

**RELATIONSHIP BETWEEN THE FACETS OF JOB
SATISFACTION AND THE DIMENSIONS OF
ORGANIZATIONAL CITIZENSHIP BEHAVIOR:
MEDIATING ROLE OF ORGANIZATIONAL
COMMITMENT**

**İŞ TATMİNİ BOYUTLARI İLE ÖRGÜTSEL
VATANDAŞLIK BOYUTLARI İLİŞKİSİNDE ÖRGÜTSEL
BAĞLILIK BOYUTLARININ ARA DEĞİŞKENLİK
ROLÜ**

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ABSTRACT

The purpose of this study is to examine mediating role of affective commitment and continuance commitment on the relationship between the facets of job satisfaction and the dimensions of organizational citizenship behavior. The sample data are derived from a questionnaire survey of 199 in a group of companies in Istanbul in Turkey. Hierarchical regression analysis is used to analyze the data. The results indicate that affective commitment has a partial mediating role on the relationship between job satisfaction with work itself and altruism, and affective commitment has a perfect mediating role on the relationship between job satisfaction with fellow workers and altruism. Affective commitment has a perfect mediating role on the relationship between job satisfaction with company policies, supervisors and promotion, with work itself and with fellow worker, and civic virtue. Continuance commitment has a perfect mediating role on the relationship between job satisfaction with company policies, supervisors and promotion and sportsmanship.

ÖZET

Bu çalışmanın amacı "iş tatmini boyutları ile örgütsel vatandaşlık boyutları arasındaki ilişkide duygusal bağlılık ve devam bağlılığının aracılık rolünü araştırmaktır. Veriler anket yöntemi ile İstanbul'da faaliyet gösteren 8 firmanın bağlı bulunduğu bir şirketler topluluğundan 199 çalışanın katılımı ile elde edilmiştir. Verilerin analizinde hiyerarşik regresyon analizinden yararlanılmıştır. Araştırmada şu sonuçlar elde edilmiştir: Duygusal bağlılık, işin kendisinden memnuniyet ile diğerkamalık (özgecilik) arasındaki ilişkide kısmi ara değişken rolüne sahiptir. Duygusal bağlılık; şirket politikaları,

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yöneticiler, terfi, işin kendisi ve iş arkadaşlarından memnuniyet ile örgütsel erdem arasındaki ilişkide tam ara değişken rolüne sahiptir. Devam bağlılığı, şirket politikaları, yöneticiler ve terfiden memnuniyet ile centilmenlik arasındaki ilişkide tam ara değişken rolü oynamaktadır.

Keywords: job satisfaction, organizational commitment, organizational citizenship behavior, mediating effect

Anahtar Kelimeler: İş tatmini, örgütsel adanmışlık, örgüt vatandaşlığı, ara değişken etkisi

1. INTRODUCTION

Organizational citizenship behavior has important effects on the effectiveness, efficiency and profitability of the organizations (Ertürk, et al. 2004: 89-210). OCB can improve co-worker and managerial productivity, provide superior efficiency in resource use and allocation, reduce managerial expenses, provide better coordination of organizational activities across individuals, groups and functional departments, improve organizational attractiveness for high quality new recruits, increase stability in the organization's performance, enhance organizational capability to adapt effectively to environmental changes (Cohen and Vigoda, 2000; Ertürk, et al. 2004: 89-210).

Existing literatures focused on aggregate effects of OC and JS on OCB. The present study contributes to the literature by exploring the role of both dimensions of JS and OC on the dimension of OCB.

The study begins with conceptual background, literature review and hypotheses development. Third section presents methodology of the study. Fourth part expresses the findings. The fifth part is conclusion.

2. LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT [1]

2.1. Organizational citizenship behavior

Organizational Citizenship Behavior (OCB) has been one of the most widely studied topics in organizational behavior research (Podsakoff and MacKenzie, 1997: 133-151; Ehrhart and Naumann, 2004: 960-974). Organ and his colleagues (Bateman, Smith and Near) first coined the term "Organizational Citizenship Behaviour" in 1983 (Podsakoff et al, 2000: 513-563). OCB has been defined as (Organ and Moorman, 1993: 5-18):

..contributions to organizational effectiveness that are neither mandated by individual job requirements nor recognized by the formal reward system, illustrates the challenge posed to narrowly defined models of rational self interest. Because OCB is discretionary, nor an enforceable role requirement...

From the definition and studies of Organ, some features of OCB can be summarized as follows (Organ, 1990: 43-72; Organ and Ryan, 1995: 775-802; Paine and Organ, 2000: 45-59; Organ, 1997: 85-97):

- beneficial and informal behavior or gestures,
- discretionary; not enforceable requirement of the role or job description,
- not directly or explicitly recognized by formal reward system; uncompensated individual contributions in the workplace that goes role requirement
- enhances the effective functioning of the organizations in the aggregate.

A list of behaviors and gestures such as expression of personal interest in the work of others, suggestions for improvement, care for organizational property, punctuality, willingness to endure occupational cost, and refraining from expressing resentment and complaining about insignificant matter etc. are stated as OCB (Organ, 1990, 43-72).

OCB has much in common with the “contextual performance” or “citizenship performance” of Borman and Motowidlo (Organ and Ryan, 1995, 775-802; Borman et al., 2001: 52-66). Borman and Motowidlo (1993) defined contextual performance as individuals contribution to organizational effectiveness by volunteering for extra job activities, helping others, upholding workplace rules etc. (Organ and Ryan, 1995,775-802).

Types of Citizenship Behavior:

There is a lack of consensus on the number of dimensions of OCB (Ehrhart, 2004: 61-94; Podsakoff et al, 2000: 513-563). Williams and Anderson classified OCB into two groups as OCB-Organizational and OCB-Individual (Williams and Anderson, 1991: 601-617): OCB-Organizational benefits the organization in general such as adhering to informal rules devised to maintain order. OCB-Individual benefits specific individuals and indirectly contributes the organization such as taking a personnel interest in other employees. Podsakoff et al. identified almost 30 different forms of behaviors in examination of the literature and classified them into seven common dimensions (Podsakoff et al, 2000: 513-563): Helping behavior, sportsmanship, organizational loyalty, organizational compliance, individual initiative, civic virtue and self development. (Podsakoff et al, 2000: 513-563).

Organ (1988) identified five major types (dimensions) of OCB; Altruism, conscientiousness, sportsmanship, courtesy, civic virtue (Podsakoff et al, 1990: 107-142).

Altruism can be called simply helping or helpfulness (Organ, 1997: 85-97). Altruism consists of voluntarily actions that help others with an organizationally relevant task such as voluntarily helping orientation of a new employee, sharing sales strategies, teaching employees useful knowledge or skills, showing employees how to accomplish difficult tasks (1998: 87-98; Borman et al., 2001: 52-66).

Conscientiousness is a discretionary behavior that goes well beyond the minimum role requirement level of the organization, such as obeying rules and regulations, not taking extra breaks, working extra-long days (MacKenzie et al, 1993, 57: 107-142). More conscientiousness for an employee means more responsibility and less supervision (Podsakoff and MacKenzie, 1997: 133-151). Borman et al. stated that altruism and conscientiousness are the two major or overarching dimension of OCB (Borman et al., 2001: 52-66).

Sportsmanship is demonstrations of willingness to tolerate minor and temporary personnel inconveniences and impositions of work without grievances, complaints, appeals, accusations, or protest, thus conserving organizational energies for task accomplishment and lightening the loads of managers (Organ and Ryan, 1995: 775-802; Organ, 1990: 43-72).

Courtesy or gestures are demonstrated in the interest of preventing creations of problems for co-workers (Organ, 1997: 85-97). A courteous employee avoiding creating problems for co-workers reduces intergroup conflict so managers do not fall into a pattern of crisis management (Podsakoff and MacKenzie, 1997: 133-151).

Civic virtue is a behavior on the part of an individual that indicates that employee responsibly participate in, is involved in, or concerned about the life of the company (Podsakoff et al, 1990: 107-142). This dimension represents a macro level interest in, or commitment to the organization. This behavior shows willingness to participate actively in managerial events, to monitor organization's environment for threats and opportunities, to look out for organization's best interest. These behaviors reflect an employee's recognition of being a part organization (Podsakoff et al, 2000: 513-563).

2.2. Organizational commitment

Organizational commitment (OC) has a long history (Mowday, 1998: 387-401). For many years researchers has been studying the concept of OC. The interest comes from the idea that employee who experiences high OC engages in many beneficial behaviors to organization, such as citizenship activities and high job performance (Jaros, 1997: 319-337). OC has been defined in many ways. Porter (1974) defined commitment as "strength of an individual's identification with and involvement in an organization" (Mowday, 1998: 387-401; Mayer and Schoorman, 1992: 671-684; Steer, 1977: 46-56). Porter stated that a highly committed individual strongly believes in and accept the organization's goals and values, willingly exerts considerable effort on behalf of the organization and strongly desire to remain a member of the organization (Dubin at al., 1975: 411-421; Steer, 1977: 46-56).

Allen and Mayer defined OC as a "psychological state that binds the employees to organization" and proposed a model that is consisting of three components; affective, continuance and normative. As defined by these authors, affective commitment refers to employees' emotional attachment to, identification with, enjoying membership in and involvement in the

organization. Continuance commitment refers to employees' perception of costs that employees have to pay when they leave the organization. Normative commitment refers to employees' feelings of obligation to remain with the organization. These are distinguishable psychological states that employees can experience to varying degrees (Allen and Mayer, 1990: 1-18).

Mayer et al. argued that affective commitment (AC) and continuance commitment (CC) are quite different although both dimensions reflect a link between the employee and the organization. Employees with strong AC remain with the organization because they want to (Mayer et al., 1990: 710-720). Positive work experiences, such as job satisfaction and organizational fairness improve AC. AC can result in desirable outcomes, such as higher levels of OCB, and lower levels of absenteeism and tardiness (Wasti, 2002: 525-550). But employees with strong CC remain with the organization because they need to (Mayer et al., 1990: 710-720). Normative commitment is determined by employees' cultural, social and familial background and experiences, attitudes and values generally before joining the organizations (Newman et al., 2011: 1765-1787).

According to Newstorm and Davis (2006), OC looks like a "strong magnetic force attracting one metallic object to another" and indicates the degree to which an employee identifies with the organization and want to remain within the organization in future (Awad and Alhashemi, 2012: 134-156). High level of OC represents a positive manner that could add meaning to life for employees and increased performance and reduced turnover and absenteeism for organization (Mowday, 1998: 387-401). Moreover, low levels of commitment are largely dysfunctional for both the individual and the organization. For example, individual career advancement of employees may be severely hampered. Or the organization can suffer from unstable and disloyal workforce (Randall, 1987: 460-471).

On the other hand, there may be some risks for both individuals and organizations at extreme levels of commitment (Mowday, 1998: 387-401). Hunt et al argued that high organizational commitment may blind some employees to the ethical problems in their organization (Hunt et al., 1989: 79-90). Randal stated that commitment may be at moderate level where both individual and organizational needs may be balanced (Randall, 1987: 460-471).

2.3. Job Satisfaction

As a related concept with OC and OCB JS is also a heavily researched area (Oshagbemi, 2000: 331-343). There is a high level of agreement among the social scientist that JS is a positive emotional reaction to a particular job (Oshagbemi, 2003: 1210-1232; 2000: 331-343; 1999: 388-403; Scarpello, 1992, 125-140). According to Locke (1976), job satisfaction or dissatisfaction is "an emotional response to a value judgment". If one perceives that the job meets or allows the meeting of one's important values one will experience a "pleasurable emotion of satisfaction" (Henne and Locke, 1985: 221-240; Nebeker et al., 2001, 29-45). JS refers to an

employee's general attitude towards his or her job. An individual who is satisfied with his or her job holds positive attitude toward the job (Robbins, 2000: 20).

JS is not a unitary concept. An employee can be relatively satisfied with one aspect of his or her job and dissatisfied with one or more other aspects (Kreitner and Kinicki, 2004, 202). Chirchill and his colleagues defined the construct of job satisfaction as consisting of seven components (Chirchill et al., 1974: 254-260): the job itself, fellow workers, supervision, company policy and support, pay, promotion and advancement and customers. These components are explained below.

Most employees want an interesting and significant job which allows success, progress and growth for them. Moreover, they want responsibility, autonomy, role clarity, feedback from managers and lack of role conflict (Henne and Locke, 1985: 221-240).

Employees like their colleagues who have similar values with them and facilitate work accomplishment (Henne and Locke, 1985: 221-240). Robbins stated that friendly and supportive co-workers lead to increase in job satisfaction (Robbins, 2000: 20).

Employees enjoy considerate, honest, fair and competent supervisors. They also want to be recognized and rewarded for good performance, and participate in decision making (Henne and Locke, 1985: 221-240). Although there may be some exceptions such as individual differences, participative decision making leads to increased job satisfaction (Robbins, 2000: 200). Employees want their organization to respect them and their values, and to be managed effectively (Henne and Locke, 1985: 221-240).

Pay affects the overall level of a worker's job satisfaction or dissatisfaction (Oshagbemi and Hickson, 2003: 357-367). Employees want fair and enough payment to meet their needs (Henne and Locke, 1985: 221-240). Pay fairness refers a comparison between what people believe they deserve to be paid and what others deserve to be paid (Jackson and Schuler, 2000: 401).

A promotion refers to advancement to a position that is recognized as having higher status, increased responsibility and/or higher pay (Jackson and Schuler, 2000: 265; Dessler, 2008: 387). Employees want just and unambiguous promotion system. When people perceive that promotion decisions are made in fair, just manner and in line with their expectation, they are more likely to be more satisfied in their job (Robbins, 2000: 20).

Customers' behaviors can also influence employees' JS. For example, fair and respectful customers have an impact on salesman's JS (Chirchill et al., 1974: 254-260).

2.2.1. Job satisfaction and organizational commitment

OC is an individual's response to an organization but JS is an individual's response to a specific job (Feinstein and Vondrasek, 2001; Namasivayam and Zhao, 2007:1212-1223). The core difference between job satisfaction and organizational commitment can be stated as; "I like my job" and "I like the organization I work for". (Wasti, 2000, 401-410). Organizational commitment should be more consistent than job satisfaction over time (Feinstein and Vondrasek, 2001).

The researches show that employees' JS is significantly associated with their commitment to the firm and JS is the most important determinant of employees' commitment to their organization (Jun et al., 2006: 791-812; Koh and Boo, 2001: 309-324, Koh and Boo: 2004: 677-693). For example Harrison and Hubbard conducted a study among 83 Mexican workers within a large division of a U.S. equipment manufacturing firm located in Mexico. The study shows that JS is positively correlated with organizational commitment among employees (Harrison and Hubbard, 1998: 609-623). Feinstein and Vondrasek analyzed the relationship between JS and OC among the restaurant employees of a national restaurant chain in Southern Nevada. The findings indicate that policies, compensation and work conditions components of JS significantly predict organizational commitment (Feinstein and Vondrasek, 2001). Cetin revealed that there is a strong positive relationship between JS of academicians and their normative commitment and AC (Cetin, 2006: 78-88). Brown and Peterson's meta analysis indicates that OC is primarily consequence, rather than an antecedent, of JS (Brown and Peterson, 1993: 63-77).

There is a considerable debate about whether JS leads to OC or vice versa (Feinstein and Vondrasek, 2001). Although the majority of the literature provides the evidence that JS leads to OC, there is some contradictory evidence (Bateman and Strasser, 1984: 95-112; Namasivayam and Zhao, 2007:1212-1223). Bateman, and Strasser found that OC was antecedent to JS rather than an outcome of it. So improving commitment level may make positive behavioral changes directly and increases employee satisfaction indirectly (Bateman, and Strasser, 1984: 95-112). A study in a hotel setting in India suggests that the AC has a stronger direct effect on JS than normative commitment but CC has no impact on JS (Namasivayam and Zhao, 2007:1212-1223).

Recent studies in Turkey also indicate that JS has positive effect on OC. A research on managers of large scale hotels indicates that JS and its extrinsic and intrinsic dimensions have a significant effect on normative commitment and AC. But the dimensions of JS do not have a significant effect on CC (Gunlu et al., 2010: 693-717). A study in baking sector indicates that both intrinsic and extrinsic JS have significant effect on OC (Erkuş et al., 2011: 245-270). A study in chemical industry shows that JS significantly affects AC (Çekmecelioğlu, 2011: 3047). Finally, Zehir, et al. supports that employees' JS has a significant and positive effect on OC in national and multinational companies (Zehir et al., 2011:49-59). More recent study by

Zehir et al. (2012: 734-743) indicates that satisfaction with job itself, supervision, company policy have significant and positive effect on AC. But satisfaction with fellow workers does not have significant effect on AC. Only satisfaction with job itself has significant and positive effect on CC. None of the other dimensions of JS has a significant effect on CC.

2.3.2. Relations between job satisfaction and organizational citizenship behavior

A large amount of studies is carried out by researchers addressing relationship between OCB and JS. Although findings of JS-OCB relationship vary across various researches there are considerable empirical base of evidence that JS has positive impact on OCB (Schappe, 1998: 277-290). According to Schnake et al. researchers expected JS to be correlated to OCB for two main reasons. One of them is norm of reciprocity. Employees tend to reciprocate the organization that helps or benefits them. Second is related to psychology. If employees experience a positive situation with their job, they tend to engage in prosocial behaviors (Schnake et al., 1995: 209-221). Here some examples of studies are provided to show the findings of previous studies.

Bateman and Organ examined the relationship between job satisfaction and OCB and suggested that job satisfaction is strongly and positively related to a "citizenship" dimension of role performance. They also found that each dimension of job satisfaction was positively correlated to citizenship behavior (Bateman and Organ, 1983: 587-595) 15 independent studies found a significant relationship between job satisfaction and OCB (Organ and Lingl, 1995: 339-350). A review of 55 studies also shows a strong relationship between job satisfaction and OCB, at least among nonmanagerial and nonprofessional groups. Attitudinal measures such as perceived fairness, organizational commitment, leader supportiveness correlate with OCB at approximately the same level as satisfaction (Organ and Ryan, 1995). Consistent with Organ and Ryan (1995) Podsakoff et al. stated that job satisfaction, perceptions of fairness, and organizational commitment were positively related to citizenship behaviors (Podsakoff et al., 1990, 1(2): 107-142). Schnake et al. found that intrinsic JS was correlated all five dimension of OCB and extrinsic JS was correlated four dimension of OCB except courtesy. But JS exhibited an incremental effect beyond the effects of leader behaviors and perceived equity on only two of the five OCB dimensions, altruism and conscientiousness (Schnake et al., 1995: 209-221). A study on Egyptian managers indicated that OCB was positively associated with both JS with challenge and overall JS. But significant association with other dimensions (social, pay, security and growth) of JS were not found (Parnell and Crandall, 2003: 45-65).

According to Moorman the relationship between job satisfaction and OCB in the literature may be spurious and merely reflects the degree to which JS include job fairness. His research indicated that except altruism, there is a correlation between JS and other dimension of OCB (courtesy, sportsmanship, conscientiousness and civic virtue). But, when perceptions of

fairness were measured separately from JS, JS was not related to OCB (Moorman, 1991, 845-855). A study by Moorman et al. indicated that JS was correlated to all dimensions of OCB. But when the relationship between procedural justice and OCB was controlled, JS was not related to OCB. They suggested that organizational commitment, JS and OCB might be all as consequence of fair treatment and procedures (Moorman et al., 1993, 209-225). Similarly, Konovsky and Organ's study on professional and administrative employees of a hospital indicated that fairness/satisfaction was significantly related to all five dimensions of OCB (Konovsky and Organ, 1996: 253-266).

Williams and Anderson found that two aspects of JS were differently related to OCB variable. The extrinsic component (which includes pay cognitions) predicted OCB-Organizational. But the intrinsic component predicted OCB-Individual (Williams and Anderson, 1991: 601-617). A study on higher learning institutions indicated that both intrinsic and extrinsic dimension of JS were positively associated with OCB-organizational, but not with OCB-individual (Mohammad et al., 2011: 151-165).

A study on Australian human service professionals indicated that job satisfaction correlates significantly various measures of OCB (time devoted to fete, number of committees joined and attendance at staff social) (Murphy et al., 2002: 525-550). A study on teachers showed that there was a significant positive relationship between OCB and JS. Four dimensions of OCB was correlated to JS except courtesy. Findings also indicated that altruism and civic virtue contributed to JS. But the other three dimensions of OCB did not contribute significantly to JS (Fatimah, 2011: 115-121).

A study on faculty members showed a weak relationship between job satisfaction and OCB's dimensions. The job satisfaction was only related with courtesy and altruism dimensions of OCB, while other dimensions were insignificantly related with job satisfaction. Thus, the job satisfaction was a weak predictor of OCB (Mehboob et al., 2012: 1447-1455). A study on teachers indicated that JS was not a significant predictor of OCB (Mogotsi, 2009:106).

Literatures in Turkish context also showed contradictory findings. A study showed that job satisfaction positively influenced the exhibition of courtesy and sportsmanship citizenship behaviors. But job satisfaction was not significant contributor of altruism, civic virtue, and conscientiousness (Ünüvar, 2006:88). A study on different sectors in İstanbul indicated that there was a strong correlation between JS and OCB (Gürbüz ve Yüksel, 2008: 174-190). A recent survey on employees in several industries suggested that there was a relationship between OCB and JS; and OSB has a positive effect on JS. OCB-organization and OCB- individuals had positive and significant effect on JS (Demirel and Özçınar, 2009: 129-145). A study on chemical industry showed that JS was a strong antecedent of OCB (Çekmecelioğlu, 2011: 29-47). A study on managers of a public bank in Ankara indicated that satisfaction with job itself and with promotion affected both OCB-organization and OCB-individuals. But satisfaction with pay had

insignificant effect on OCB-individuals and OCB-organization. Satisfaction with rewards and with fellow workers had a positive and significant impact on OCB-organization, but not OCB-individuals (Mert, 2010: 117-142).

2.3.3. Relations Between Organizational Commitment And Organizational Citizenship Behavior

The most prominent factors identified as determinants of OCB are JS and OC (Ertürk, et al. 2004: 89-210). A positive relationship between OC and OCB is reasonable. Because committed employees are more likely to engage in behaviors that enhance their value and support the organization. Also in predicting OCB, JS and OC have been studied both as an outcome and an antecedent variable to each other (Zeinabadi, 2010: 998-1003). For example; a research on faculty members indicated that JS and OC had a positive effect on OCB (Salehi and Gholtash, 2011: 306-310). Researches by Zeinabadi (2010: 998-1003; 2011: 1472-1481) indicated that OC has a significant effect on OCB..

Despite of evidence which indicates that organizational commitment has a significant impact on OCB, investigations have yielded opposing conclusions. For example; Williams and Anderson found that OC was not a significant predictor of OCB (Williams and Anderson, 1991: 601-617). A study on bank managers shows that OC has an insignificant relationship with OCB but JS has a positive relationship with OCB (Jahangir et al., 2006: 21- 36).

2.3.4. Multi Dimensional Relationship Among Job Satisfaction, Organizational Commitment And Organizational Citizenship Behavior

A study on blue color workers in manufacturing industry showed that OC and JS together did not predict OCB although both OC and JS predicted OCB independently (Ertürk, et al. 2004: 89-210). A multi dimensional study on nurses indicated that five facets of JS had different affects on OCBO and OCBI: Five facets of JS had no significant effect on OCBO, but satisfaction with coworkers had positive effect on OCBI. Three dimension of OC had also different effects on these dimension of OCB: None of the three components had significant effect on OCBI, only AC had significant positive affect on OCBO (Huang et al. 2012: 513-529). Schappe's study on an insurance company indicated that when JS, procedural justice perception and OC are considered together, only OC emerged as a significant predictor of OCB (Schappe, 1998: 277-290). Another study on teachers found that intrinsic job satisfaction was a dominant variable which influence OCB directly and indirectly through partial mediating role of value commitment (Zeinabadi, 2010: 998-1003).

Based on these findings the following hypotheses are offered:

H1: The facets of job satisfaction predict affective commitment.

H2: Affective commitment predicts the dimensions of organizational citizenship behavior.

H3: The facets of job satisfaction predict the dimension of organizational citizenship behavior.

H4: Affective commitment has a mediating role on the relationship between the facets of job satisfaction and organizational citizenship behavior.

H5: The facets of job satisfaction predict continuance commitment.

H6: Continuance commitment predicts the dimensions of organizational citizenship behavior.

H7: Continuance commitment has a mediating role on the relationship between the facets of job satisfaction and organizational citizenship behavior.

3. RESEARCH METHODOLOGY [1]

3.1. Sample and data acquisition

Participants for this research were obtained from 8 firms in a group of companies in Istanbul. These firms employ 800 people and operate in different fields such as information technology, publishing, logistic and distribution, printing, stationary marketing and catering. Data were gathered by a structured questionnaire. Link to the questionnaire was mailed to HR managers of firms and distributed by HR managers to the personnel of related organizations randomly taking number of employees and positions into consideration. The employees were encouraged by the HR managers to participate voluntarily. They were promised by the authors that their individual responses would be kept secret. Questionnaires were completed on <http://docs.google.com>. A total 330 questionnaire were sent to the respondents and 199 of them completed giving a response rate 60.3. The data were processed using SPSS.

The sample is dominantly male (86%) and married (70.3%). 62.31% of subjects work in employee position. Most of subjects (65.8%) are less than 36 years old. Most of them (80,4%) have less than 6 years experience in current position. 63.8% percent of them have less than 11 years total experience. The predominant education level is bachelor and graduate (70.8%).

3.2. Measurement of variables

Measurement scales used in this study were taken from previous studies. OCB was developed by Podsakoff and his colleagues (Podsakoff et al, 1990: 107-142). OCB was measured with 19 items. Turkish version of OCB is widely used by academicians (i.e. Dilek, 2005; Ünüvar, 2006). JS was developed by Churchill and his colleagues (Churchill et al., 1974) and used by Schwepker (2001: 39-52). JS was measured with 17 items. Turkish version JS scales are used by Zehir et al. (2003; 2011; 2012). OC was evaluated by using affective and continuance scales developed by Allen and Mayer (Allen and Mayer, 1990: 1-18). OC (AC and CC) were measured with 12 items. All scales were assessed with a five point Likert scale, ranging from (1) strongly disagree to (5) strongly agree.

3.3. Data analysis

The analyses include reliability testing and factor analysis. Single and multiple regression analyses are conducted to test hypotheses. Factor scores are used for regression analyses.

3.4. Reliability and factor analysis

All scales were first subjected to reliability analysis. Cronbach's alpha was used to test the reliability of the scales. There was no need to remove any items to increase reliability. In the present study, the alphas for the JS, OCB and OC were 0.78, 0.92 and 0.88 respectively, which suggest that the measures of these scales were sufficiently reliable. The data were found feasible to conduct the factor analysis. Kaiser-Meyer-Oklin (KMO) signified that each factor had adequate number of items. In the present study, KMO values for JS (0.89), OCB (0.82) and OC (0,88) were satisfactory. In addition, the values of Bartlett test of sphericity indicated significant values ($p=0.00$). Exploratory factor analysis was carried out. Commonalities were inspected to extract factor loading smaller than 0.50. Rotated component matrix was inspected in order to identify which items were loaded on which factor. After removing factors loaded on different dimension than the original one and double loaded factors, the processes were iterated for each scale.

Table 1, 2 and 3 indicate the factor loadings, KMO and Chi-Square values, variance explained, Cronbach's alpha values of each component and show which items are included in each of the subscales.

The two components identified after removing three items from the OC are as follows: (1) AC and (2) CC (Table 1). The cumulative percentage of variance is 67.9.

Table 1: Factor analysis for organizational commitment

The two components of organizational commitment	Components	
	1	2
AC6. I feel emotionally attached to this organization.	0,896	
AC8. I feel a strong sense of belonging to my organization.	0,889	
AC7. This organization has a great deal of personal meaning for me.	0,851	
AC1 It would make me happy to spend the rest of my career in this company.	0,759	
AC3. I really feel as if this organization's problems are my own problems.	0,728	
CC7. One of the few serious consequences of leaving this organization would be the scarcity of the available alternatives.		0,827
CC6. I feel that I have too few options to consider leaving this organization.		0,769
CC8. Another organization may not include the advantages presented to me in here.		0,759
CC3. Too much in my life would be disrupted if I decided I wanted to leave my organization now.		0,622
<i>Cronbach's Alpha</i>	0,90	0,76
<i>KMO</i>	0,840	
<i>Bartlett's Test of Sphericity (Chi-Square)</i>	964,0***	
<i>Variance Explained</i>	40,9	27,0

*** Significant at 0.001

The four components identified after removing six items from the OCB as follows: (1) altruism, (2) civic virtue (3) sportsmanship and (4) courtesy (Table 2). The cumulative percentage of variance is 62.64.

Table 2: Factor Analysis For Organizational Citizenship Behavior

The four components of organizational citizenship behavior	Components			
	1	2	3	4
1. I help others who have heavy workloads.	0,849			
10. I am always ready to lend a helping hand to those around me.	0,760			
23. I help orient new people even though it is not required.	0,732			
15. I willingly help others who have work related problems.	0,682			
11. I attend functions that are not required, but help the company image.		0,805		
6. I keep abreast of changes in the organization.		0,793		
12. I read and keep up with organization announcements, memos, and so on.		0,771		
4. I consume a lot of time complaining about trivial matters. R			0,810	
7. I tend to make "mountains out of molehills". R			0,784	
16. I always focus on what's wrong, rather than the positive side. R			0,726	
8. I consider the impact of my actions on coworkers.				0,839
20. I am mindful of how my behavior affects other people's jobs.				0,767
17. I take steps to try to prevent problems with other workers.				0,433
<i>Cronbach's Alpha</i>	0,79	0,76	0,67	0,53
<i>Kaiser-Meyer-Olkin Measure of Sampling Adequacy.</i>	0,768			
<i>Bartlett's Test of Sphericity</i>	711,743***			
<i>Variance Explained %</i>	19,02	16,52	14,54	12,56

*** Significant at 0.001

Finally, four components were obtained from the JS (Table 3): (1) satisfaction with supervisors, promotions and corporate policies (CSP), (2) satisfaction with the job itself, (3) satisfaction with fellow workers, and (4) satisfaction with pay. The cumulative percentage of variance is 71.8.

Table 3: Factor analysis for job satisfaction

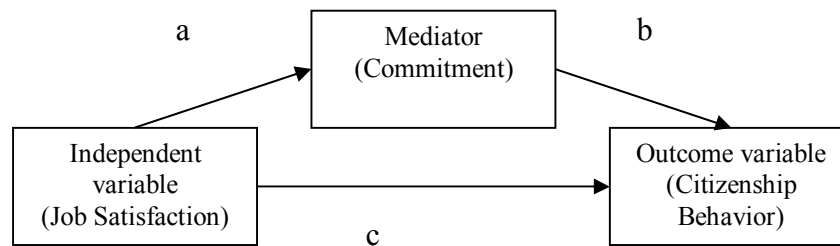
The four components of job satisfaction	Components			
	1	2	3	4
JS 7. Top management really knows its job.	0,828			
JS 3. Management is progressive.	0,820			
JS 6. My manager has always been fair in dealings with me.	0,742			
JS 8. My opportunities for advancement are not limited.	0,725			
JS 12. My manager gives us credit and praise for work well done.	0,719			
JS 14. This company operates efficiently and smoothly.	0,710			
JS 19. Persons in this company receive good support from the home office.	0,704			
JS 15. There are plenty of good jobs here for those who want to get ahead.	0,702			
JS 4. The company has an fair promotion policy.	0,674			
JS 1. My manager really tries to get our ideas about things.	0,645			
JS 13. My work is satisfying.		0,831		
JS 2 My work gives me sense of accomplishment		0,825		
JS 18. I am really doing something worthwhile in my job		0,686		
JS 10. My fellow workers are pleasant.			0,896	
JS 16. The people I work with are very friendly.			0,886	
JS 5. My pay is high in comparison with what others get for similar work in other companies.				0,868
JS 9. In my opinion, the pay here is higher than in other companies.				0,856
<i>Cronbach's Alpha</i>	0,93	0,81	0,88	0,81
<i>KMO</i>	0,89			
<i>Bartlett's Test of Sphericity (Chi-Square)</i>	2200,7***			
<i>Variance Explained %</i>	33,44	14,33	11,76	11,64

*** Significant at 0.001

4. FINDINGS

In order to test hypothesis, regression analysis were used. Factor scores for each dimension which is accepted as normally distributed were used for the analyses. Variance inflation factors (VIF) were less than 10 and tolerance values were more than 0.1. Durbin-Watson values were between 1.5 and 2.5. That is, pre-condition for regression analysis are provided.

In order to test mediating role of AC and CC Baron and Kenny (1986: 1173-1182) are followed. A mediator accounts for the relation between the dependent variable and independent variable. The mediator explains how and why such relations occur (Baron and Kenny, 1986: 1173-1182).



Schema 1: Mediating Affect

Source: Baron, M. R. and Kenny D. A. (1986), "The Moderator-Mediator Variable Distinction in Social Psychological Research: Conceptual, Strategic, and Statistical Considerations", *Journal of Personality and Social Psychology*, 51(6), 1173-1182.

First of all mediating role of is AC researched:

a) Path a: the independent variable (facets of JS) significantly accounts for the presumed mediator (AC).

Regarding the hypothesis H1, "Facets of job satisfaction predict affective commitment" regression analysis was conducted. The results of regression equation are shown in Table 4. The model is significant ($F=36.482^{***}$, adjusted $R^2=0.41$). The results of regression analysis show that employee' satisfaction with CSP, work itself, fellow workers and pay have a significant and positive effect on AC ($B=0.394$, $t=7,261^{***}$; $B=0.348$, $t=6,421^{***}$; $B=0.375$, $t=6.923^{***}$; $B=0.109$, $t=2.012^*$). Therefore H1 is accepted. Facets of JS predict AC.

Table 4: Regression analysis with dimensions of job satisfaction and dimensions of affective commitment

Independent variables	Dependent variables	
	AC	
	B	t
CSP	0,394	7,261***
Work itself	0,348	6,421***
Fellow workers	0,375	6,923***
Pay	0,109	2,012*
F	36,482***	
Adjusted R ²	0,417	

* $p<0,05$ ** $p<0,01$ *** $p<0,001$

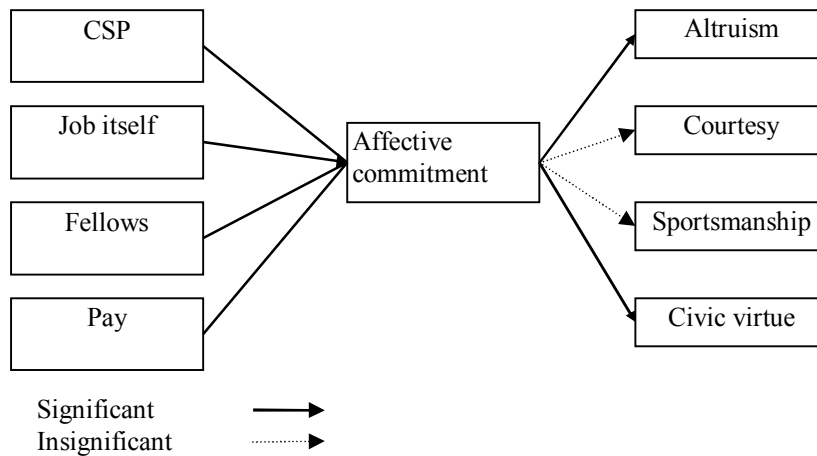
b) Path b: the presumed mediator (AC) significantly accounts for the dependent variable (dimensions of OCB).

In order to test H2 “affective commitment predicts the dimensions of organizational citizenship behavior” regression analysis was conducted. The results of regression equations are shown in Table 5. Only two of the models are significant (F= 19.342***, adjusted R2=0.08; F=43.726***, adjusted R2=0.177). The results of the regression analysis shows that AC has a significant and positive effect on both altruism and civic virtue (B=0,299, t=4,398***; B=0,426, t=6,612***). H2 is partially accepted. AC predicts altruism and civic virtue.

Table 5: Regression Analysis with Affective Commitment and Dimensions of Organizational Citizenship Behavior

Independent variable	Dependent variable				
		Adjusted R ²	F	Beta	t
Affective Commitment	Altruism	0,08	19,342***	0,299	4,398***
	Civic virtue	0,177	43,726***	0,426	6,612***
	Sportsmanship	-0,003	0,322	-0,04	-0,568
	Courtesy	0,005	2,017	0,1	1,42

The relationship among independent variables, presumed mediator and dependent variables are depicted in the schema 2.



Schema 2: Summary of regression analysis between independent variables and presumed mediator, and presumed mediator and dependent variables

c) Controlling path a and b, previous relation between the independent and dependent variable is no longer significant (in the schema 1).

Regarding the hypothesis H3 “the facets of job satisfaction predict the dimension of organizational citizenship behavior” and H4, “AC mediates the relationship between the facets of job satisfaction and dimensions of organizational citizenship behavior” following hierarchical regression

analysis was conducted. First of all the altruism was regressed on the facets of JS². As it is reflected in Table 6 the model is significant (F= 6.487***, adjusted R²=0.099). Only JS with work itself and fellow workers predict altruism (B=0.22 , t=3,265***; B=0.251, t=3.734**).

When AC is added as mediating variables, as it is reflected in Table 6, the model is significant (F=6.631***, adjusted R²=0.124) and coefficient of satisfaction with fellow workers decreases from 0.25 to 0.17 (t=2.259*). As Baron and Kenny stated, this indicates the operation of multiple mediating factors. Satisfaction with fellow workers affects altruism both independently and by means of AC. When AC is added as mediating variables the direct relationship between satisfaction with job itself and altruism becomes nonsignificant (reduced to zero) (B=0.14, t=1.94, p>0.05). As Baron and Kenny stated, there is a strong evidence for a single, dominant mediator. JS with job itself affects altruism by means of AC.

Table 6: Mediating affect of affective commitment on the relationship between the facets job satisfaction and altruism

Model	Independent variable	Dependent variable (altruism)					
		Beta	t	Adjusted R ²	F	R ² change	Durbin-Watson
1	CSP	-0,02	-0,31	0,099	6,487***	0,117	
	Work itself	0,22	3,265***				
	Fellow workers	0,251	3,734**				
	Pay	0,075	1,115				
2	CSP	-0,11	-1,46	0,124	6,631***	0,124*	1,73
	Work itself	0,14	1,94				
	Fellow workers	0,17	2,259*				
	Pay	0,05	0,76				
	Affective Commitment	0,22	2,544*				

Secondly, civic virtue was regressed on the facets of JS. As it is reflected in Table 7 the model is significant (F=11.776***, R²=0.214). JS with CSP, job itself and fellow workers predict civic virtue (B=0.344, t=5.349***; B=0.182, t=2.829**; B=0.208, t=3.236**). Therefore, H3 is partially accepted.

When AC is added as mediating variables, as it is reflected in Table 7, the model is significant (F=11.821***, adjusted R²=0.214) the direct relationship between civic virtue and satisfaction with CSP, with job itself and with fellow workers become nonsignificant. As Baron and Kenny stated, we have strong evidence for a single, dominant mediator. Facets of JS (CSP, work itself and fellow workers) affect civic virtue by means of affective commitment.

² Only altruism and civic virtue were regressed on the facets of JS, because only these dimensions were predicted by AC.

Table 7: Mediating affect of affective commitment on the relationship between the facets job satisfaction and civic virtue

Model	Independent variable	Dependent variable(Civic virtue)					
		Beta	t	Adjusted R ²	F	R ² e change	Durbin-Watson
1	CSP	0,344	5,349***	0,178	11,776***	0,195	
	Work itself	0,182	2,829**				
	Fellow workers	0,208	3,236**				
	Pay	-0,005	-0,077				
2	CSP	0,241	3,400	0,214	11,821***	0,039	1,865
	Work itself	0,091	1,313				
	Fellow workers	0,110	1,567				
	Pay	-0,034	-0,528				
	Affective commitment	0,262	3,139				

Thus, AC has a partial mediating role on the relationship between JS with work itself and altruism, and AC has a perfect mediating role on the relationship between JS with fellow workers and altruism. AC has a perfect mediating role on the relationship between JS with CSP, with work itself and with fellow worker, and civic virtue. Therefore, hypothesis (H4) is partially supported.

Then mediating role of CC is researched:

a) Path a: the independent variable (facets of JS) significantly accounts for the mediator (CC).

Regarding the hypothesis H5, “the facets of job satisfaction predict continuance commitment” regression analysis was conducted. The results of regression equations are shown in Table 8. The model is significant (F= 6.057***, adjusted R²=0.092). The results of regression analysis show that only employees’ satisfaction with CSP and with pay have a significant and positive effect on CC (B=0.302, t=4.472***; B=0.137, t=2.029*). Therefore, H5 is partially supported. JS with CSP and with pay predict CC.

Table 8: Regression analysis with the facets of job satisfaction and continuance commitment

Independent variables	Dependent variables	
	CC	
	B	t
CSP	0,302	4,472***
Work itself	-0,008	-0,12
Fellow workers	0,02	0,304
Pay	0,137	2,029*
F	6,057***	
R ²	0,111	
Adjusted R ²	0,092	

*p<0,05 **p<0,01 ***p<0,001

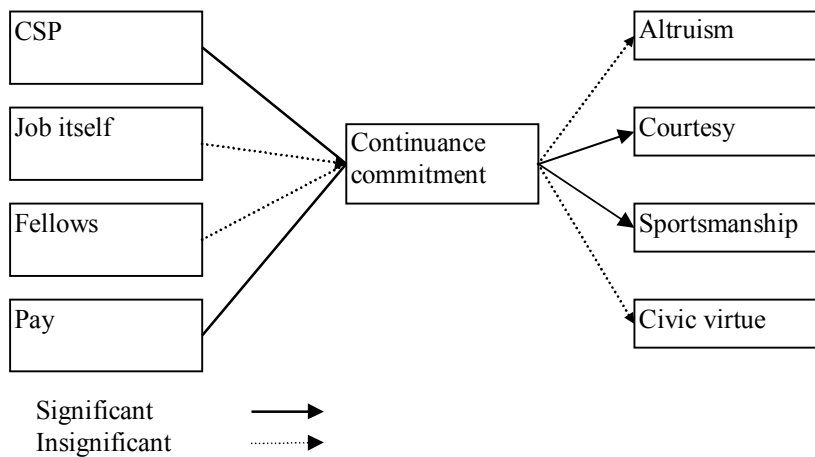
b) Path b: the mediator (CC) significantly accounts for the dependent variable (dimensions of OCB).

In order to test H6 “continuance commitment predicts the dimensions of organizational citizenship behavior” regression analysis was conducted. The results of regression equations are shown in Table 9. Only two of the models are significant (F= 19.786***, adjusted R²=0.086; F=5.046***, adjusted R²=0.02). The results of the regression analysis shows that AC has a significant and negative effect on sportsmanship (B=-0.303, t=-4.448***). AC has a significant and positive impact on courtesy (B=0.158, t=2.246*). Therefore, H6 is partially supported. Sportsmanship and courtesy predict CC. CC may be negatively linked to certain work behaviors. Employees with strong CC may think that they are trapped in a “no choice” situations and react with anger toward the situations and behave negatively (Huang et al. 2012: 513-529).

Table 9: Regression Analysis with Continuance Commitment and Dimensions of Organizational Citizenship Behavior

Independent variable	Dependent variable				
		Adjusted R ²	F	Beta	t
CC	Altruism	-0,004	0,108	-0,023	-0,329
	Civic virtue	-,001	0,80	0,063	0,894
	Sportsmanship	0,086	19,786***	-0,302	-4,448***
	Courtesy	0,020	5,046*	0,158	2,246*

The relationship among independent variables, presumed mediator and dependent variables are depicted in the schema 3.



Schema 3: Summary of regression analysis between independent variables and presumed mediator, and presumed mediator and dependent variables

c) Controlling path a and b, previous relation between the independent and dependent variable is no longer significant.

Regarding the hypothesis H7, “CC mediates the relationship between the facets of job satisfaction and dimensions of organizational citizenship behavior” following hierarchical regression analyses were conducted. First of all sportsmanship was regressed on the facets of JS³ As it is shown in Table 10 both models are significant (F= 3.417*, adjusted R²=0.023; F=7.156****, adjusted R²=0.085). Model 1 shows that only JS with CSR has significant effect on sportsmanship (B=-0.174, t=-2.471). In the second Model, when CC is added as mediating variables the direct relationship between satisfaction with CSR and sportsmanship becomes nonsignificant (reduced to zero) (B=-0.09, t=-1.28, p>0.05). As Baron and Kenny stated, there is a strong evidence for a single, dominant mediator.

Table 10: Mediating affect of continuance commitment on the relationship between the facets of job satisfaction and sportsmanship

Model	Independent variable	Dependent variable (Sportsmanship)					
		Beta	t	Adjusted R ²	F	R ² change	Durbin-Watson
1	CSR	-0,174	-2,471*	0,023	3,417*	0,033	1,725
	Pay	-0,060	-0,853				
2	CSR	-0,091	-1,280	0,085	7,156***	0,065**	
	Pay	-0,023	-0,330				
	Continuance commitment	-0,271	-3,765***				

Secondly, courtesy was regressed on the facets of JS. As it is shown in Table 11 both models are significant (F= 9.538*, adjusted R²=0.041; F=5.780*, adjusted R²=0.046). When CC is added as mediating variables relationship between CC and courtesy becomes nonsignificant (B=0.075, t=1.028, p>0.05). So CC has not mediating role on the relationship between CSR and courtesy.

Table 11: Mediating affect of continuance commitment on the relationship between the facets of job satisfaction and courtesy

Model	Independent variable	Dependent variable (Courtesy)					
		Beta	t	Adjusted R ²	F	R ² change	Durbin-Watson
1	CSR	0,215	3,143***	0,075	8,976***	0,083	2,137
	Pay	0,194	2,841**				
2	CSR	0,192	2,678****	0,075	6,338***	0,005	
	Pay	0,184	2,663***				
	Continuance commitment	0,075	1,028				

Thus, CC has a perfect mediating role on the relationship between JS with CSP and sportsmanship. But CC has not a mediating role on the

³ Only sportmanship and courtesy were regressed on the facets of JS, because only these dimensions were predicted by CC.

relationship between JS with CSP and courtesy. Therefore, hypothesis (H7) is partially supported.

5. CONCLUSION AND IMPLICATIONS

The aim of this paper is to identify mediating role of affective commitment and continuance commitment on the relationship between the facets of job satisfaction and the dimensions of organizational citizenship behavior. The results indicate that;

- affective commitment has a partial mediating role on the relationship between job satisfaction with work itself and altruism,
- affective commitment has a perfect mediating role on the relationship between job satisfaction with fellow workers and altruism.
- affective commitment has a perfect mediating role on the relationship between job satisfaction with company policies, supervisors and promotion, with work itself and with fellow workers, and civic virtue.
- continuance commitment has a perfect mediating role on the relationship between job satisfaction with company policies, supervisors and promotion and sportsmanship.
- different facets of job satisfaction have different impact on affective commitment and continuance commitment,
- both affective commitment and continuance commitment have different impact on the dimensions of organizational citizenship behavior.

Aggregate job satisfaction and organizational commitment are accepted as a promoter of organizational citizenship behavior. But these are all multidimensional themes. So it is asserted that not all facets of job satisfaction and organizational commitment dimensions have positive impact on all dimensions on organizational citizenship behavior. Even continuance commitment has negative effect on sportsmanship. Organizational commitment and continuance commitment have mediating role on the relationship between only some facets of job satisfaction and dimensions organizational citizenship behavior. Top management of the organizations can enhance some dimensions of organizational citizenship behavior in workplace by developing and encouraging some facets of job satisfaction and affective commitment.

This study has the limits of case study. Participants are limited to a single large-scale organization. Because of this, the results can not be generalized. Future researches can be extended to more organizational outcomes.

End notes:

[1] Some parts of this article are stated in the author's articles called "Relationship between the Dimensions of Organizational Citizenship Behavior and the Facets of Job Satisfaction (an empirical study in a group of companies in Turkey)" in West East Institute International Eurasian Academic Conferences 2013-Antalya Proceedings, pp.

216-129 and "Organizational Commitment and Ethical Climate: The Mediating Role of Job Satisfaction Dimensions (A Study in A Group Of Companies in Turkey)" in *Journal of WEI Business and Economics*, 1(1), 2012, pp. 92-105

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