

## THE MEDIATING ROLE OF ORGANIZATIONAL IDENTIFICATION ON THE RELATIONSHIP BETWEEN JOB SATISFACTION AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR: A RESEARCH IN THE FINANCE INDUSTRY

**Ece Ankođlu**

Istanbul Commerce University, Turkey

**Assc. Dr. Necla Öykü İyigün**

Istanbul Commerce University, Turkey

**Mehmet Sađlam**

Istanbul Commerce University, Turkey

### Abstract

*This study aims to examine the relationship between job satisfaction, organizational identification and organizational citizenship behavior of the employees in the finance industry. Also, it is aimed to reveal the mediating role of organizational identification on the relationship between job satisfaction and organizational citizenship behavior. The convenience sampling method was used in the study. The questionnaires were distributed to 355 personnel working in the finance industry and the 304 completed responses obtained from these participants were analyzed. The correlations between the variables were found statistically significant and hierarchical regression analysis was used.*

**Keywords:** *Job Satisfaction, Organizational Identification, Organizational Citizenship Behavior*

### 1. Introduction

Organizations operating in the finance industry are evaluated by the capability of adapting rapidly to changing conditions, adapting to the conditions created by the competitive market, integration of employees with different cultures into the business structure and employment policies etc. The main factor of business life is human. Because of the competition and the increasing importance given to human resources within the changing working conditions, the concepts of job satisfaction, organizational identification (OI) and organizational citizenship behavior (OCB) have literally taken their place and become frequently used. The most basic demand of the employee who spends most of the day in the workplace aims to spend a happy and peaceful time in the work environment where he/she is located and to take the spiritual value for his/her labor. The value that the organization gives to the employee and the way in which the employee perceives and evaluates the value that the employee will receive from the organization affects the connection between the employees and the organization. Finance industry is a dynamic industry, which is affected by economic and political conditions. Employees of this industry frequently come across with continuous risks against volatile market conditions. Job satisfaction is one of the most important tools used to measure organizational effectiveness (Yeşil and Dereli, 2013, ss.109-199). The concepts of job satisfaction and organizational commitment are closely related. Employees with high job satisfaction are more committed to the organization they work for. The more important it is to produce goods and services from the point of view of organizations; the more important is for employees to be satisfied with their work and the organization they work with. (Çöl, 2004, ss.31-45). In case of lack of job satisfaction, many negative attitudes and behaviors could occur, such as turnover intention. At this point, the causing factors for dissatisfaction of the employees should be evaluated in detail.

Job satisfaction is one of the most important issues of organizational behavior and management. Organizational identification is a factor that allows the employee to be satisfied with his/her work. According to Başar and Basım

(2015), employees identifying themselves with the organization display positive behaviors when they face with problems (Başar and Basım, 2015, s.118). Employees display these positive behaviors in public and private life at the same time (Türk, 2007, s.96). Employees with high organizational commitment are more committed to organizational goals and are more enthusiastic to achieve organizational goals. As a result, employees feel more committed to their organization and become identified with the organization. Organizations also want employees with strong organizational identification, because of the expectation of more positive contribution. The importance given to the human factor for organizations has attracted attention in the literature. Employee behaviors affect the efficiency, productivity and profit margin of an organization in a positive or negative way. Employees who do not go beyond the formal job role behaviors, and do not make any extra effort for the success and development of the organization; do not provide any benefit and cannot be at the expected level.

## **2. Conceptual Framework**

### ***2.1 Job Satisfaction***

Job satisfaction is about a person's positive emotional response to a particular job. Job satisfaction is an emotional response that the employee expects from work, with the results he/she expects, and deserves. One of the most important attitudes in organizational behavior is the attitude of the employee towards his/her work and is called "job satisfaction" (Özkalp and Kirel, 2011, s.113). It is stated that one of the most common subjects of the researches conducted in order to measure the attitudes of the employees is the job satisfaction. A distinction must be made between the satisfaction of the employee against his/her performance and the satisfaction he/she obtains during his/her work. The first one is called external satisfaction (external rewards) and the second one is called internal satisfaction (inner rewards) (Eroğlu, 2007, s.381). Job satisfaction is the result of the attitude of the employee towards his/her work. Factors affecting job satisfaction could be counted as organizational factors (wage, promotion/promotion opportunity, working conditions, organizational procedures and principles), individual factors (personal needs and expectations), cultural factors (beliefs, values and attitudes), economic, social and environmental factors (Duman, 2000, ss.14-15).

Job satisfaction is a combination of positive and negative feelings about people's work as an attitude and a personal situation (Konak.,2011, s.26). A satisfactory job for an employee may not provide the same level of satisfaction to another employee. In other words, employees' perceptions of job satisfaction are different. Job satisfaction may change over time and may not satisfy the person after a certain period of time. Job satisfaction covers not only the professional business life of a person but also a large part of personal life. Job satisfaction affects employee's life outside work and job satisfaction affects life satisfaction, life satisfaction affects job satisfaction. (Smither, 1998, s. 236). The alienation of employees to their organizations and the decrease of job satisfaction cause the slowdown of work within the organization, low productivity, disciplinary problems and other organizational problems (Davis, 1988, s.504). Organizations need to implement various methods to minimize these problems and to make the most effective use of the employees.

### ***2.2. Organizational Identification***

Organizational identification makes organization membership become a part of the employees' personality. Employees are proud to be members of the organization. It is an indicator of the good intentions of employees about their organizations (Tutar, 2016, s. 236; İyigün, 2015, s.183). Organizational identification is measured by the degree of acceptance of the organization by the employee's. Someone who is identified with the organization is expected to reflect the identity of the organization, and to work for the organizational values by making sacrifices in favor of the organization.

Organizational identification consists of two dimensions which are intra-group identification and identification with the organization itself. Intra-group identification has a stronger structure than organizational identification with the organization because it is concrete and easy to perceive. Individual communication with people is easier than communicating with other physical structures and processes. Intra-group identification shows the degree to which

the person is part of the group. If the person has the belief that he/she has shared the same fate as the group he/she is identified with, then the group is experiencing identification. In-group identification is stronger than organizational identification because people spend most of their time with their work groups. Organizational identification shows the degree of conformity of the organization and the goals and values of the people to which they are members. Organizational identification is the degree of internalization and assimilation of organizational values, aims and organizational missions of employee. In other words, personal objectives are harmonized with the organizational objectives (Ashforth and Mael, 1989, s.20).

### ***2.3. Organizational Citizenship Behavior***

Organizational citizenship behavior (OCB) is defined as “behaviors that help the organization to function efficiently as a whole without taking into account the formal award system based on volunteerism” (Taşçı and Koç, 2007, s.371). Main reasons of OCB could be summarized as the idea that “the senior management behaves fairly and treats equally to the employees”, the desire of employees to be accepted by their colleagues in the organization, expectation of some rewards such as promotion, salary increase and etc. (Gürbüz and Yüksel, 2008, s.52).

Organizational citizenship behavior consists of five dimensions (Serinkan and Erdiş, 2014, s.71) The first dimension is altruism which means that employees help other employees in their duties and problems related to the organization. “Helpfulness” is the base of this behavior. Conscientiousness is the second dimension which means that members of the organization fulfill their job role behavior beyond what is expected from them. The third dimension is gentlemanship (sportsmanship), which can be expressed as the willingness of employees to approach the organization, the organizational culture and their work with a positive viewpoint/approach and overcome the problems with a constructive approach. It is important that the employee is in a good will. Courtesy is the fourth dimension that refers employees’ need for getting along well with each other in the organization. The concept of “courtesy” was first described by Organ. Courtesy behavior is explained as positive behaviors and attitudes displayed by employees due to the decisions they decide and the duties they are responsible in the organization in which they are continuously in communication (Öztürk, 2010, s.56). Civic virtue includes active participation in organization management within the organization, monitoring opportunities and threats in the organization, and observing the interests of the organization. Employees who display civic virtue behavior should be both active and constructive (Suküt, 2010, s.29). These behaviors are the ones in which the employees are actively involved and interested in organization-related issues.

## **3. Methodology**

This study aims to investigate the relationships between job satisfaction, organizational identification and organizational citizenship behavior of the employees in the finance industry. Within the scope of this research, participants only in the finance industry were included and the findings should not be generalized to the other industries. The limitations of the study could be summarized as time constraint and the number of research questionnaire forms. Job satisfaction questionnaire is derived from Minnesota Job Satisfaction Questionnaire (MSQ), which consists of 2 dimensions and 20 statements, developed by Weiss et al., in 1967. Organizational identification questionnaire which was used in the research, was developed by Mael and Blake (1992), consisting of 6 statements (Mael and Blake, 1992). Organizational citizenship behavior questionnaire, which is derived from Podsakoff et al. (1990), that is based on Organ (1988) 's five dimensions including conscientiousness, sportsmanship, civil virtue, courtesy and altruism. Podsakoff et al. (1990) and Moorman (1991) then improved the scale and it was translated and adapted to educational organizations by Polat (2007).

In this study, convenience sampling method was used. The number of the respondents is calculated by multiplying it by minimum 5, which is derived from Bryman and Cramer (2001)’s study. Based on this, it was determined that 304 participants were sufficient for the sample size. Face to face questionnaire was used as the data collection method for the research. SPSS 21 and AMOS 21 statistical programs were used to analyze the collected data. While the AMOS program was used to determine the validity and reliability of the second order confirmatory factor analysis, the SPSS 21 program was used for explanatory factor analysis, reliability tests, Pearson correlation and hierarchical regression analyzes.

#### 4. Research Model and Hypothesis

In light of literature review and the research purpose, the research model was formed as in Figure 1.

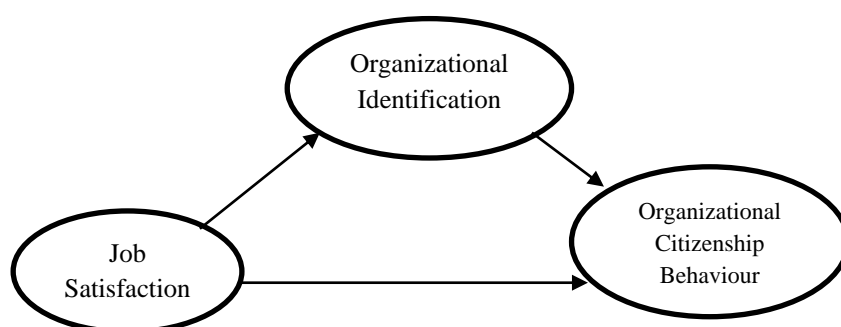


Figure 1. Research Model

The research hypotheses based on the literature are formed as follows.

- H1: Job satisfaction has a significant and positive effect on organizational identification.
- H2: Organizational identification has a significant and positive effect on organizational citizenship behavior.
- H3: Job satisfaction has a significant and positive effect on organizational citizenship behavior.
- H4: Organizational identification has a mediating role on the relationship between job satisfaction on organizational citizenship behavior.

#### 4.1 Research Findings

##### • Demographic Findings

When the participants were evaluated according to their age, it was found that almost half of the participants are aged between 31-39, followed by 34,1% who are aged between 25-30. The majority of the participants are aged between 25 and 39. When the participants were evaluated according to their gender, 56.3% of the sample is women and 43.7% it is men. When the participants were evaluated according to their marital status, 51% of the sample is single and the rest is (49%) married. When the participants were evaluated according to the department they work, 18,6% of the participants work in the marketing department, 13,2% of them work in the purchasing department, 12,2% of them work in the credits department, 9,3% of them work in the information systems department, 5,9% of them work in the operations department, and lastly 5,6% of them work in the treasury department. It is seen that the number of employees in the departments is much less in the sample, so that it could be put forward that most of the departments are being represented. When the participants were evaluated according to the position, 21,7% of the sample is director, 20,3% of the sample is expert, 14,1% of the sample is specialist, 9,9% of the sample is assistant

specialist, 8,7% of the sample is assistant, and finally 7,6% of the sample is manager. When the participants were evaluated according to their period, 36,1% of the participants work for 3-5 years and 24,5% of the sample works for 6-10 years.

- **Confirmatory Factor Analysis**

While the first-order confirmatory factor analysis was used to determine the factor structures of the scales with more than one dimension, in this study, second-level confirmatory factor analysis was performed with the aim of obtaining scale structures in a single factor structure. The certain modification index values are used for the evaluation of confirmatory factor analysis results. Values such as  $X^2 / df$ , GFI, AGFI, CFI and RMSEA are generally used in the literature (Jöreskog and Sörbom, 1984; Meydan and Şeşen, 2011). Confirmatory factor analysis and modification index values for each scale are shown in Table 1.

**Table 1. Confirmatory Factor Analysis Adaptation Index Values**

Dimensions	$X^2/df$	GFI	AGFI	CFI	RMSEA
Job Satisfaction	2,79	0,91	0,88	0,95	0,07
Organizational Identification Organizational Citizenship Behaviour	2,67	0,94	0,91	0,96	0,06
Degree of Compliance	3,16	0,92	0,87	0,95	0,05
Good	$X^2/df$	GFI	AGFI	CFI	RMSEA
Good	$\leq 3$	$\geq 0,90$	$\geq 0,90$	$\geq 0,97$	$\leq 0,05$
Acceptable	$\leq 4-5$	0,89-0,85	0,89-0,80	$\geq 0,95$	0,06-0,08

Reference: Jöreskog and Sörbom, (1984), Meydan, C.H. and Şeşen, H. (2011)

Table 1 shows acceptable modification index values. In the result of confirmatory factor analysis, the fit indices were within the range of these values, indicating that the confirmatory factor analysis was appropriate and the scale factor structures were confirmed.

- **Validity and Reliability Analysis**

The Cronbach alpha reliability values are used to determine the reliability values and internal consistency values (Hair et.al., 2006; Netemeyer et. al., 2003) of each scale structure and sub-dimensions which are obtained by confirmatory factor analysis and the composite and discriminant validity values used in determining the structure validity are used. Cronbach alpha values and the composite validity values should be over 0,70 and the discriminant validity values should be over 0,50 (Fornell and Larcker, 1981).

**Table 2. Validity and Reliability Test Results**

Dimensions	CR	AVE	Cronbach Alpha
Job Satisfaction	0,834	0,535	0,743
Organizational Identification Organizational Citizenship Behaviour	0,857	0,563	0,801
	0,943	0,664	0,835

As mentioned above, Table 2 shows the validity and reliability test results after validation of the factor structures while the Cronbach Alpha values for all scale sub-dimensions were 0,70 and above, it was found that the validity values were 0,70 and over, and the validity values were over 0,50.

• **Correlation Analysis**

Within the scope of this research, by using Pearson's Correlation Analysis technique, as a result of the sub dimensions of the scales were complied with normal distribution, the relationships between the sub-dimensions of job satisfaction, organizational identification and organizational citizenship behaviors were analyzed. With the Pearson Correlation analysis, the direction and strength of linear relationship can be determined between the variables. Correlation coefficients obtained could be explained as 0 to  $\pm 0.30$  low level relationship, 0.31 to  $\pm 0.70$  moderate relationship and 0.71 to  $\pm 1.0$  high level relationship (Çokluk, Şekercioglu and Büyüköztürk, 2012, s.35).

**Table 3. Correlation Analysis Results**

	Internal satisfaction	External satisfaction	Organizational Identification	Conscientiousness	Sportmanship	Civil Virtue	Courtesy	Altruism
Internal satisfaction	1	,737**	,475**	,338**	,248**	,473**	,285**	,292**
External satisfaction		1	,497**	,382**	,257**	,501**	,342**	,338**
Organizational Identification			1	,378**	,312**	,591**	,322**	,343**
Conscientiousness				1	,283**	,623**	,763**	,745**
Sportmanship					1	,365**	,322**	,335**
Civil Virtue						1	,526**	,548**
Courtesy							1	,850**
Altruism								1

\*p $\leq$ 0,05; \*\*p $\leq$ 0,001 significant

Table 3 shows the correlation analysis results for the determination of the relationships between the factor structures used in the research. It is found that there is a high-positive relationship between internal satisfaction and external satisfaction. Also it is found that there is a medium relationship with the organizational identification, low-positive level relationship with the dimension of organizational citizenship behavior which are sportmanship, courtesy and altruism and medium-positive level relationship with conscientiousness and civil virtue. While internal satisfaction has the highest level of relationship with the civil virtue dimension of organizational citizenship behavior, it has the lowest level of relationship with sportmanship. External satisfaction has a medium relationship with organizational identification, has a low relationship with sportmanship and has a medium-positive relationship with other dimensions. Organizational identification has a medium-positive relationship with all organizational citizenship behavior dimensions; and it also has the highest level of relationship with civil virtue.

Conscientiousness has a low level relationship with sportmanship, medium level relationship with civil virtue and high-positive level of relationship with other citizenship behavior dimensions. It has also the highest positive level relationship with courtesy. Sportmanship has a medium-positive level relationship with civil virtue, courtesy and

altruism, and it also has the highest-level relationship with civil virtue. Civil virtue has a medium-positive relationship with courtesy and altruism and it has also a higher relationship between altruism. There is a high and positive relationship between courtesy and altruism. External satisfaction, which is one of the dimensions of job satisfaction, has a slightly higher level of relationship with organizational identification than with internal satisfaction.

• **Hierarchical Regression Analysis**

Before applying regression analysis, certain assumptions should be provided. The first one is to ensure compliance with normal distribution. The linearity between the variables should be provided and there should not be multicollinearity problem (Orhunbilge, 2017). Normality and linearity could be specified successfully when working on normal distribution tests and distribution tables. Calculating variance inflation factors (VIF) and Durbin-Watson (D-W) coefficient examine multicollinearity problems between dependent and independent variables. If variance inflation factors are less than 10 and the values of Durbin-Watson (D-W) are between 1,5 and 2,5, the model indicates that there is no multicollinearity problem between variables (Çokluk, Şekercioğlu and Büyüköztürk, 2012, s.35-36).

Kolmogorov Smirnov and Shapiro Wilks tests were calculated for the scales used in this research to provide normality. All scales provided normality when P statistical significance values were calculated among all scales (when p value is greater than 0,05). Baron and Kenny's (1986) three-stage regression analysis was used for to test hypotheses to determine the mediator roles in the research hypotheses. This regression is also referred as "hierarchical regression". According to this method, there must be three conditions provided for an intermediary effect:

- (1) The independent variable must have an impact on the mediator variable;
- (2) The independent variable must have an effect on the dependent variable;
- (3) When the mediator variable is included in the second regression analysis, independent variable regression coefficient on the dependent variable should decrease or disappear, or the independent variable should have a significant effect on the dependent variable. The results of the hierarchical regression analysis performed on the scale factor structures obtained from factor analysis are shown in Table 4.

**Table 4. The Role of Organizational Identification on the Relationship Between Job Satisfaction and**

Model	Dimension	OI ( $\beta$ )	R <sup>2</sup>	$\Delta$ R <sup>2</sup>	F	P	Durbin-Watson	VIF
Model 1	JS	0,521**	,272	,270	132,074	,000	1,669	1,000
Model 2	Dimension	OCB ( $\beta$ )						
	JS	0,480**	,231	,229	105,978	,000	1,415	1,000
Model 3	Dimensions	OCB ( $\beta$ )						
	JS	0,306**	,312	,308	34,982	,000	1,472	1,374
	OI	0,333**						1,374

**Organizational Citizenship Behavior**

\*p<0,05; \*\*p<0,001 significant

Table 4 shows the hierarchical regression analysis results. D-W coefficients are in the range of 1,5-2,5 for all the regression models, and VIF values are less than 10, which shows confirmation about regression assumptions. Anova (F) test shows that the models are significant when p values are less than 0,05. When adjusted R2 values are examined, it is found that 27% of the changes in organizational identification for model 1 are explained by job satisfaction, 22,9% of the changes in organizational citizenship behavior for model 2 are explained by job satisfaction, 30,8% of the changes in organizational citizenship behavior for model 3 are explained by job satisfaction and organizational identification.

The model is evaluated by Baron-Kenny approach with independent variable as job satisfaction, mediator variable as organizational identification and dependent variable as organizational citizenship behavior. In the first stage, it is examined that job satisfaction has a significant effect on organizational identification ( $\beta = 0.521^{**}$ ). In model 2, job satisfaction has a significant effect on organizational citizenship behavior ( $\beta = 0,480^{**}$ ). And finally, when organizational identification, which is a mediator variable in model 3, that is included in model 2, the effect of organizational identification on the impact of organizational citizenship behavior is significant ( $\beta = 0.333^*$ ). The effect of job satisfaction decreases ( $\beta = 0.306^*$ ) which shows that organizational identification has partial mediator role on relationship between job satisfaction and organizational citizenship behavior. H1, H2, H3, and H4 hypotheses were accepted from these results.

External satisfaction, which is one of the dimensions of job satisfaction, is found to be higher when it is compared with internal satisfaction of the participants. Altruism, which is one of the sub-dimensions of OCB, is found to be at the highest level, and then altruism, courtesy and conscientiousness were found at equal level, whereas sportsmanship behavior was at lowest level. While the altruism behavior of the participants was at the highest level, the behavior of sportsmanship was found to be at the lowest level. External satisfaction has the highest relationship with civil virtue which is one of the sub dimensions of OCB, has medium relationship with organizational identification, and again has the lowest relationship with conscientiousness, sportsmanship, altruism and courtesy from the OCB. Organizational identification has a high level relationship with civil virtue from OCB; it also has a low level relationship with conscientiousness, sportsmanship, courtesy and altruism. An employee with high job satisfaction will demonstrate less organizational citizenship behavior in case of disagreement with his/her organization. When an employee's idea is not taken into consideration by the organization or rejected, he/she will feel psychologically "self-excluded".

In this research, it is examined that job satisfaction has a positive effect on the relationship between organizational identification and OCB. It is also found that organizational identification has a positive effect on OCB and job satisfaction has a partial mediating effect on OCB. According to the results, it is understood that the employees in the financial industry display altruism behavior the most among the other dimensions of OCB. It is observed that employees with high job satisfaction will display more organizational citizenship behaviors and they will become more identified with their organizations and then it is expected to display more.

## **5. Conclusion**

The real success of an organization depends on the performance of its employees. When the ' performance level is high, job satisfaction will increase accordingly. The research shows that employees, who have high job satisfaction, demonstrate extra effort to accomplish their duties and achieve organizational goals. Fierce competition and pace of change create stress, conflict, and miscommunication for the employees causing energy loss and alienation. At this point, organizations are expected to take some measures in order to maintain employees' job satisfaction by revising in-house decisions, regulations and processes such as re-evaluation of promotion, wages, employee morale, organizational communication, etc. Businesses have to build good relationships with their employees to provide competitive advantage. Employees, who have low job satisfaction, demonstrate organizational deviance behaviors



such as absenteeism, aggressive behavior, abuse of property and etc., which can cause financial losses for the businesses. Therefore, managers should allocate consensus and compliance with employees to increase job satisfaction at workplaces and encourage teamwork, loyalty, innovation and entrepreneurship. Employees, who are identified with their organization, appear to make extra efforts to achieve their duties and achieve organizational goals. Employees, who have organizational identification, are expected not to have intention to leave or have organizational deviance behaviors. Giving value to employees, encouraging employees for participation in decision-making processes, providing an ideal work environment are expected to increase organizational commitment.

If the organizational identification of employees increases, it will also increase organizational citizenship behavior. In this context, promotion and career opportunities, financial incentives and rewards by the organization offered should be increased. Having employees who are motivated to work voluntarily and enthusiastic about acting beyond job description are one of the competitive advantages for the businesses. Employees who have organizational identification and high job satisfaction are expected to demonstrate more OCB. And also he/she will participate in the decision-making process, perceive the decisions as his/her individual decision, will display extra role behavior without any expectation and directly will be able to increase organizational success.

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