protecting the organization in case of negative comments, showing goodwill, preventing work related problems, promoting the company's image and defending it against external threats, and remaining committed even in adverse situations (Graham, 1991; Van Dyne et al., 1994).

As OCB has been studied by many researchers, it is seen that there is little agreement about the dimensions of the OCB. From the different studies and research (George & Brief, 1992; Moorman & Blakely, 1995; Podsakoff & MacKenzie, 1994; Podsakoff, MacKenzie, Bommer, 1996a; Podsakoff, MacKenzie, Moorman, Fetter, 1990; Smith, Organ & Near, 1983) it is possible to see more than 30 different dimension of OCB (Polat, 2007, p:65).

3. DIMENSIONS OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR

First studies on the dimensions of OCB are conducted by Smith et. al in 1983. They conducted a structural interview by the managers to find out what kind of behaviors they consider as extra role behavior. According to the information gathered from the interviews they prepared a questionnaire and they asked other group of managers to evaluate their employees by this questionnaire. As a result of the factor analysis conducted on the data, two factors were received from the study. These two factors are named as “altruism” and “organizational compliance behavior”.

Later in 1988, Organ expanded the extra role behavior definition and defined OCB concept. He defined five dimensions for the concept, conscientiousness, civic virtue, sportsmanship, altruism and courtesy. In 1990, Podsakoff et al. developed a scale to measure these five dimensions. This scale has been used by many researchers in different research. Although many research has been conducted on the dimensions of OCB, Organ’s five dimensions are the most studied and used dimensions in the literature. For this reason these dimensions are accepted as the five main dimensions of OCB (Moorman, Niehoff & Organ, 1993).

In 1994 Van Dyne, Graham and Dienesh defined 5 dimensions of OCB. These dimensions include organizational loyalty (to be loyal toward the organization), obedience (obedience for the rules and the management), individual initiative (willing to innovate and being voluntary), functional participation (personnel participation) and organizational participation (attending to the meetings and group activities). Organizational participation dimension is similar to Organ’s altruism and courtesy

dimensions. Loyalty dimension is similar to the definitions of sportsmanship and civic virtue. Obedience dimension is similar to Organ's civic virtue and conscientiousness dimensions (LePine, Erez & Johnson 2002).

Moorman and Blakely (1995) defined a 4 dimension model supporting Organ's and VanDyne et al's models. Their model stated helping behavior, individual effort, individual initiative, organizational loyalty dimensions.

Most of the researchers agree on the multidimensionality of OCB, but a review of the literature reveals a lack of consensus on the dimensions. Podsakoff et al. (1996b; 2000) reviewed the literature and identified 30 potentially different forms of OCB where OCB is dimensioned and named differently. Podsakoff et al's OCB dimensions are grouped under 7 main titles which are helping behavior, sportsmanship, organizational loyalty, organizational compliance, individual initiative, civic virtue and self development. Below Table 1, shows the relations between these different dimensions.

Table 1 : Podsakoff et al.’s Dimensions of OCB

Dimensions	Researcher	Dimension Name	Explanation
Helping Behavior	<i>Smith, Organ, & Near (1983)</i>	Altruism	Capture(s) behavior that is directly and intentionally aimed at helping a specific person in face-to-face situations (e.g., orienting new people, assisting someone with a heavy workload)
	<i>Organ (1988, 1990)</i>	Altruism	Voluntary actions that help another person with a work problem—instructing a new hire on how to use equipment, helping a coworker catch up with a backlog of work, fetching materials that a colleague needs and cannot procure on his own
		Courtesy	Subsumes all of those foresightful gestures that help someone else prevent a problem—touching base with people before committing to actions that will affect them, providing advance notice to someone who needs to know to schedule work
		Peacemaking	Actions that help to prevent, resolve or mitigate unconstructive interpersonal conflict
		Cheerleading	The words and gestures of encouragement and reinforcement of coworkers’ accomplishments and professional development
	<i>Graham (1989); Moorman & Blakely (1995)</i>	Interpersonal Helping	Focuses on helping coworkers in their jobs when such help was needed
	<i>Williams & Anderson (1991)</i>	OCB-I	Behaviors that immediately benefit specific individuals and indirectly through this means contribute to the organization (e.g., helps others who have been absent, takes a personal interest in other employees)... prior research has labeled the OCB-I dimension as altruism.

	<i>George & Brief (1992); George & Jones (1997)</i>	Helping coworkers	Includes all voluntary forms of assistance that organizational members provide each other to facilitate the accomplishment of tasks and attainment of goals. Helping coworkers includes behaviors ranging from helping a coworker with a heavy workload and sharing resources, to calling attention to errors and omissions and providing instruction in the use of new technology when one is not required to do so
	<i>Borman & Motowidlo (1997)</i>	Helping and Cooperating With Others	[Including] assisting/helping coworkers... Assisting/helping customers... [and] altruism
	<i>Van Scotter & Motowidlo (1996)</i>	Interpersonal Facilitation	Consists of interpersonally oriented behaviors that contribute to organizational goal accomplishment... In addition to the spontaneous helping behaviors that Smith et al. (1983) called altruism, and George & Brief (1992) labeled helping coworkers, interpersonal facilitation encompasses deliberate acts that improve morale, encourage cooperation, remove barriers to performance, or help coworkers perform their task-oriented job activities. Thus, interpersonal facilitation encompasses a range of interpersonal acts that help maintain the interpersonal and social context needed to support effective task performance in an organizational setting
	<i>Organ (1988,1990)</i>	Sportsmanship	A citizen-like posture of tolerating the inevitable inconveniences and impositions of work without whining and grievances
Sportsmanship	<i>Borman & Motowidlo (1997)</i>	Helping and Cooperating With Others	[Including] organizational courtesy and not complaining...
	<i>Graham (1989); Moorman & Blakely (1995)</i>	Loyalty Boosterism	The promotion of the organizational image to outsiders

Organizational Loyalty	<i>Graham(1991)</i>	Organizational Loyalty	Identification with and allegiance to organizational leaders and the organization as a whole, transcending the parochial interests of individuals, work groups, and departments. Representative behaviors include defending the organization against threats; contributing to its good reputation; and cooperating with others to serve the interests of the whole
	<i>George & Brief (1992); George & Jones (1997)</i>	Spreading Goodwill	Is the means by which organizational members voluntarily contribute to organizational effectiveness through efforts to represent their organizations to wider communities in a beneficial light, whether it be describing one's organization as supportive and caring or describing an organization's goods and services as being high-quality and responsive to customers' needs; instances of spreading goodwill contribute to organizational effectiveness by insuring that organizations obtain needed resources from various stakeholder groups.
	<i>Borman & Motowidlo (1997)</i>	Endorsing, Supporting, and Defending Organizational Objectives	[Including]Organizational loyalty... concern for unit objectives... Staying with the organization during hard times and representing the organization favorably to outsiders
	<i>Smith, Organ, & Near (1983)</i>	Generalized Compliance.	Pertains to a more impersonal form of conscientiousness that does not provide immediate aid to any one specific person, but rather is indirectly helpful to others involved in the system. The behavior (e.g., punctuality, not wasting time) seems to represent something akin to compliance with internalized norms defining what a "good employee ought to do"
	<i>Graham (1991)</i>	Organizational Obedience	An orientation toward organizational structure, job descriptions, and personnel policies that recognizes and accepts the necessity and desirability of a rational structure of rules and regulations. Obedience may be demonstrated by a respect for rules and instructions, punctuality in attendance and task completion, and stewardship of organizational resources
	<i>Williams & Anderson (1991)</i>	OCB-O	Behaviors that benefit the organization in general (e.g., gives advance notice when unable to come to work, adheres to informal rules devised to maintain order)... Prior research has labeled...The OCB-O dimension as generalized compliance...

Organizational Compliance	<i>Borman & Motowidlo (1997)</i>	Following Organizational Rules and Procedures	[Including] Following orders and regulations and respect for authority... Complying with organizational values and policies... Conscientiousness... Meeting deadlines
	<i>Van Scotter & Motowidlo (1996)</i>	Job Dedication	Centers on self disciplined behaviors such as following rules... It encompasses Smith et al.'s (1983) generalized compliance dimension...
	<i>Organ (1988,1990)</i>	Conscientiousness	Is a pattern of going well beyond minimally required levels of attendance, punctuality, housekeeping, conserving resources, and related matters of internal maintenance
Individual Initiative	<i>Graham (1989); Moorman & Blakely (1995)</i>	Personal Industry	The performance of specific tasks above and beyond the call of duty
	<i>George & Brief (1992); George & Jones (1997)</i>	Individual Initiative	Communications to others in the workplace to improve individual and group Performance
		Making Constructive Suggestions	Includes all voluntary acts of creativity and innovation in organizations. Such suggestions can range from the relatively mundane (a more efficient way to handle paperwork) to the more monumental (reorganization of an entire unit to better serve a changing customer base)... Workers who engage in this form of organizational spontaneity... Actively try to find ways to improve individual, group, or organizational functioning
	<i>Borman & Motowidlo (1997)</i>	Persisting with enthusiasm and extra effort	As necessary to complete own task activities successfully. [includes] perseverance and conscientiousness...[and] extra effort on the job...
	<i>Van Scotter & Motowidlo (1996)</i>	Volunteering to carry out task activates	That are not formally part of own job... [includes] suggesting organizational improvements... [and] initiative and taking on extra responsibility

		Job Dedication	Centers on self disciplined behaviors such as... Working hard, and taking the initiative to solve a problem at work. It encompasses...The “will do” factors identified in... (Campbell et al., 1990). Job dedication is the motivational foundation for job performance that drives people to act with the deliberate intention of promoting the organization’s best interest
	<i>Organ (1988,1990)</i>	Civic Virtue	Is responsible, constructive involvement in the political process of the organization, including not just expressing opinions but reading one’s mail, attending meetings, and keeping abreast of larger issues involving the organization
Civic Virtue	<i>Graham(1991)</i>	Organizational Participation	Interest in organizational affairs guided by ideal standards of virtue, validated by keeping informed, and expressed through full and responsible involvement in organizational governance. This includes attending nonrequired meetings, sharing informed opinions and new ideas with others, and being willing to deliver bad news and support an unpopular view to combat groupthink
	<i>George & Brief (1992); George & Jones (1997)</i>	Protecting the Organization	Includes those voluntary acts organizational members engage in to protect or save life and property ranging from reporting fire hazards, securely locking doors, reporting suspicious or dangerous activities, to taking the initiative to halt a production process when there is the potential for human injury
Self-Development	<i>George & Brief (1992); George & Jones (1997)</i>	Protecting the Organization	Includes those voluntary acts organizational members engage in to protect or save life and property ranging from reporting fire hazards, securely locking doors, reporting suspicious or dangerous activities, to taking the initiative to halt a production process when there is the potential for human injury

When the literature is analyzed, it is seen that all the studies related with the dimensions are similar to each other and all the gathered dimensions are similar to Organ's dimensional structure. As Organ's dimensions are the most commonly studied dimensions; in this study, Organ's five dimensions; which are conscientiousness, civic virtue, sportsmanship, altruism and courtesy; will be used. Lepine et al. (2002) mentioned three reasons for the common use of Organ's dimensions. These reasons are:

- First reason is that Organ's dimensions are the first dimensions mentioned in the literature and these dimensions are used and issued in many research by Organ et al.
- Podsakoff et al. (1990) also used Organ's five dimensions in many studies and put examples in this area.
- Researchers who worked on OCB highlighted that Organ's dimensions are appropriate for the long term studies which are conducted on organizations and in different conditions.

Organ's five dimensions are:

a) ***Altruism (Helping Behavior)***: Altruism is defined as helping behaviors aimed at specific individuals, such as a co-worker. It involves behaviors that have the effect of helping a specific other person with an organizationally relevant task or problem. Among behaviors that can be categorized under this dimension, are taking the work load of others who have not come to work or who have heavy work loads, orienting new people even though this is not required or willingly helping others who have work-related problems (George & Brief, 1992; George & Jones, 1997). According to Podsakoff et al. (2000) OCB involves voluntarily helping others with work related problems or preventing the occurrence of work related problems. An example of altruism is an employee helping another employee who has fallen behind the schedule on his duty (Schnake, Cochran and Dumler, 1995; Organ & Ryan, 1995). To classify a behavior under this dimension, helping behavior has to be related to the organization or to the task.

b) *Courtesy:* Courtesy dimension of Organ (1988) involves actions related with the prevention of occurrence of work related problems and sharing the useful information. Schnake, Cochran & Dumler (1995) stated that courtesy includes actions designed to keep others informed before taking action or warning others for the impending work that might affect them. In the organizations, this dimension includes informing others about the important issues, being respectful toward others. It also includes asking for the related parties' opinions and comments during decision making. Courtesy and altruism are very similar dimensions of OCB. The difference between the two dimensions is the time they are shown. Altruism is shown to correct a problem which has already occurred. On the other hand, courtesy is shown to prevent a problem.

c) *Sportsmanship:* Behaviors that entail avoiding excessive complaining or negative attitudes which can be destructive for the company. Podsakoff et al. (2000) described it as maintaining a positive attitude even when things do not work as expected; not getting offended when others do not follow their suggestions; be willing to sacrifice their personal interest for the good of the work group, and not taking other's negative attitude personally (Podsakoff et al., 2000, p. 517). Schnake, Cochran and Dumler (1995) stated that sportsmanship refers to not developing negative attitudes, such as complaining, filing petty grievances, and not tolerating minor annoyances. Employees with this behavior prevent the internal conflicts and do not overstate the minor problems.

d) *Conscientiousness:* Behaviors that allow one to carry out their specific role requirement to levels well, beyond those normally expected. Podsakoff et al. (2000) states that it involves engaging in task-related behaviors at a level that is so far beyond minimally required. Such behaviors include voluntary acts of creativity and innovation designed to improve one's task or the organization's performance. These behaviors also include persisting with extra enthusiasm and effort to accomplish one's job, volunteering to take on extra responsibilities, and encouraging others in the organization to do the same (Podsakoff et al., 2000, p. 524). This dimension of OCB includes working more than necessary. An example of conscientiousness is to stay late to finish a project even there is no overtime or direct payment for this extra effort

(Schnake, Cochran and Dumler, 1995). Conscientiousness is defined as helping behavior aimed at the overall organization. It is expected that employees showing conscientious behavior would also show altruism.

e) **Civic Virtue:** Behaviors that evolve around the responsible participation in the political life of the organization. It consists of a group of behavior that is related with the organization's macro level interests and commitment to it. According to Podsakoff et al. (2000) civic virtue is shown by participating in the governance of the organization willingly and actively like attending meetings, expressing opinions about the strategies to be followed. It also includes behaviors like following the changes in the conditions of the organization for understanding threats and opportunities, reporting fire hazards, locking doors; therefore taking the best interests of the organization into consideration (Graham, 1991). "These behaviors reflect a person's recognition of being part of a larger whole in the same way that citizens are members of a country and accept the responsibilities which that entails" (Podsakoff et al., 2000, p.525). Schnake, Cochran and Dumler (1995) define civic virtue as keeping oneself informed on matters that affect the organization and participating responsibly in decisions and meetings. Taking initiative necessitates disciplined hard work and tackling the problem rather than avoiding it (Van Scotter & Motowildo, 1966). Persisting in the face of difficult tasks and taking charge (Morisson & Phelps, 1999), giving one's own opinion for the benefit organization (Van Dyne & LePine, 1998) job commitment, risk-taking and demonstrating courage for the well being of the organization (Borman & Motovildo, 1997), engaging in policy debates, opinion expression about the company strategies are some of the examples for this dimension.

As the target, OCB can be directed toward the organization and toward the others (Kidwell, Mossholder & Benneth, 1997). OCB directed toward the organizations is named as OCB-O and OCB directed toward the individuals named as OCB-I. Attending to the meetings, helping new-comers, preventing useless energy consumption, working for the good image of the company, performing the tasks of absent employees are employee behaviors some of which are performed toward the other employees, and some toward the organization. Employee performs an action

affecting others or an action toward the organization without affecting any other peers. But by all means, both ways of the behavior is for the benefit of the organization and based on employee's voluntary approach. Among the OCB dimensions altruism, courtesy and sportsmanship are classified under OCB-I as these are the organizational citizenship behaviors directed to individuals. Civic virtue and conscientiousness classified under OCB-O, as these are the organizational citizenship behaviors directed at organization.

For the better understanding of the OCB, it will be useful to review under which conditions and situations employees show OCB in the organizations.

4. ANTECEDENTS OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR

As most of the organizational behavior notions are described with basic theories, OCB is explained with social exchange theory which is developed by Blau (1964). "As a pattern of mutually contingent exchange of favors between two partners and that the recipient of the favor is obligated to discharge a favor in return of an unspecified nature to the donor at an unspecified time" (Cheung & Law, 2008, 216).

An employee's OCB is influenced by many applications and responses of organization. If organizations control these antecedents of the OCB, they can expand the OCB in the organization. To respond to this need of organizations, during the time, most research has focused on these antecedents. Researchers have suggested important relationships between OCB and satisfaction (Bateman & Organ, 1983), commitment (O'Reilly & Chatman, 1986), perceptions of fairness (Martin & Bies, 1991; Moorman, Niehoff & Organ, 1993), perceptions of pay equity (Organ & Konovsky, 1989), and intrinsic and extrinsic job attitudes (Organ & Ryan, 1995; Williams & Anderson, 1991), personality (Organ, 1990; Organ & Lingl, 1995; Podsakoff et al., 2000), job stress (Lambert, Hogan & Griffin, 2008) and organizational/supervisor support (Randall, Cropanzano, Bormann & Birjsulin, 1999).

The early studies on OCB have defined two groups of antecedents. One of them is the “moral factors” that indicate the general affective condition of the employee such as his/her job satisfaction, organizational commitment, fairness perception and leader support and the second “personality factors” such as agreeableness, conscientiousness, positive and negative effect. In the later studies although some relations between “role perception” and OCB have been found, in general demographic variables such as gender, contrary to expectations were not found to be related with OCB. Some other employee characteristics such as competency, experience, training, professional knowledge and need for autonomy did not show strong and consistent relationship with OCB (Kuşculuoğlu, 2008, p.9-10).

As one of the OCB antecedents, job satisfaction is defined by Organ (1997) as: “Employees who view their work contributions as part of an exchange, benefit from satisfying work environments and they will reciprocate by engaging in citizenship behaviors”. Emerging of OCB research is also related with Organ’s belief about job satisfaction and performance of broader sort are functionally related. Organ stated that “satisfaction would affect people’s willingness to help colleagues and work associates and their disposition to cooperate in varied and mundane forms to maintain organized structures that govern work (Organ, 1997, p.92).

Some researchers have argued that it would be beneficial to include "perceptions of fairness" when studying the impact of job satisfaction on OCB (Alotaibi, 2001, p.363).

Besides satisfaction and fairness, organizational support is one of the main antecedents of OCB. Behavioral outcomes of POS include increases in in-role and extra-role performance and decreases in stress and withdrawal behaviors such as absenteeism and turnover (Uçar, 2009)

Categorization of the OCB antecedents has different approaches. Van Dyne, Graham & Dienesch, (1994) proposed three basic types of antecedents. The first is personal factors, which include an employee’s affective state of satisfaction with a broad range of job-related dimensions and the individual’s dispositional tendency to

approach situations cynically. Second type of OCB antecedent is employee perceptions of situational factors in a workplace. Situational factors include perceptions of an organization's values and perceptions of the motivating potential of employee jobs. The third type is positional factors which represent an individual's membership or position in an organization and include organizational tenure and hierarchical job level (Sezgin, 2009, p.46).

All the antecedents suggested for OCB in the literature are categorized into four groups by most of the researchers. These groups are defined as personality characteristics, task characteristics, organization characteristics and leader characteristics.

a. *Personality Characteristics*

According to Organ (1990), employee personality has a strong effect on OCB. Employees that are social, highly responsible, trustworthy, punctual, detail oriented and achievement oriented, show higher OCB, as they feel high responsibility for their tasks and for any other assignment asked from them and from their colleagues. These types of employees help others in case of time shortage on absenteeism. As they are achievement oriented, they do not let any task fail or any wrong image to spread for the organization. Antisocial employees with passive personality do not show OCB as they are not communicating too much with others, they are more focused on their own problems. They do not have self confidence and this causes them not to get close with others. They do not show helping behavior as they are never sure about themselves. They prefer to stay passive in case of a situation beyond the task scope.

b. *Task Characteristics*

Although not emphasized in OCB literature, there are some studies that show the relationship of OCB with task characteristics (Podsakoff & MacKenzie, 1995). The three characteristics of tasks; feedback, routinization and intrinsic satisfaction have been found as showing contribution on altruism, courtesy, conscientiousness, sportsmanship and civic virtue. While the relationships between OCB, and feedback

and intrinsic satisfaction is positive for each one, the relationship between OCB and task routinization is negative (Kuşçuluoğlu, 2008, p.10). When employee gets feedback for his/her work, he/she will spend extra effort to get better results. As OCB is a social person behavior, they want to succeed and that means feedback is important for them to challenge in their work. With the skill variety of his/her task, he/she has more opportunity to learn and succeed in different areas. All of these conditions lead to the satisfaction of employee and result on OCB. Gathered feedbacks are evaluated by the employees. They spend more effort for improvement of the better opportunities in his/her career.

For instance, an employee from the production division has task on the production line. From his supervisor, feedback about his work is provided periodically. Employee is successful in his task. According to the feedback, he can promote and be a team leader in the organization. He has to take some training provided by the organization. As he wants to be successful in his career, when he gets feedback for his tasks, and support for his development, employee develops trust and confidence toward the organization. According to the social exchange theory, as organization puts some benefits for the employee for his own challenge, he feels necessity to pay back to the organization. For this reciprocity, he will help others, he will pay attention to the good image of the company and he will involve in such other behavior for the overall benefit of the organization.

c. Organizational Characteristics

According to Podsakoff, MacKenzie and Bommer (1996b) even the degree of formality and flexibility of the organization, availability of consultants, physical distance have not shown stable relations with OCB; group cohesiveness has been found to be related with altruism, courtesy, sportsmanship and civic virtue; however perceived organizational support showed significant relations with altruism. On the other hand, rewards that are not under the control of leader were found to be negatively related with some of the sub dimensions of OCB such as altruism, courtesy and conscientiousness (Podsakoff et al., 1996b). Depending on the flexibility and formality of the organization, employees involve in OCB. In the organizations where the strict borders

between the groups and tasks are defined by the organization, where helping each other is not encouraged because of the confidentiality reasons, where the social activities are not permitted during the working hours, where the working rules are very rigid; then it is almost impossible to see OCB. For example, in ministry research department which works for the private defense projects, it is not possible to see helping behavior or the courtesy behavior. Because of the confidentiality principles, no one can know peers' projects. They cannot share information or ideas on the specific projects. That means even if one of the peers has hard time to complete the task on time, no one can offer any help or support. Courtesy can not be shown often again because of the confidentiality. Taking others' opinions, or sharing the information for the good of others, are not the attitudes that we can see in defense related organizations, as they have strict rules and procedures for the information security reasons.

Paine and Organ (2000) affirmed that in an organization, culture may also influence OCB. Individualism–collectivism and power distance are the ones that affect OCB the most. The culture dimensions, individualism–collectivism describe the relation between the individual and the community (Paillé, 2009, 137). Culture of the organization determines how the employees behave. In the organization's culture if personnel success is more important than the group success, if this type of success is motivated; then employees will work for their own task and they will not spend any time for helping others. Employees subordinate their personal interests over the goals of their organization. If behaviors within the group emphasize goal attainment, cooperation and group welfare, it will have positive effects on OCB (Somech & Ron, 2007)

In the organizations with low formal structures, OCB occurs as high interaction and commitment between the employees. But in the formal organizations, as the formal structure brings alienation between employees, OCB does not take place in the organization.

In the organizational characteristics factor, physical factors are also considered as it was mentioned initially with the statement of Podsakoff, MacKenzie and Bommer (1996a). Physical conditions of the organizational structure affect the occurrence of

OCB behavior. Employees, who work in a different location far from the organization, do not feel all the outputs given by the organization. Physical distance is an important factor for the control of the OCB. Even if the organization puts the same outputs for all the employees, gives the necessary information about the changes, provides all the resources for personal improvements; employees who do not work in the main office, do not perceive these outputs as much as the employees who are close to the organization. Organization's attitude for all the employees can be same but because of the less interaction and communication, employees' perception can change. Physically being in the organization most of the time creates the chance to see and analyze the entire organizational attitude toward different parties. But when an employee has a physical distance, he/she evaluates organizational justice and support or other attitudes only based on his/her own experiences. Physical distance can also put emotional distance between the organization and employees.

According to Morrison (1994), perception of justice in the organization leads to commitment and trust to the organization. As a result of these attitudes, employee shows OCB such as helping others, conscientiousness and civic virtue for the organizations.

Last group which is subject of the categorization of the OCB antecedents is leader's behaviors.

d. *Leader Behaviors*

The leadership behaviors that were studied as antecedents of OCB in the meta analysis of Podsakoff and his colleagues (2000) were behaviors that are characterized as transformational and transactional leadership. The five sub-dimensions of OCB have been found to be related to the behaviors of transformational leadership such as creating visions, role modeling, high performance expectations, distributing team goals among members. OCB is also related to the contingent rewarding of transactional leadership. But the relationship between contingent rewarding of transactional leadership with all OCB sub-dimensions is negative. Depending on the strict approach of the leader, employees feel less comfortable about using their autonomy and they do not show

OCB. When an employee has an environment where all the news and information about the management's decisions are announced and shared, where he/she gets periodical feedback from his/her leader about his/her task performances and advice for his career planning, where he/she feels that support of the leader is strong, he/she has trust in his/her leader. Overall situation brings commitment to the leader and to the organizations. With this fair and supportive attitudes employee wants to reply back these attitudes in some way. As a response to the positive treatment of the organization, employees show OCB.

It is mostly important to understand what kind of factors affects OCB, under which conditions and how it occurs when the critical importance of all of these cases is considered. In the literature, it is possible to find a lot of notion that is correlated with OCB such as job satisfaction, organizational identification, trust in management and peers, organizational commitment, perception of organizational support, perception of organizational justice etc. Among these antecedents, previous studies state that perception of organizational support and perception of organizational justice are positively related with OCB, they also show that there is a positive directed relation between POJ and POS too (Eisenberg, Armeli, Rexwinkel, Lynch, Rhoades, 2001).

Among these antecedents organizational support and perception of justice antecedents will be analyzed in this study, because they are more suitable for the model of the study and they are not studied in the literature as much as other variables like commitment, satisfaction, and trust. As the contribution of POS and POJ on OCB will be reviewed in this study, they will be analyzed in more detail.

III. PERCEIVED ORGANIZATIONAL SUPPORT (POS)

Blau's (1964) social exchange theory has recently been applied widely in organizational settings to understand if the actions or implications of the organizations may create employee obligation and desirable performance. Such exchange ideologies are based on the "norm of reciprocity" which explains that people should, and typically do, help or assist those who have assisted or helped those (Chew & Wong, 2008). POS theory draws on the social exchange perspective to explain employee-organization

relationship. In that perspective, the value is affected by interaction of two parties (employee and organization). Each party has perceptions and expectations regarding the behavior of the other party, but these expectations and perceptions are related with the timing or specifics of what each party must render. Thus, social exchanges involve reciprocity as we mentioned before in OCB (Tansky & Cohen, 2001). Based on this reciprocity argument, POS is how the organization is concerned about the well being and constitutions of the employees. Perceived organizational support refers to the degree to which employees feel that the organization that employs them is willing to fairly compensate them with the exchange of their efforts, help them in case of need (e.g. illness or work related issues), make their work interesting and stimulating, and provide them with adequate working conditions (Aube, Rousseau & Morin, 2007).

According to Eisenberg, Huntington, Hutchison & Sowa. (1986), perceived organizational support is developed in two ways; 1) the personification of organization and 2) rewards based on the organization's discretion. Employees personify the characteristics of the organization with humanlike attributes. Organization's treatment is perceived as an indication of favors or disfavours of the organization toward them (Stinglhamber & Vandenberghe, 2003). As employees feel being cared for their well-behavior by the organization, they feel obligated to help the organization reach its objectives. It is an employee belief that the organization cares for and values his or her contribution for the success of the organization.

According to Eisenberg et al. (1986) perceived organizational support would be influenced by various aspects of an employee's treatment by the organization and would, in turn, influence the employee's interpretation of organizational motives underlying that treatment. This implies that there will be agreement in the degree of support that the employee would expect from the organization in a wide variety of situations. These would include the organization's likely reaction to the employee's future illnesses, mistakes, and superior performance, and the organization's desire to pay a fair salary and make the employee's job meaningful and interesting. For instance, an organization draws a career path as a return for an employee's end year high performance. According to this career plan, organization handles some cost for specific

trainings, gives opportunity to learn from the mistakes rather than punishing the employee. In this case, employee feels the support and puts extra effort to reciprocate by reaching the organizational targets and by being committed to the organization.

Shore and Shore (1995) argued that perceptions of fairness create trust between employees and the organization. This view is supported by Zagenczyk (2006) who states that such trust is critical so that employees could not see themselves as being at greater risk of not being compensated for their efforts to help the organization reach its goals (Asgari, Silong, Ahmad & Samah, 2008, p. 230). That means, POS would raise an employee's expectancy that the organization would reward greater effort toward meeting organizational goals (effort-outcome expectancy). To the extent that the perceived support also met needs for praise and approval, the employee would incorporate organizational membership into self-identity and thereby develop a positive emotional bond (affective attachment) to the organization. An effort-outcome expectancy and affective attachment would increase an employee's efforts to meet the organization's goals through greater attendance and performance (Eisenberg et al., 1986, p.501). Moreover, behavioral outcomes of POS include increases in in-role and extra-role performance and decreases in stress and withdrawal behaviors such as absenteeism and turnover (Uçar, 2009).

POS is an experience-based attribution concerning the benevolent or malevolent intent of the organization's policies, norms, procedures and actions as they affect employees (Eisenberg et al., 2001). Organizations that provide organizational support, meet the needs of the employees and offer fair supply for their performances. Therefore, it is guaranteed that the employees will take the payoff for their performance.

When literature is reviewed for the consequences of POS, it is seen that POS is mostly influencing the affective reactions of employees. Consequences of heightened POS increase organizational commitment, job satisfaction, positive affect, task interest, task performance, and intentions to remain with the organization (Lynch, Eisenberger, Armeli, 1999). Perceived organizational support (POS) encompasses policies promoting employee well-being and feelings of accomplishment, a sense of positive

contribution to the organization, and personal and organizational goal attainment (Eisenberger et al., 2001).

In the past, too many research are conducted on the relationship between POS and OCB. Some of the research has found strong relations between them and they declared POS as one of the antecedents of OCB. But on the other hand some of the research revealed no relationship between the two. Some others found relations between them with the existence of mediating or a moderator variable.

In Peelle's research (2007), it is stated that findings by Cardona, Lawrence & Bentler (2004) demonstrated that employees reporting higher POS had stronger social attachment to the organization, which then led to an increase in OCB. In contrast, Settoon, Bennett, and Linden (1996) found no correlation between POS and OCB. Study by Wayne, Shore, Bommer & Tetrick (2002) confirmed that POS led to OCB directed at the organization but not to OCB directed at peers. According to Peelle's study a modest correlation, between the level of POS and OCB ($r = .387, p < .01$) was found.

Eisenberg et al. (1986) did not specifically mention OCB but indirectly declared the relation between POS and OCB. They stated that POS is assumed to increase the employee's affective attachment to the organization and his/her expectancy that this greater effort toward meeting organizational goals will be rewarded. Other indirect statement was made by O'Neil, Vandenberg, DeJoy & Wilson (2009), as a result of study by 1136 employees in 21 stores in US retail organization. They stated that POS has negative correlation with inventory loss and turnover intention (-.39, -.36) which are contraire behaviors of OCB.

Piercy, Cravens, Lane, Vorhies (2006) conducted a study among sales persons and found POS to be an important OCB antecedent.

In 2009, Chen, Eisenberger, Johnson, Sucharski, Aselage conducted a study assessing the relation between POS and extra role behavior. They conducted the study twice with three year interval, among 199 employees of an electronic and appliance

sales organization. They found that POS is positively associated with a temporal change in extra role behavior. They had evidence that POS leads to extra-role behavior.

Another study which indicated a strong relation between POS and OCB is the study conducted by Asgari, Silong, Ahmad & Samah (2008). They conducted the survey in five ministries in Putra Jaya city of Malaysia, with 162 employees. They stated that POS had a strong positive effect on OCB.

Another study which indirectly states the POS OCB relation is done by Eisenberger, Armeli, Rexwinkel, Lynch & Rhoades in 2001. 413 postal employees were surveyed to investigate the reciprocity between POS and organizational commitment and job performance. It was found that POS was positively related to employees' felt obligation to care about the organization's welfare and to help the organization reach its objectives, which is part of OCB definition ($r = 0.54$).

As the result of the study conducted by Bishop, Scott & Burroughs (2000), commitment has been found to mediate the relation between perceived organizational support and OCB. Study is conducted among 380 manufacturing plant employees and 9 supervisors ($r = .77$).

Moorman, Blakely & Niehoff (1995) found mediating role of POS between OCB and Perceived Organizational Justice which will be analyzed in the next section, as the third variable of the study.

To sum up, Perceived Organizational Support (POS) refers to the extent to which the organization values employees' contributions and cares about their well-being. According to the received POS, employees develop a reciprocate behavior in form of OCB.

Based on the previous research findings, this study aims to analyze the contribution of perceived organizational support on OCB. It is hypothesized that:

Hypothesis 1: Organizational support has a contribution on organizational citizenship behavior.

Employees do not only show OCB in case of POS, but they may also respond in the same way to Perceived Organizational Justice.

IV. PERCEIVED ORGANIZATIONAL JUSTICE (POJ)

1 DEFINITION OF PERCEIVED ORGANIZATIONAL JUSTICE (POJ)

Perceived Organizational Justice is described as perception of how fair the effort of employees are treated and how fair the return of this effort is (Morroman, 1991; Thibaout & Walker, 1975; Greenberg, 1990, 1993, Folger & Konovsky, 1989) In the literature, perception of justice includes three dimensions; interactional, distributional and procedural.

To understand the content and effect of POJ we have to understand how it is developed and which theory it is based on. Tansky mentioned, basically the notion of “perceived organizational justice” affects our attitudes (1993).

Organizational justice concept has been studied for more than three decades and has been described as one of the most analyzed research topics in the organizational science (Cropanzano & Greenberg, 1997). Fairness was first recognized by the organizational researchers almost by accident, during World War II (Sezgin, 2009, p. 30). Recent attempts to understand, describe and explain the role of fairness in the workplace resulted in a growth of literature of the topic which was labeled “organizational justice” (Greenberg, 1990). Specifically organizational justice is concerned with the ways in which employees determine if they have been treated fairly in their jobs and the ways in which those determinations influence other work-related variables. As the organizational resources are limited, it is important how the organization decides to distribute them to the selected employees. In 1990, Greenberg developed organizational justice notion to explain the application of the social justice theories among or within the organizations and to define the fair distribution of the gained outputs. The shortest definition is “the role of the justice in the organization” (Greenberg, 1987; Byrne & Cropanzano, 2001). This definition directed the studies to search how employee forms a perception of justice; what affects employee’s perception

about the application of the organization; and if this perception affects the other work outcomes.

Historically, Adams's (1963) equity theory and Leventhal's justice judgment model have been used to explain distributive justice in organizations. According to equity theory, people compare the ratios of their own perceived work outcomes (promotion, rewards etc.) with their own perceived work inputs (effort, contributions etc.) and then compare them with the ratios of other co-workers. If the ratios are unequal, the party whose ratio is higher is theorized to be inequitably overpaid (and to feel guilty) whereas the party whose ratio is lower is theorized to be inequitably underpaid (and to feel angry) (Greenberg, 1990). Since equal states will result in satisfaction in feelings, people tend to adjust their own or the co-worker's actual or perceived inputs or outcomes toward more equitable states; either behaviorally or psychologically. They may either lower their inputs (their performance) physically or change their perceptions of outcomes psychologically.

In case of perception of justice in the organization, employees evaluate the process from the point that they put some effort, input; until they get the output in return. This response does not have to be always a reward for a positive input. The response can be a punishment in return for a negative employee input such as harming organization's resources, not finishing a task. In addition to realization of the respond, even the level of the response is important in the perception of justice. Employees compare the punishment or the reward with the past experiences for the same type of input. Which means the level of punishment and rewarding should be the same for the similar cases.

In response to confidence between the organization and the employees, employees believe that they would take the return of their work; they try more for increasing the performance of the organization (Eisenberg, Armeli, Rexwinkel, Lynch, Rhoades, 2001). Organizational justice is social norms and rules determining how to manage and distribute the rewards and punishments defined for the organizational outputs. In other words, organizational justice is the processes used to distribute the profits and to decide how the distribution will be done (Folger & Cropanzano, 1998).

2. DIMENSIONS OF PERCEIVED ORGANIZATIONAL JUSTICE

In the literature, POJ is examined into three dimensions (Williams et al. (2002):

a) ***Distributional Justice:*** This means, perception of employee about how fair the output of his effort (payment, opportunities, physical working conditions etc.) is. Outputs do not only include tangible goods; but also include social positions, opportunities and roles. Foa & Foa (1974) mentioned, the resources which are subject to distribution can be one or some of the followings: Labour, affections, goods, statues, information and money (Polat, 2007, p.15). Organization can respond to the efforts of employees by giving or limiting these resources. Distributional justice is a very common dimension of organizational justice and it is related with job satisfaction, commitment, convincing and resignation (Eisenberg et. al., 2001) and it is related with OCB. If employees perceive unfair compensation, then they may be less likely to perform OCB because such behaviors are discretionary, falling outside an employee's formal role requirements (Sezgin, 2009, p. 50). Distributional Justice focuses on "content-the fairness of the ends achieved" (Greenberg, 1990, p. 400) or "the fairness of the outcomes an employee receives" (Moorman, 1991, p. 845). As mentioned before Equity Theory is one of the theories which can explain justice, especially the distributional justice completely (Byrne & Cropanzano, 2001). In case that an employee helps others for their task, stays over time to finish a project which is not in his job description, organization has to treat this employee differently for his extra effort even employee does not expect any respond for his voluntary behavior. If another employee who does not put any extra effort for peers and for the organization gets the same bonus with him at the end of the year; this means that distribution of the resources are not fair regarding the differences of the shown employee efforts. Even if the employee does not show extra role behaviors just to receive some rewards, organization's response to these types of behavior affects the performance of the extra role behaviors as the employee does not feel attached and rely on the organization. Distributional justice is the perception of fair distribution of outcomes that an employee receives or is deprived of a result of his inputs.

b) *Procedural Justice:* It is about how fair the decision mechanism is and the perception of how much this process includes the employee. This notion was redounded to the literature by Thibaut and Walker in 1975. Procedural justice focused on process “the fairness of the means used to achieve those ends” (Greenberg, 1990, p. 400) or “the fairness of the procedures used to determine those outcomes” (Moorman, 1991, p. 845). It is the justice of procedures which are used for distribution process and about how the resources are being distributed. In other words, procedural justice is the perception of justice on the rules used for rewarding and punishment (Polat, 2007, p.18). In contrast with distributional justice, procedural justice is not about the justice of decisions, but it is about the processes that cause these decisions. Procedural justice is not related with whether the decisions are fair or not, it is related with how these decisions are given and the fairness of the rules that lead to the decisions. There are three important factors which affect employees to form a perception of procedural justice (Greenberg, 1990): 1- Objective decision making process 2- Confidence toward the decision maker 3- Organizational culture based on confidence, respect, altruism and goodwill. If these 3 factors positively exist then employee perceives procedural justice. Procedural Justice also has a critical importance in evaluating the leaders. Because depending on the existence of this type of justice, employee decides if the leaders show fair attitudes toward them. During the process of a decision making, if leaders ask for the opinion of the related parties, at the end even the taken decision is not the one which the employee supported, he will have a feeling of fairness as he had opportunity to give his comments. Research has explained the effects of procedural justice on employee attitudes and behaviors, by using an exchange framework (Lind & Earley, 1992). According to this framework, the value of fair procedures and fair treatment leads employees to believe the distribution of outcomes will be fair (Sezgin, 2009, p.52). Procedural justice is the perceived fairness of the policies and procedures which are used to make decisions.

c) *Interactional Justice:* This notion was raised by Bies and Moag in 1986. It is about the attitude and approach of decision makers toward employees and it means the perception of justice about the relationships. Interactional justice refers to the followings (Beugre, 2005): 1- The social aspects of procedural justice 2- The quality of

interpersonal treatment which people receive during the realization of organizational procedures. In general, interactional justice concerns about the fairness of non-procedurally dictated aspects of interactions (Öztürk, 2008, p.8). These two subcategories of interactional justice overlap considerably: 1- Informational Justice and 2- Interpersonal Justice (Nabatchi, Bingham & Good, 2007). Interpersonal justice is related with the treatment employees receive during the accomplishment of procedures. Informational justice relates to the quality and accuracy of information individuals receive about the procedure.

As it is mentioned before, perception of justice is one of the most important factors leading to OCB. Existence of fair treatments in the organization, may lead employees to show extra work behaviors and voluntary behaviors.

The relationship of perceived organizational justice with OCB has been first studied by Organ (1977) when he tried to explain the relationship between job satisfaction and job performance. Organ's first efforts to describe a relationship between perceptions of fairness and OCB grew from the overlap between measures of job satisfaction and measures of fairness (Moorman et al., 1995). As stated previously when explaining the relationship between job satisfaction and OCB, the cognitive component of job satisfaction was found as the most important factor in the relationship between job satisfaction and OCB. Organ has argued that "fairness is a key cognitive determinant in estimating job satisfaction" (Eskew, 1993, p. 189).

Differing from Organ's statement, Moorman et al. (1993) states that OCB does not necessarily emerge because the employees are satisfied with their jobs or committed to the organization, although such attitudes may co-exist with perceptions of fairness. Instead, employees go above and beyond their prescribed roles because they feel the necessity to reciprocate the fair treatment which they have received from the organization (Moorman et al., 1993, p. 223)

General approach in the literature is that whether it is related with the satisfaction of the employee or not, absence of fairness in the organization affects the extra role behavior of the employees.

Besides the perception of the organizational responses, POJ also studied what the role of this notion in the organization is. As OJ is an employee perception, research also analyzed the effects of organizational justice on other work outcomes. Organizations can have justice by fair performance evaluation, salary systems, reward systems etc. apart from the evaluation process the most important factor developing OJ is that organization has to respond to the same effort with the same reward. If there are differences between rewards for the same outcome, then the employee perceives differences between the responses to the outputs.

If people believe they are being treated fairly, they are more likely to perceive their relationship with total organization as a long term social exchange relationship and engage more in citizenship like behaviors. On the other hand, if people perceive treatment as being unfair, they will view their relationship as a short term economic exchange relationship and perform activities for which they are compensated economically (Eskew, 1993).

According to Tansky (1993), a culture of fairness may mean that employees believe that they will be rewarded well for their performance. The employees believe not only in the fairness of the structure of the decisions, but in the fairness of the social side of the decisions as well. They believe that they will be treated with respect and dignity and they may generalize this belief to the management of the organization as being honest and ethical. This perception of overall fairness may lead to OCB as a reciprocation. Thus, employees may evaluate the social exchange relationship in terms of overall fairness and reciprocate with OCB.

In other words; when employees exhibit exceptional performance at work, including OCB, they are aware that the employer is not contractually obligated to compensate them for the behavior. Instead, they are relying on a “good faith” expectation that the employer will reward them for their increased contribution or effort and fulfill the norm of reciprocity. If the employee’s expectation is not met and the norm of reciprocity is violated, then the employee will perceive that he or she has not been treated fairly (Johnson, Holladay, Quinones, 2009).

Lack of fairness does not always lead to a decrease in extra role behavior. In the literature it is also defined that in case of absence of fairness, employees can still show OCB based on the belief of long term reciprocity. To the extent that such a degree of fairness does not exist, the individual might still choose to contribute but less and “work only according to the rules”. Individuals who do not receive expected outcomes in the short-run- and thus feel less satisfied- may still contribute via OCB if they believe that in the long-run fairness will prevail (Farh, Podsakoff & Organ, 1990, 708).

Ölçüm-Cetin (2004, p.65) mentioned that in unfair organizations, employees show less extra role behaviors to improve the organization’s well being. According to other view, with the distributional and procedural organizational justice dimensions, it is easier to feed the OCB of the employees who perceive themselves more organizationally supported (Ölçüm-Cetin, 2004).

Moorman et al. (1993) have studied the relationships between job fairness (represented as perceptions of procedural justice), job satisfaction, organizational commitment and OCB. Their results supported the importance of procedural justice in the prediction of OCB. They found significant relationship between procedural justice and courtesy, sportsmanship and conscientiousness dimensions of OCB. Altruism and civic virtue dimensions of OCB were not significantly related to procedural justice. Moorman et al. (1993) suggested that these dimensions may have been accepted as in-role rather than extra-role. Helping others with work related matters and participation in the political life of the organization may have been accepted as part of the job. Moorman et al. (1993) accepted OCB as consequences of procedural justice.

Organ (1988) noted the consistent breakdown of the OCB measure of Smith, Organ and Near (1983) into an “altruism” factor (helping a specific other person) and a “compliance” factor (suggesting a more impersonal form on conscientiousness vis-a-vis the larger system). He suggested that a person’s cognitions about fairness might be more related to the compliance dimension of OCB, while effect or mood state might have stronger links to the altruism dimension (Farh, Podsakoff & Organ, 1990, 708).

Adams' equity theory (1963) was specified as a reactive approach to distributional justice (Greenberg, 1990). In contrast Leventhal's justice judgment model (1976, 1980) is specified as a proactive approach to explain distributional justice. (Pirali, 2007).

Procedural Justice (PJ) influences OCB which enhances a person's trust in his or her supervisor and the organization, and in turn leads to the display of citizenship behavior (Konovsky and Pugh, 1994). Thus, Farh, Earley and Lin (1997) argue that distributional and procedural justice enhances the display of citizenship behavior by creating an environment conducive to a covenant relationship between an employee and his or her organization. If employees believe that procedures used in allocating organizational outcomes are fair and just, they will be satisfied and more likely to engage in citizenship behavior (Brockner and Adsit, 1986; Konovsky and Pugh, 1994).

When the past research reviewed, it is seen that perceived organizational justice and OCB have been studied many times and different results are gathered. Some of the research shows full relation between two notions, some other show partial correlation between some dimensions of the notions and sometimes no relation has been found.

Karriker & Williams (2009) conducted a study on differential effects of organizational justice perceptions on OCB. According to data collected from 217 employee-supervisor dyads, it is stated that distributional and procedural justices have no relations with OCB.

While above mentioned studies state no relation between two attitudes; Fassina, Jones, Uggerslev (2008) confirmed the relation between the perception of fairness and OCB. According to their study, job satisfaction and different types of perceived fairness accounted for unique variance in OCB dimensions. In the same study they also found that job satisfaction and OCB relation is spurious because perceived fairness is a common cause.

Another study supporting the relation between the POJ and OCB is the one conducted by Kim, Ok, Lee (2009). Their study is conducted in full service restaurants

in South Korea with 293 respondents. The results confirmed the positive correlation of distributive justice and OCB ($r=.253$).

Pare & Tremblay's (2007) study was applied to investigate if procedural justice, organizational commitment and OCB mediate the effect of high involvement in HR practices on turnover intention. Among the results of the study, it is confirmed that procedural justice has a positive effect on OCB helping behavior dimension ($r=.14$).

Another study on relation between helping behavior and justice is conducted by Naumann & Bennett (2002). They examined the effect of procedural justice climate on work group performance. Study is applied on 34 work groups, consisting of 3 to 14 individuals and as a total of 220 employees from 40 locations of two banks. As a result of the study, the relation between procedural justice climate and performance is found to be indirect. Group level helping behavior fully mediated the relation between procedural justice climate and perceived performance. Correlation between procedural justice climate and helping behavior is found as 0.36.

Chen, Lin, Tung and Ko (2008) investigated whether the two motivational forces (social exchange and impression management) would be associated differently with OCB. POJ and ingratiation represented the social exchange and impression management motives. Data collected from 529 people, showed that POJ and ingratiation were positively associated with OCB toward the supervisors (distributive justice .22, procedural justice .14). OCB toward the organization was only correlated with perception of distributive justice ($r=.14$).

Among the three sub dimensions of perceived organizational justice, distributive justice and procedural justice are considered to be distinct constructs (Colquit, Conlon, Wesson, Porter, Ng, 2001). In this study, we will only consider these two dimensions; because only these two dimensions can be observed equally in the sample organization.

Based on the research findings listed above, it is hypothesized that:

Hypothesis 2: Perception of organizational justice has a contribution on organizational citizenship behavior.

As it is mentioned before, physical distance is part of the organization's characteristics which influence the OCB of employees. Because of the distance from the organization, employees may not perceive the support and justice which might be shown by the organization. Employees who work physically closer to the management and organization, are influenced more from the organizational practices. In this study, working place which is considered as the organizational characteristics and organizational structure factor, will be studied as a moderator variable because even all the inputs are the same, working place will be an effective factor on the perception of employees. For this specific study to analyze the hypothesis, "office" and "site" definitions will be used. To separate the two concepts distinctly; "Office Employees" are described as the employees who use the main company office as the working place, where they are close to top and middle management. They work for the construction sites close to Istanbul and they do not stay in another location longer than 2 days. They are in close physical relation with support departments and other company divisions during the working days. They have a working place in the main office in Istanbul. "Site Employees" are described as the employees who work for the same scope of work with the office employees, base station construction, in the different cities of Turkey except for Istanbul. They are located in the branches of the company which are in Ankara, Trabzon, Diyarbakır, Bursa etc. They do not work close to management divisions, they do not visit the main office more than 3 times a year for any reason. They report to the local team manager and usually they do not contact face to face with the support departments of the company such as human resources, purchasing etc. and with their colleagues and managers. In this study, it is hypothesized that the contribution of OS and POJ to OCB differs according to the work place and this will be analyzed.

Hypothesis 3: The contribution of Organizational Support and Perceived Organizational Justice on Organizational Citizenship Behavior differ according to the work place.

III. PURPOSE & HYPOTHESES OF THE STUDY

1. PURPOSE OF THE STUDY

This study aims to investigate the contribution of organizational support and perceived organizational justice on organizational citizenship behavior. But the work place might cause a difference on this contribution. Therefore, the study aims to find out whether the contribution of organizational support and organizational justice on OCB differ according to the work place.

2. MODEL OF THE STUDY

The research model is:

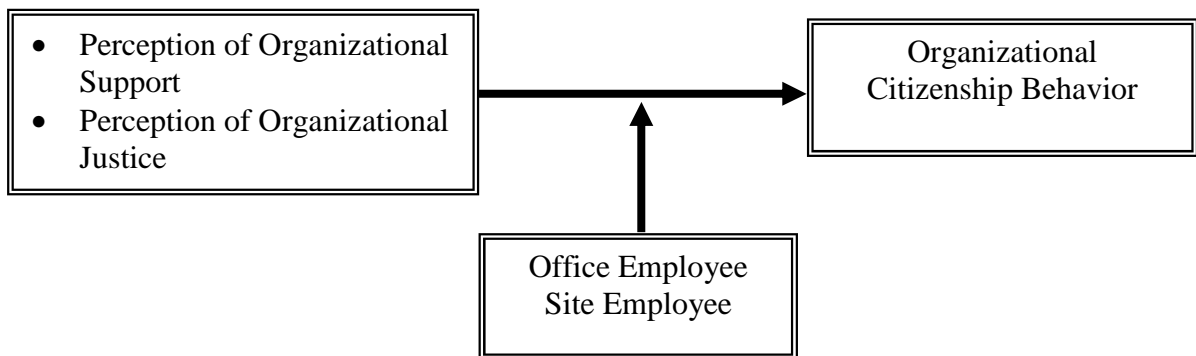


Figure 1: Research Model

Independent variables: Perception of Organizational Support & Perception of Organizational Justice

Dependent variable: Organizational Citizenship Behavior

Moderator variable: Work Place

3. HYPOTHESES

Hypothesis 1: Perception of organizational support has a contribution on organizational citizenship behavior.

Hypothesis 2: Perception of organizational justice has a contribution on organizational citizenship behavior.

Hypothesis 3: The contribution of perceived organizational support and perceived organizational justice on organizational citizenship behavior differ according to the work place.

IV. METHOD

1. SAMPLING

Questionnaires were distributed to approximately 215 employees working in a telecommunication substructure company. The questionnaires are distributed to the employees who work for the base station construction group who are always on field. To separate clearly the concept of “Office Employee” and “Site Employee”; office employee is described as the employees who use the main company office as the working place, close to top and middle management. They work on the construction sites close to Istanbul and they do not stay in another location longer than 2 days. They are in close relation with support functions and other company divisions during the working days. They have a working place in the main office in Istanbul. Site employees are described as the employees who work for the same scope of work, base station construction, in the different cities of Turkey. They are located in the branches of the company which are in Ankara, Trabzon, Diyarbakır, Bursa etc. They do not work close to management division, they do not visit the main office more than 3 times a year. They report to the local team manager and they usually do not contact face to face with the support division of the company such as human resources, purchasing etc. and with their colleagues and managers.

The sample consists of 17 female (10.4%) and 147 male (89,6%). The mean age is ranging between 20 years and 55 years old.

51,2% of the respondents has university degree, 15,2% of the respondents has master degree and 30,5% of the respondents has High school degree.

The majority of the respondents has total tenure of 6 to 10 years (34%). 69% of the respondents has a tenure in the current company 5 years or less.

44.5% of the respondents is working in Istanbul, in central office and 55.5% of the respondents is working out of Istanbul. That means 44.5% of the respondents is considered as office employees and 55.5% of the respondents are considered as site employees. Table 2 shows demographical characteristics of the respondents.

Table 2 : Demographical Characteristics of Respondents

	Classification	Frequency	Percent	Cumulative Percent
AGE	20-30	66	41,51	41,51
	31-40	73	45,91	87,42
	41+	20	12,57	100
	Missing	5		
	Total	159		
SEX	Female	17	10,4	10,4
	Male	147	89,6	100,0
	Missing	0		
	Total	164		
EDUCATION	Middle School	4	2,4	2,5
	High school	50	30,5	33,1
	University	84	51,2	84,7
	Master Degree	25	15,2	100,0
	Missing	1	99,4	
	Total	163		
TENURE IN THE CURRENT ORGANIZATION	Less than 5 years	113	69,33	
	6 - 15	42	25,77	95,09
	16+	8	4,91	100
	Missing	1		
	Total	163		
TOTAL TENURE	<5	38	23,1	23,1
	6 -10	57	34,7	57,9
	11-15	33	20,1	78
	16 +	36	21,9	100,0
	Missing	0		
	Total	164		
WORK PLACE	Istanbul (Office)	73	44,5	44,5
	Not Istanbul (Site)	91	55,5	100,0
	Missing	0		
	Total	164		

2. INSTRUMENTS

There are 4 sections in the questionnaire; demographic information; organizational citizenship behavior, perception of organizational justice and organizational support.

a. Organizational Citizenship Behavior Scale

Organizational Citizenship Behavior is measured by 19 items developed and validated by Organ (1989) and translated by Basım & Sesen (2006). The response scale is a 6-point scale ranging from 1 (Never) to 6 (Always).

2 sample items from the scale are:

- I support the changes among the organization
- I respect to the right of the other employees.

b. Organizational Support Scale

Organizational support is measured by 9 items developed and validated by Eisenberger, Huntington, Hutchinson & Sowa (1986). The response scale is a 6-point scale ranging from 1 (Never) to 6 (Always). Scale is translated by the researchers and reviewed by the academicians and English teachers for the appropriateness with the original text. The translated questionnaire is shared with 5 people from the targeted sample group. They are asked if all the statements are clear and understandable. Final form of the translated document is used for the study.

2 sample items from the scale are:

- My organization cares about my opinions
- My organization considers my goals and my values

c. Perception of Organizational Justice Scale

Perception of organizational justice is measured by 12 items. Distributinal justice is measured by 6 items developed by Price & Muller (1986) and procedural justice is measured by 6 items developed by Moorman (1991). 12 items of the scale are

translated and validated by Çalışkan (2006). The response scale is a 6-point scale ranging from 1 (Never) to 6 (Always).

2 sample items from the scale are:

- I get response of what I do well.
- Management collects the appropriate information before making a decision.

3. PROCEDURE

215 questionnaires were distributed to the employees by mail. As for standardization, written directions were provided with each survey. One of the concerns that the intended respondents were deemed likely to have when asked to participate, were confidentiality of results. Confidentiality was assured in the mail text that contained the surveys. Participation was voluntary and questionnaires were returned back by e-mail or by the respondents themselves. Questionnaires are sent and asked to be completed within a week. One week later, 167 questionnaires were returned and 164 of them could be analyzed. The response rate was 76%.

4. DATA ANALYSIS

Results of this study were evaluated using the Statistical Package for the Social Sciences (SPSS) version 12 for Windows. Throughout the statistical analysis, significance level of .05 was taken into consideration. Descriptive statistics was used to present the main characteristics of the sample. For the factor structure of the scales, factor analysis was performed with principal components model and factor loadings were taken into consideration.

V. FINDINGS

1. FACTOR ANALYSIS OF SCALES

a. Factor and Reliability Analysis of Organizational Citizenship Behavior Scale

To determine if the data for the organizational citizenship behavior is appropriate for factor analysis, KMO analysis and Barlett test have been conducted. Kaiser-Meyer-Olkin (KMO) is found .837, indicating that the data represent a homogeneous collection of variables and the correlation is found to be significant after Bartlett's Test. It shows that the variables are appropriate for the factor analysis.

Table 3: KMO & Bartlett's Test for Organizational Citizenship Behavior

KMO and Barlett's Test		,837
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		
Bartlett's Test of	Approx. Chi-Square	1,177E3
Sphericity	df	171
	Sig.	,000

After the factor analysis conducted with Principle Components technique; at total 5 factors have been found. The total variance has been found as 62,8%. But two items with low factor loadings (.379 and .484), OCB9 and OCB 18, are removed from the scale. The second factor analysis revealed one item with low factor loading (OCB8, .499 factor loading) and it is removed from the scale and third factor analysis revealed still 5 factors with .84 cronbach. But one of the items, OCB1, decreased the cronbach's Alpha of the scale (Cronbach's Alpha if Item Deleted .86). This item is removed from the scale and factor analysis is conducted for the 4th time. 4 factors are obtained and the 4 factors had cronbach's alpha of .86. Two items, OCB12 and OCB19, had low factor loadings with .478 and .438. These two items were removed from the scale and factor analysis is conducted again. As a result, 4 factors are obtained and the total variance of these 4 factors is 68%. The reliability of the scale is .85.

The first factor is courtesy and consists of 4 items with primary factor loadings greater than 0.53 and accounted for %37 of the total variance explained.

The second factor, civic virtue, consisted of 4 items, each item yielding a primary factor loading greater than 0.62 and explaining 14% of total variance.

The third factor, sportsmanship, consisted of 3 items, each item yielding a primary factor loading greater than 0.60 and explaining 9% of total variance.

The last factor, conscientiousness, consisted of 2 items, each item yielding a primary factor loading greater than 0.65 and explaining 8% of total variance.

In our study, altruism, dimension from the original scale is yielded under the courtesy dimension.

Table 4 : Factor Analysis of Organizational Citizenship Behavior

		Factor 1	Factor 2	Factor 3	Factor 4
Factor 1: Courtesy (37% of total variance, alpha: 0,74)					
OCB5	I warn the other employees for their good when unexpected problems occur.	,662			
OCB6	In work related problems, I do not hesitate sharing my resources with the others.	,533			
OCB10	I read the announcements, messages, procedures or memos published by the administration and make the accessible.	,786			
OCB14	I respect to the right of the other employees.	,720			
Factor 2: Civic Virtue (14% of total variance, alpha: 0,77)					
OCB2	I support the changes in the organization		,716		
OCB 3	I perform actively in the conflict management within the organization		,875		
OCB4	I help a new comer in his tasks		,622		
OCB7	I participate in all research and project groups for the improvement of the organization.		,681		
Factor 3: Sportsmanship (9% of total variance, alpha: 0,74)					
OCB15	I try to see the positive sides of the cases instead of focusing on the problems.			,690	
OCB16	I try not to cause problems for the coworkers			,607	
OCB17	I do not waste my time by complaining about trivial problems.			,890	
Factor 4: Conscientiousness (8% of total variance, alpha: 0,69)					
OCB11	I try to participate in all the activities to create a positive image for my organization.				,650
OCB13	I voluntarily participate the social activities of the organization.				,873
Total Variance: .85		Total Variance: 68%			

b. Factor and Reliability Analysis of Organizational Support Scale

As organizational support is 9 items and one factor, the factor analysis is not conducted for this scale. The internal consistency coefficient (coefficient alpha) determined after the analysis of the scale is .95 and the total variance is 75%.

The KMO and Bartlett results for the scale are given in Table 5:

Table 5 : KMO & Bartlett's Test for Organizational Support

KMO and Barlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy		,927
Bartlett's Test of Sphericity	Approx. Chi-Square	1,408E
	df	36
	Sig.	,000

c. Factor and reliability analysis of perception of organizational justice scale

To determine if the data for the perception of justice is appropriate for factor analysis, KMO analysis and Bartlett test have been conducted. Kaiser-Meyer-Olkin (KMO) is found as .92, indicating that the data represent a homogeneous collection of variables and the correlation is found to be significant after Bartlett Test. It shows that the variables are appropriate for the factor analysis. After the factor analysis conducted with Principle Components technique; in total 2 factors have been found. The total variance has been found as 76%.

Table 6 : KMO & Bartlett's Test for Perception of Organizational Justice

KMO and Barlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy		,927
Bartlett's Test of Sphericity	Approx. Chi-Square	1,754E
	df	66
	Sig.	,000

Results of the factor analysis yielded two factors. The first factor is distributional justice and consists of 6 items. All items had primary factor loadings greater than 0.80 and this first factor accounted for %40,1 of the total variance explained.

Second factor consisted of 6 items and it is related to procedural justice. Each item of the factor yielded a primary factor loading greater than 0.73, explaining 36% of the total variance.

These two factors of the perceived organizational justice scale explained 76,1% of the total variance. The items consisting of the factors are the same as the items of the factors of Price & Muller & Moorman.

The internal reliabilities of the factors are also analyzed and the perception of justice scale yielded cronbach alpha equal to .94. The factors with the loadings are presented in Table 7.

Table 7 : Factor Analysis of Perception of Organizational Justice Scale

Factor 1: Distributinal Justice (40% of total variance, alpha:0,95)	
POJ 1: I get response of my efforts	,861
POJ 2: I get what I deserve in response of my responsibilities.	,900
POJ 3: I get response of the stress and tension that I face.	,818
POJ 4: I get response of my gathered experience.	,866
POJ 5: I get response of what I do well.	,828
POJ 6: I get response of my education and qualifications.	,804
Factor 2: Procedural Justice (36,1% of total variance, alpha: 0,92)	
POJ 7: Management collects the appropriate information before making a decision.	,797
POJ 8: Management give accurate explanations about their decisions.	,807
POJ 9: Opinions of the parties who will be affected, are taken.	,841
POJ 10: The decision taking methods and applications are not affected by individuals and/or cases.	,735
POJ 11: Organization gives the right of objection and/or defense for the taken decisions.	,792
POJ 12: Our opinions are taken about the decisions to be taken and how these decisions will be applied.	,781
Total Reliability: 0.94	Total Variance: 76,1%

As the result of the factor analysis the model of the study can be given as follows:

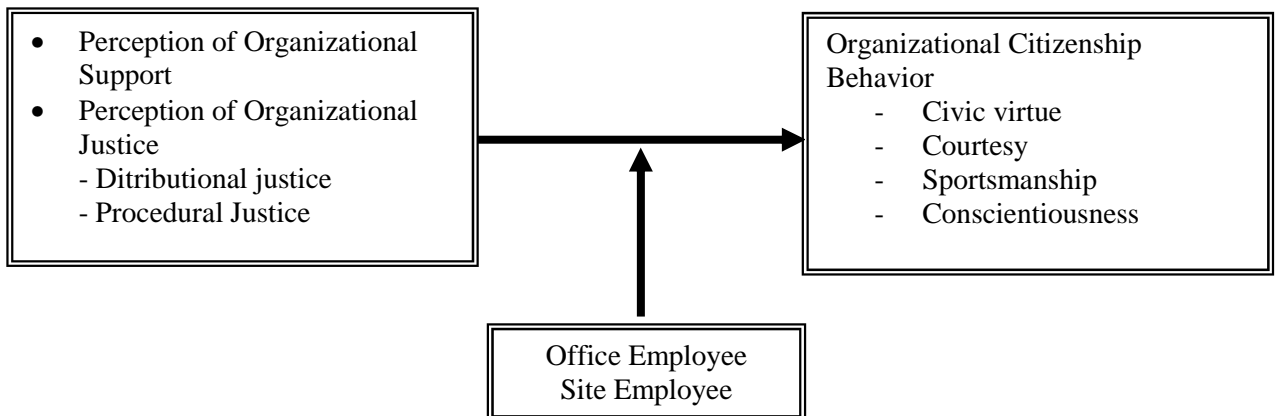


Figure 2: Research model with revealed factors

2. DESCRIPTIVE ANALYSIS RESULTS OF STUDY VARIABLES

Variables of the study and their dimensions that are subject to this study are analyzed. Descriptive analysis results and the correlations of the variables of the study are shown in Table 8 and Table 9.

Table 8 : Descriptive Analysis Results of Study Variables

		Min	Max	Mean	SD
Age	159	20	55	32,9	6,5
Total Working Year	164	0,5	33	10,75	6,8
Tenure (year)	163	0,1	26	5,25	5,2
Organizational Support	153	16	54	34,96	10,54
Organizational Justice	160	18	72	45,32	12,39
Distributinal Justice	161	6,00	36	22,98	7,11
Procedural Justice	162	6	36	22	6,77
OCB	61	43	114	86,42	12,26
Courtesy	163	8,00	24,00	20,85	3,11
Civic Virtue	164	6	24	16,58	4,12
Sportsmanship	164	8	18	15	2,3
Conscientiousness	164	3	12	8,75	2,22

Table 9 : Percental distribution of OS and POJ according to work place

		Office	Site
High Perception of Justice	% within work place	35,2%	23,6%
	% of Total	15,6%	13,1%
Low Perception of Justice	% within work place	64,8%	76,4%
	% of Total	28,8%	42,5%
High Organizational Support	% within work place	47,1%	31,8%
	% of Total	20,9%	17,6%
Low Organizational Support	% within work place	52,9%	68,2%
	% of Total	23,5%	37,9%

In order to observe if there is any correlation between the variables of the study, the Pearson Correlation Analysis is conducted for the dependent and independent variables of the study. All the factors included in the correlation matrix are shown in Table 10. According to the correlation analysis high correlations between the variables are determined. Two factors of organizational justice, which are distributional and procedural justices, yielded positive correlation with each other ($r = .637$; $p < 0.01$). Between 4 factors of OCB, courtesy, civic virtue, conscientiousness, revealed positive correlations with each other. The lowest correlation among the OCB factors is between civic virtue and sportsmanship factors ($r = .327$; $p < 0.01$). Highest correlated OCB factors are sportsmanship and courtesy ($r = .530$; $p < 0.01$). Organizational justice and organizational support are highly correlated with each other ($r = .723$; $p < 0.01$). Organizational justice is positively correlated with OCB ($r = .467$; $p < 0.01$) and also organizational support has positive correlation with OCB ($r = .448$; $p < 0.01$).

Courtesy has low correlation with Procedural justice ($r = .186$; $p < 0.05$) and also low correlation with organizational support ($r = .204$; $p < 0.05$). Conscientiousness factor of OCB is positively correlated with all the independent variables and with their factors (with Organizational Justice $r = .440$; $p < 0.01$, with Organizational Support $r = .495$; $p < 0.01$, with Distributional and Procedural Justices $r = .383$; $p < 0.01$).

Table 10 : Correlations Matrix Between the Study Variables

	1	2	3	4	5	6	7	8	9
1. Courtesy	1								
2. Civic Virtue	,445**	1							
3. Sportsmanship	,530**	,327**	1						
4. Conscientiousness	,498**	,418**	,341**	1					
5. Distributional Justice	,270**	,445**	,244**	,383**	1				
6. Procedural Justice	,186*	,307**	,242**	,383**	,637**	1			
7. Organizational Support	,204*	,480**	,281**	,495**	,692**	,662**	1		
8. Organizational Justice	,266**	,419**	,286**	,440**	,895**	,877**	,723**	1	
9. Organizational Citizenship Behavior	,797**	,725**	,700**	,669**	,430**	,385**	,448**	,467**	1

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

3. REGRESSION ANALYSIS RESULTS

a. Contribution of Organizational Support on Organizational Citizenship Behavior

To test the first hypothesis stating the contribution of organizational support on the organizational citizenship behavior, regression analysis is conducted. The results of the regression analysis showed that organizational support contributes organizational citizenship behavior ($B = .448$; $p < 0.01$). Depending on the results of the regression, 20% of the change in organizational citizenship behavior can be explained by organizational support. Thus, H1 suggesting that organizational support contributes to organizational citizenship behavior, is supported.

Table 11 : Regression Analysis Results Examining The Contribution Of Organizational Support To Organizational Citizenship Behavior

Independent Variable	Dependent Variable	R ²	Adjusted R ²	F	P value	Variables in the equation		
						Beta	B	t
Organizational Support	Organizational Citizenship Behavior	.201	.195	37,120	.000	,448	.531	6,093

Since the factor analysis revealed 4 factors of OCB, regression analysis is also conducted with 4 factors. Contribution of organizational support on each factor is tested. According to the results of the regression analysis, organizational support is found to be contributing on all the factors of OCB. The results of the regression analysis with the factors of OCB are shown on Table 12.

Table 12 : Regression Analysis Results Examining the Contribution Of Organizational Support on Organizational Citizenship Behavior Factors

Independent Variable	Dependent Variable	R2	Adjusted R ²	F	P value	Variables in the equation		
						Beta	B	t
Organizational Support	Courtesy	.042	.035	6,520	.012	,204	.061	2,553
	Civic Virtue	.231	.226	45,281	.000	.480	.191	6.729
	Sportsmanship	.079	.073	12,94	.000	.281	.061	3,598
	Conscientiousness	.245	.240	49.128	.000	.495	.105	7.009

Organizational Support has contribution on all four factors of OCB. (Courtesy B= ,204; Civic virtue B= ,480; Sportsmanship B=,281; Conscientiousness B=,495)

b. Contribution of Perceived Organizational Justice on Organizational Citizenship Behavior

To test the second hypothesis testing the contribution of organizational justice on the organizational citizenship behavior regression analysis is conducted. The results of the regression analysis showed that organizational justice contributes organizational citizenship behavior (B = .467; $p < 0.01$). Depending on the results of the regression, 22% of the change in organizational citizenship behavior can be explained by organizational justice. Thus, H2 suggesting that perceived organizational justice contributes on organizational citizenship behavior, is supported.

Table 13 : Regression Analysis Results Examining The Contribution Of Organizational Justice On Organizational Citizenship Behavior

Independent Variable	Dependent Variable	R2	Adjusted R ²	F	P value	Variables in the equation		
						Beta	B	t
Organizational Justice	Organizational Citizenship Behavior	.218	.213	43.147	.000	.467	.468	6.569

Since the two factors of organizational justice are found as the result of factor analysis, regression is repeated with the factors. Contribution of factors of organizational justice on each OCB factor is tested. The results with the regression analysis of procedural justice and the factors of OCB are shown on Table 14.

Table 14 : Regression Analysis Results Examining the contribution of Procedural Justice to Organizational Citizenship Behavior

Independent Variable	Dependent Variable	R ²	Adjusted R ²	F	P value	Variables in the equation		
						Beta	B	t
Procedural Justice	Courtesy	.035	.028	5.688	.018	.186	.086	2.385
	Civic Virtue	.094	.088	16.60	.000	.307	.186	4.075
	Sportsmanship	.058	.053	9.921	.002	.242	.082	3.150
	Conscientiousness	.147	.141	27.53	.000	.383	.126	5.247
	OCB Overall	.148	.143	27.35	.000	.385	.700	5,230

Procedural Justice has contribution on all four factors of OCB. (Courtesy B=.186; p<0.05, civic virtue B=.307; p<0.01, sportsmanship B=.242; p<0.01; conscientiousness B=.383; p<0.01)

On Table 15, the results of the regression analysis indicate that distributional justice has contribution on each OCB factor. Distributional justice has contribution on all OCB factors (Courtesy B=.270; p<0.01, civic virtue B=.445; p<0.01, sportsmanship B=.244; p<0.01; conscientiousness B=.383; p<0.01)

Table 15 : Regression Analysis Results Examining the Contribution of Distributional Justice to Organizational Citizenship Behavior

Independent Variable	Dependent Variable	R ²	Adjusted R ²	F	P value	Variables in the equation		
						Beta	B	t
Distributional Justice	Courtesy	.073	.067	12,442	.001	.270	.034	22,330
	Civic Virtue	.198	.193	39,302	.000	.445	.260	6.269
	Sportsmanship	.059	.053	10,026	.002	.244	.079	3,166
	Conscientiousness	.146	.141	27.270	.000	.383	.119	5.222
	OCB Overall	.185	.180	35.47	.000	.430	.751	5.956

c. Contribution of Perceived Organizational Justice and Organizational Support on Organizational Citizenship Behavior for Work Place

To test the third hypothesis meaning if the contribution of Organizational Support and Perceived Organizational Justice on Organizational Citizenship Behavior differ according to the work place, regression analysis is conducted separately for workplace. Since two work places are defined for the study, regression analysis is conducted for the study model for these two work places,

1. Contribution of Perceived Organizational Justice and Organizational Support on Organizational Citizenship Behavior for Office Employees

On Table 16, the results of the regression analysis for the contribution of organizational support, distributional justice and procedural justice on OCB are shown for office employees. Only Organizational support has a contribution on organizational citizenship behavior for office employees. (B = .547; p<0.01).

Table 16 : Regression Analysis Results Examining the Contribution of Organizational Justice Factors and Organizational Support on Organizational Citizenship Behavior for Office Employees

Independent Variable	Dependent Variable	R ²	Adjusted R ²	F	P value	Variables in the equation		
						Beta	B	t
Organizational Support	Organizational Citizenship Behavior	0,359	,327	11,384	,000	,547	,534	3,801
Procedural Justice					,248	,154	,240	1,166
Distributional Justice					,592	-,076	-,111	-,538

Contribution of organizational justice factors and organizational support on each OCB factor is tested for office employees. On Table 17, Table 18, Table 19, Table 20 the results of the regression analysis are shown. Only organizational support has contribution on all four factors of OCB (Courtesy B=.412; p<0.05, civic virtue B=.348; p<0.05, sportsmanship B=.354; p<0.05; conscientiousness B=.705; p<0.01).

Table 17: Regression Analysis Results Examining the Contribution of Organizational Justice Factors and Organizational Support on Conscientiousness for Office Employees

Independent Variable	Dependent Variable	R ²	Adjusted R ²	F	P value	Variables in the equation		
						Beta	B	t
Organizational Support	Conscientiousness	,333	,30	10,297	,000	,705	,126	4,886
Procedural Justice					,997	,001	,000	,004
Distributional Justice					,086	-,250	-,066	-1,747

Table 18 : Regression Analysis Results Examining the Contribution of Organizational Justice Factors and Organizational Support on Sportsmanship for Office Employees

Independent Variable	Dependent Variable	R ²	Adjusted R ²	F	P value	Variables in the equation		
						Beta	B	t
Organizational Support	Sportsmanship	,156	,115	3,809	,033	,354	,069	2,179
Procedural Justice					,703	,058	,018	,384
Distributional Justice					,966	,007	,002	,042

Table 19 : Regression Analysis Results Examining the Contribution of Organizational Justice Factors and Organizational Support on Civic Virtue for Office Employees

Independent Variable	Dependent Variable	R ²	Adjusted R ²	F	P value	Variables in the equation		
						Beta	B	t
Organizational Support	Civic Virtue	,228	,191	6,118	,028	,348	,111	2,244
Procedural Justice					,300	,150	,076	1,045
Distributional Justice					,813	,036	,017	,238

Table 20 : Regression Analysis Results Examining the Contribution of Organizational Justice Factors and Organizational Support on Courtesy for Office Employees

Independent Variable	Dependent Variable	R ²	Adjusted R ²	F	P value	Variables in the equation		
						Beta	B	t
Organizational Support	Courtesy	,133	,091	3,176	,015	,412	,090	2,505
Procedural Justice					,588	-,083	-,029	-,544
Distributional Justice					,957	-,009	-,003	-,054

2. Contribution of Perceived Organizational Justice and Organizational Support on Organizational Citizenship Behavior for Site Employees

On Table 21, the results of the regression analysis for the contribution of organizational support, distributional justice and procedural justice on OCB are shown for site employees. Only distributional justice found to contribute on organizational citizenship behavior for site employees. (B = .429; $p < 0.01$).

Table 21 : Regression Analysis Results Examining the Contribution of Organizational Justice Factors and Organizational Support on Organizational Citizenship Behavior for Site Employees

Independent Variable	Dependent Variable	R ²	Adjusted R ²	F	P value	Variables in the equation		
						Beta	B	t
Organizational Support	Organizational Citizenship Behavior	,206	,176	6,764	,932	-,013	-,018	-,086
Procedural Justice					,757	,048	,096	,310
Distributional Justice					,007	,429	,887	2,796

Organizational justice factors and organizational support contribution on each OCB factor is tested for site employees. On Table 22, Table 23, Table 24, Table 25 the results of the regression analysis are shown. Distributional justice has contribution on three factors of OCB (Courtesy B=.365; $p < 0.05$, civic virtue B=.579; $p < 0.01$; conscientiousness B=.334; $p < 0.05$) but not on sportsmanship.

Table 22 : Regression Analysis Results Examining the Contribution of Organizational Justice Factors and Organizational Support on Conscientiousness for Site Employees

Independent Variable	Dependent Variable	R ²	Adjusted R ²	F	P value	Variables in the equation		
						Beta	B	t
Organizational Support	Conscientiousness	,252	,224	9,005	,409	,127	,029	,829
Procedural Justice					,568	,087	,030	,573
Distributional Justice					,029	,334	,116	2,222

Table 23 : Regression Analysis Results Examining the Contribution of Organizational Justice Factors and Organizational Support on Sportsmanship for Site Employees

Independent Variable	Dependent Variable	R ²	Adjusted R ²	F	P value	Variables in the equation		
						Beta	B	t
Organizational Support	Sportsmanship	,083	,048	2,398	,886	,024	,006	,144
Procedural Justice					,607	,087	,031	,516
Distributional Justice					,234	,200	,074	1,200

Table 24 : Regression Analysis Results Examining the Contribution of Organizational Justice Factors and Organizational Support on Civic virtue for Site Employees

Independent Variable	Dependent Variable	R ²	Adjusted R ²	F	P value	Variables in the equation		
						Beta	B	t
Organizational Support	Civic virtue	,332	,307	13,243	,134	,219	,097	1,515
Procedural Justice					,065	-,269	-,176	-1,874
Distributional Justice					,000	,579	,387	4,077

Table 25 : Regression Analysis Results Examining the Contribution of Organizational Justice Factors and Organizational Support on courtesy for Site Employees

Independent Variable	Dependent Variable	R ²	Adjusted R ²	F	P value	Variables in the equation		
						Beta	B	t
Organizational Support	Courtesy	,083	,048	2,368	,298	-,178	-,065	-1,047
Procedural Justice					,846	,033	,018	,195
Distributional Justice					,032	,365	,202	2,188

The results of the regression analysis conducted for site and office employees showed the followings: Organizational support contributes on OCB for office employees but does not contribute on OCB for site employees. Procedural justice does not contribute on OCB for office employees and site employees. Distributional justice

contributes on OCB for site employees but does not contribute on OCB for office employees. Thus, H3 suggesting that the contribution of Organizational Support and Perceived Organizational Justice on Organizational Citizenship Behavior differ according to the work place, is partially supported.

VI. DISCUSSION

The purpose of this study was to investigate if the contribution of organizational support and organizational justice on organizational citizenship behavior differs according to the work places. Specifically, the study focused on the moderating role played by working place. Moreover, the direct influences of organizational support and perceived organizational justice were examined. It was tested through the regression analysis using a sample of employees from a telecommunication construction company.

The results are evaluated and the contribution levels of organizational support and justice perception on OCB are compared for site employees and office employees and differences are discussed.

The findings of factor analysis tables are satisfactory. OCB scale factor analysis did not reveal the 5 factors as in the literature. The reason for 4 factors can be explained by characteristics of the Turkish working life and also by items which have close meanings. Even the cronbach alpha of OCB is not very high, it is at an acceptable level.

The strongest relation between the OCB factors is between sportsmanship and courtesy and it is a positive correlation (0,53). It is meaningful when it is considered that sportsmanship and courtesy are very close concepts for Turkish culture and also they are targeted at the peers. The correlation (.327) between sportsmanship and civic virtue is low but meaningful. The correlation between conscientiousness and civic virtue is positive and important (0,418).

As a result of regression analysis conducted for the contribution of organizational support on the organizational citizenship behavior, it is indicated that organizational support is significantly explanatory for overall organizational citizenship behavior ($B = .449$; $p < 0.01$). 20% of the change on overall organizational citizenship behavior can be explained with organizational support. Studies (Eisenberger, Armeli, Rexwinkel, Lynch & Rhoades, 2001; Byrne & Hochwarter, 2006; Finkel, 1995; Wayne, Shore, Bommer & Tetrick, 2002) conducted on this relation, revealed that organizational support contributes on OCB and it is defined as one of the OCB antecedents, it is an expected result in this study. Organizations demonstrate support by paying attention to the employee expectations, by providing necessary resources to make them reach their personal goals, by supporting them in case of mistakes and this leads employees to show OCB.

When the contribution of organizational support on OCB factors is analyzed, organizational support is significantly explanatory for all factors of OCB. It highly contributes on conscientiousness ($B = .495$; $p < 0.01$) and civic virtue ($B = .480$; $p < 0.01$). That means when employees perceive support in their organization, they mostly show civic virtue and conscientious behaviors. Employees respond to the outside threats and opportunities since they feel as part of a whole and they have high responsibility for their task, and they show behaviors beyond the role descriptions. 23% of the change on civic virtue and 25% of change on conscientiousness can be explained with organizational support. It should not be considered that organizational support will contribute on all factors of organizational citizenship behavior. It should be considered that conscientiousness and civic virtue behaviors will positively change according to the organizational support perception. The noncontributing effect of organizational support on courtesy and sportsmanship can be explained with the reason of the direction of the behavior. Employee who perceives support from his organization, feels to reciprocate in a way which is directly to the organization. As courtesy and sportsmanship are behaviors which are directed to peers; employees show their OCB through civic virtue and conscientiousness as the response for the support.

As the second independent variable of the model, organizational justice is analyzed. Depending on the results of the regression, 22% of the variance in overall

organizational citizenship behavior can be explained with organizational justice perception of the employees. This result is as strong as organizational support contribution on OCB. Overall justice perception is significantly explanatory for OCB ($B = .467$; $p < 0.01$). This result is similar to Blakely, Andrews & Moorman's (2005) study. Also similar results are gathered from the study of Williams, Pitre, Zainuba (2002). As known from the previous studies, perception of organizational justice is one of the strongest antecedents of OCB, these results are consistent with the literature.

The factors of organizational justice which are procedural justice and distributive justice, are both significantly explanatory for overall OCB (Procedural justice $B = .385$; $p < 0.01$, Distributive justice $B = .430$; $p < 0.01$). Compared to procedural justice, distributive justice has stronger significance for OCB. That means employees who perceive distributive justice in their organization show OCB more than the employees who perceive procedural justice. How the processes of the reward and punishment systems are demonstrated is more important than the defined procedures. Moorman's (1991) study revealed that distributive and procedural justice has no contribution on OCB. But the later study of Niehoff & Moorman (1993) showed that distributive justice has contribution on OCB. Walumbwa, Wu & Orwa's (2006) study revealed the contribution of procedural justice on OCB.

As it is defined with the above mentioned examples, the results of the studies conducted for the contribution of justice factors on OCB, differ among the organizations. There is no consistency among different studies about which factor of justice is more contributive on OCB. This contribution changes depending on the organizations. It is seen that qualifications and structure of the organizations have important role for the employee's perception of justice.

Among the OCB factors, procedural justice contributes on all the factors positively (Courtesy $B = .186$; $p < 0.05$, Civic Virtue $B = .307$; $p < 0.01$, Sportsmanship $B = .242$; $p < 0.01$ and Conscientiousness $B = .383$; $p < 0.01$). In Niehoff and Moorman's (1993) study; procedural justice has contribution on courtesy, sportsmanship and conscientiousness factors of OCB. Moorman, Niehoff & Organ's (2003) study showed that procedural justice contributes on all the OCB factors except for civic virtue. In this

study, in consistence with the findings in the literature, the results showed that procedural justice is a strong tool to encourage OCB among the organization. Among the factors, procedural justice highly contributes on conscientiousness meaning that employees who feel procedural justice show behaviors beyond the normal role descriptions and these behaviors are for the benefit of the overall organization.

Results of distributional justice's contribution on OCB dimensions showed similarity with the ones of procedural justice's, as expected and studied before in different studies. Distributional justice is significantly explanatory for courtesy, civic virtue, sportsmanship and conscientiousness. Distributional and procedural justice perceptions have the same significance for sportsmanship and conscientiousness behaviors. Highest distributional justice contribution is on civic virtue behavior. That means when the organization provides the fair distribution of the sources, rewards and punishments, when the promotions are made fairly; employees show civic virtue behaviors which are for the benefit of the organization in the mean of macro level interests. He defends the company when needed, takes risk when it is necessary for the good of the organization, pays attention for the opportunities and threats toward the organization.

When the employees are informed about the results and the processes, when they take part in the decision making process, when they make necessary communication with their managers, their perception of the received outcome is influenced. They feel justice in the procedures and this ends up as OCB. To increase the overall OCB, organizations should work on well defined and demonstrated salary management, performance evaluation and reward/punishment systems. They should also encourage the employee attendance to the decisions, should give everyone right of objection for the taken decisions, make decisions without prejudgment and based on the ethical issues etc. Moreover to implement the appropriate procedures, organizations should evaluate the justice perceptions of the employees about the different processes; and accordingly should revise them to gather targeted OCB.

According to the multi regression analysis conducted to test the hypothesis 3 which is stated as the contribution of the independent variables on OCB differ

depending on work place; it is found that the mentioned contributions differ for office and site employees. While office employees show OCB as a result of organizational support; site employees show OCB as a result of distributional justice perception. For neither of the work place procedural justice has contribution on OCB. Between the site and office employees there are differences about the perception of support and justice. As none of the independent variables are commonly significant for OCB; the study model is strongly supported.

These results can be evaluated with the effect of physical distance factor. The office employees are in close relation with the other working units, they interact more often with the managers, they have more opportunity to express themselves and feel the given organizational support. For this reason it can be mentioned that distance from the central office and management units cause misperception of the support given. Organizations should develop different support models for the site and office employees according to their working structure and conditions. While the small office activities are a good way to show support for office employees, since site employees are not in the main office they do not feel this supporting activities. Different means should be applied to receive OCB from office and from site employees. Giving extra days off to visit their home would be a good support for site employees. Providing same resources, opportunities and conditions for the employees who have different working place is not perceived same by the mentioned employees. Perception of the organizational inputs is affected by the work place. Organizations should work on the support perception of the employees case by case and define the actions and factors which are accepted as support.

Departing from the data showing no procedural justice perceived neither by site employees nor by office employees, it can be mentioned that there is no defined procedures for resource distribution, reward/punishment systems, promotion system etc. This information is also supported with the general evaluation of the organization's structure during the study. The company is not a well organized company and does not have structurally defined procedures and processes. On the other hand, site employees showed OCB as a result of distributional justice perception. This can be explained with

the micro working place of these employees. As they have distance from the main office, they perceive the fairness depending on the fairness performed on their working place. They do not have a large variety of jobs in site. While the similar employee groups work on the site, organization's response for them is similar. This means that when organization gives a reward for a performance, as the employees have similar positions, they also have similar rewards. They do not have chance to see what is given to the different work groups for similar performances in overall of the organization. As in their work place, the organizations responses are similar for similar inputs, this causes perception of distributional justice for site employees. As office employees see other working units of the organization, they experience the different responses for the inputs of different peers and they feel no distributional justice. Site employees' perception of distributional justice has contribution on civic virtue factor. As they are far from the main organization, and as they are working in small groups the strongest way to show OCB among the dimensions is civic virtue. As they are not too many people and they are not employees of different work groups; they do not have environment to show sportsmanship and courtesy so often. As they do not have office working hours and fixed working place; they do not have opportunity to show conscientiousness. But as they are in contact with other organizations, as they work outside for the organization, they show OCB in form of civic virtue; which is shown as showing risk taken actions for the benefit of the organization, they defend the organization in macro level.

The conducted study showed that customized supporting solutions should be improved for the even perception of support by site and office employees. In addition to this, employees' procedural justice perception can be increased by improving clear and well defined processes, encouraging them to attend the decisions, explaining the reason of the applied processes and informing them about the effecting issues. The appropriate implementation of the procedures will lead to distributional justice. As human factor is one of the most important factors for the organizations; organizations can develop OCB to use the competitive advantage of the human factor. It would be useful to repeat this study for the different work scopes and larger samples groups.

VII. LIMITATIONS AND SUGGESTIONS FOR FURTHER RESEARCH

This study is conducted in a telecommunication subconstruction company in Istanbul. For a future research, the sampling from different sectors and working areas may be recommended.

As the result of the study it is seen that work place contributes on the relation between organizational support, organizational justice and organizational citizenship behavior. According to the descriptive data analysis, it is determined that 42% of the respondents are 20 to 30 years old, meaning that employees of the sample company are young. 92% of male respondents is understandable when it is considered that base station construction work has difficulties and for this reason mostly male employees work in this scope. Further research may include more equal gender distribution.

About 77% percent of the respondents have total tenure for more than 6 years. That means they are in working life long enough to make reasonable statements about the working life and organizational issues. On the other hand, as 70 % of the respondents have tenure in the current company for 5 years or less than 5 years; the appropriateness of the employee evaluation about the organization can be considered as weakness.

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IX. APPENDIX

ANKET FORMU

Değerli Katılımcı,

Soruların doğru ya da yanlış cevabı yoktur. İçinizden geldiği gibi cevaplamanız büyük önem taşımaktadır. Araştırmanın başarısı sorulara vereceğiniz içten ve samimi cevaplara bağlıdır. Anket soruları kapsamında açık kimliğinizi ortaya çıkaracak nitelikte soru bulunmamaktadır. Araştırma açısından kimliğiniz değil cevaplarınız önem taşımaktadır.

Sorulara cevap verirken “olması gerektiğini düşündüğünüzü” değil “olanı” belirtmeniz doğru sonuçlara ulaşılması bakımından büyük önem taşımaktadır. Lütfen soru atlamadan bütün sorulara cevap veriniz. Katkılarınızdan dolayı teşekkür eder, çalışmalarınızda başarılar dileriz.

Eğitim Durumunuz

Ortaokul		Üniversite	
Lise		Yüksek Lisans	

Yaşınız

Toplam kaç yıldır Çalışıyorsunuz?

_____ Yıl

Şu anki işinizde ne kadar zamandır çalışıyorsunuz?

_____ Yıl

Cinsiyetiniz

Kadın		Erkek	
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İş yerinde çalıştığınız pozisyon (ünvanınız)

Çalışma Yeriniz

İstanbul		İstanbul Dışı	
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Şu anda çalıştığınız şirkette aşağıdaki ifadelerin ne oranda gerçekleştiğini düşünüyorsunuz?

Hiçbir zaman ile Her zaman değerleri arasında birini seçiniz.

İlginize teşekkürler.

Elif Duygu Özyurt
Marmara Üniversitesi
Sosyal Bilimler Enstitüsü

Madde No	Görev yaptığım şirkette ...	Hiçbir Zaman	Nadiren	Ara Sıra	Sık Sık	Çoğunlukla	Her Zaman
1	Günlük izin alan bir çalışanın o günkü işlerini ben yaparım						
2	Şirket yapısında yapılan değişimlere destek olurum						
3	Şirket içinde çıkan çatışmaların çözülmesinde aktif rol alırım						
4	Yeni işe başlayan birisinin işi öğrenmesine yardımcı olurum						
5	Beklenmeyen problemler oluştuğunda diğer çalışanları zarar görmemeleri için uyarırım						
6	İşle ilgili problemlerde elimde bulunan malzemeleri diğerleri ile paylaşmaktan kaçınmam						
7	Her türlü geliştirici faaliyet icra eden araştırma ve proje gruplarının içerisinde yer alırım						
8	İş esnasında sorunla karşılaşan kişilere yardım etmek için gerekli zamanı ayırırım						
9	Zamanımın çoğunu işimle ilgili faaliyetlerle geçiririm						
10	Üst yönetimce yayımlanan duyuru, mesaj, prosedür ya da kısa notları okurum ve ulaşabileceğim bir yerde bulundururum						
11	Şirketim için olumlu imaj yaratacak tüm faaliyetlere katılmak isterim						
12	Aşırı iş yükü ile uğraşan bir şirket çalışanına yardım ederim						
13	Şirketin sosyal faaliyetlerine kendi isteğimle katılırım						
14	Diğer çalışanların hak ve hukukuna saygı gösteririm						
15	Mesai ortamı ile ilgili olarak problemlere odaklanmak yerine olayların pozitif yönünü görmeye çalışırım						
16	Birlikte görev yaptığım diğer çalışanlar için problem yaratmamaya gayret ederim						
17	Önemsiz sorunlar için şikayet ederek vaktimi boşa harcamam						
18	Mesai içerisinde kişisel işlerim için zaman harcamam						
19	Mesaide yaşadığım yeni durumlara karşı gücenme ya da kızgınlık duymam						

Madde No	Görev yaptığım şirkette ...	Hiçbir Zaman	Nadiren	Ara Sıra	Sık Sık	Çoğunlukta	Her Zaman
1	Sarf ettiğim çabaların karşılığını alıyorum						
2	İşimdeki sorumlulukların karşılığında hak ettiğimi alıyorum						
3	İş icabı katlandığım stres ve gerginliğin karşılığını alıyorum						
4	Sahip olduğum tecrübenin karşılığını alıyorum.						
5	Yaptığım iyi işlerin karşılığını alıyorum						
6	Almış olduğum eğitim ve mesleki donanımın karşılığını alıyorum						
7	Yönetim karar vermeden önce doğru bilgileri topluyor						
8	Yönetim, aldığı kararlar ile ilgili yeterli açıklama yapıyor.						
9	Kararlardan etkilenecek olanların görüşleri alınıyor.						
10	Kararların alınma şekli ve uygulanışı bireyler ve /veya olaylara göre değişmiyor.						
11	Alınan kararlara itiraz etme ve/veya savunma yapma hakkı veriliyor.						
12	Ne karar alınacağı ve bu kararın nasıl uygulanacağı hakkında görüşlerimiz alınıyor.						

Madde No	Çalıştığım kurum...	Hiçbir Zaman	Nadiren	Ara Sıra	Sık Sık	Çoğunlukta	Her Zaman
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1	Benim değer ve hedeflerimi dikkate alıyor						
2	Sorunum olduğunda her zaman yardım eder.						
3	Benim iyiliğimi ister.						
4	İşimi iyi yapmam yönünde bana yardımcı oluyor						
5	İyi bir iş çıkarttığımda bunun farkına varır.						
6	İçin işimden memnun olup olmamam önemlidir.						
7	Beni dikkate alır.						
8	Düşüncelerime önem verir						
9	Benim başarılarımdan dolayı gurur duyar.						