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The Mediating Role of Individualistic – Collectivist Culture on the Relationship between Organizational Justice, Job Satisfaction, Organizational Loyalty, Organizational Performance and Organizational Citizenship Behaviour *

Örgütsel Adalet, İş Tatmini, Örgütsel Bağlılık, Örgütsel Performans ve Örgütsel Vatandaşlık Davranışı Arasındaki İlişkide Bireyci-Toplumcu Kültürün Aracılık Rolü

Gökhan KARADİREK^a & Kurtuluş Yılmaz GENÇ^{b**}

^a Öğr.Gör. Dr., Giresun Üniversitesi, Alucra Turan Bulutçu MYO, Dış Ticaret Bölümü, 28700, Giresun/Türkiye, ORCID: 0000-0002-0804-9904

^b Prof.Dr., Giresun Üniversitesi, İİBF, İşletme Bölümü, 28200, Giresun/Türkiye, ORCID: 0000-0001-5637-2995

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ÖZ

Bu çalışmada, örgütsel adaletin örgütsel sonuçlar üzerindeki etkisinde bireyci ve toplumcu kültürün aracılık rolünü tespit etmek amaçlanmaktadır. Araştırma, Doğu Karadeniz bölgesinde 2006 ve sonrasında kurulmuş, dört devlet üniversitesinin idari personeli üzerinde yapılmıştır. Veriler, anket tekniğiyle toplanmıştır. 414 idari personel gönüllü olarak, örgütsel adalet, iş tatmini, örgütsel bağlılık, örgütsel vatandaşlık davranışı, örgütsel performans, bireyci ve toplumcu kültür ile ilgili görüşlerini ifade etmiştir. Verilerin analizinde SPSS ve LISREL istatistik yazılımı kullanılmıştır. Bulgular, örgütsel adalet ile iş tatmini, örgütsel bağlılık, örgütsel vatandaşlık davranışı, örgütsel performans, bireyci ve toplumcu kültür arasında anlamlı ($p<0.01$) ve pozitif yönlü bir ilişki olduğunu göstermektedir. Toplumcu kültür ile iş tatmini, örgütsel bağlılık, örgütsel vatandaşlık davranışı arasında pozitif bir ilişki ($p<0.01$) bulunmaktadır. Bireyci kültür ile örgütsel bağlılık ve performans arasında pozitif ilişkinin ($p<0.01$) olduğu test edilmiştir. Araştırma modelinin test edilmesiyle; örgütsel adalet ile iş tatmini, örgütsel bağlılık, örgütsel vatandaşlık davranışı ve örgütsel performans arasındaki ilişkide toplumcu kültürün aracılık rolünün olduğu sonucuna ulaşılmıştır. Diğer taraftan bireyci kültür, sadece örgütsel adalet ile örgütsel performans arasındaki ilişkiye aracılık edebilmektedir.

ABSTRACT

This study aims to identify the mediating role of individualistic or collectivist cultures on the impact of organizational justice on organizational outcomes. The field research was conducted on the academic and managerial personnel of the four state universities founded after 2006, in the Eastern Black Sea Region of Turkey. The data were collected with a survey form. Accordingly, 414 managerial personnel voluntarily stated their thoughts about organizational justice, job satisfaction, organizational commitment, organizational citizenship behavior, organizational performance, and individualistic or collectivist cultures. Concerning this, the SPSS and LISREL statistical programs were used in the data analyses. The results of the data analyses demonstrated that there are statistically significant and positive relationships between organizational justice and job satisfaction, organizational commitment, organizational citizenship behavior, organizational performance, and individualistic or collectivist cultures ($p<0.01$). Moreover, there are statistically significant and positive relationships between the collectivist culture and job satisfaction, organizational commitment, and organizational citizenship behavior ($p<0.01$). Also, it was achieved that individualistic culture is significantly and positively associated with organizational commitment and performance ($p<0.01$). In addition, the test results of the research model indicated that there is a mediating role of collectivist culture on the relationship between organizational justice, job satisfaction, organizational commitment, organizational citizenship behavior, and organizational performance. Finally, the individualistic culture mediates only the relationship between organizational justice, and organizational performance.

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** Sorumlu yazar/Corresponding author.

e-posta: kyilmazgenc@gmail.com

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1. Introduction

Modern enterprises should develop new strategies, that maintain technological change and growth, or that maximize profitability, to achieve sustainable competitive advantage in national or international markets.

The technological, cultural change or the change in behaviors enforce organizations to transform their structures. As it is hard to estimate these developments, organizations have to work under these conditions. Any new approach in management history affected businesses globally, as a practice of the “butterfly effect”. At this point, organizations should set up the balance between the labor factor and technology, sophisticatedly, to increase efficiency, adapt to global change, and achieve competitive advantage. Accordingly, human capital is as important as technology for organizational success. The human capital or the labor factor will be required by organizations to achieve their visions. Therefore, organizations should integrate the values of their employees with the requirements of their businesses. Hence, the sensitivity to personal values is important. In other words, many perceptions such as job satisfaction, organizational commitment, organizational justice, organizational citizenship or organizational cynicism might affect the efficiency of employees or the performance of organizations.

This study examines the mediating role of individualistic – collectivist culture on the relationship between organizational justice, job satisfaction, organizational loyalty, organizational performance and organizational citizenship behaviour. Accordingly, first, the literature review is given. Then, the field research is demonstrated and, the results are evaluated.

The variables of the study are given below. These dimensions are widely evaluated in the literature. Accordingly:

The individualism and collectivism demonstrate the importance people give to personal interests and sharings (Wagner, 1995). The related literature includes many studies on the topic (e.g: Ang & colleagues, 2003; Gomez-Mejia & Welbourne, 1991; Hassan, Azim, & Abbas, 2017; Hofstede, 1980; 1993; 1994; 1998; Khan, 2014; Leung & Bond, 1984; Omerzel, 2016; Ramamoorthy & Flood, 2002; Triandis, 1989; 2002). The terms reflect the key dimensions for cultures.

Organizational justice is a topic that gained importance especially after the year 1960 (Homans, 1961). The concept was frequently debated in the literature (e.g: Adams, 1962; 1963; 1965; Adams & Jacobsen, 1964; Ang, Dyne, & Begley, 2003; Bies & Shapiro, 1987; Cohen-Charash & Spector, 2001; Colquitt, 2001; Farahbod et al., 2012; Hofstede, 1980; Leventhal, 1976; Lind & Lissak, 1985; Lind & Earley, 1992; Moorman, 1991; Thibaut & Walker, 1975; 1978).

Organizational commitment is the power of employees’ identities at the organization; and it is the power of their participation to the organizational decision making process (Alkhadher & Gadelrab, 2016; Allen, & Catherine, 1993; Allen & Meyer, 1990; 1996; Chen & Francesco, 2003; Colquitt et al., 2001; Clugston, Howell, & Dorfman, 2000; Erdem, 2007; Gomez-Mejia & Welbourne, 1991; Lemons & Jones, 2001; Meyer & Allen, 1991; 1996; Meyer, Ramamoorthy & Flood, 2002; Mowday, Porter, & Steers, 1982; Mowday, Steers, & Porter, 1979; Murphy, Ramamoorthy, Flood, & MacCurtain, 2006; O’Reilly & Chatman, 1986; Parkes, Bochner, & Schneider, 2001; Porter, Steers, & Boulian, 1973).

Organizational citizenship behaviour is a volunteering behaviour to organization, colleagues or superiors that aims to increase organizational efficacy. It includes voluntarily more contribution to organization, colleagues, or superiors (Ang, Dyne, & Begley, 2003; Cohen, 2006; Colquitt et al., 2001; Earley, 1989; Finkelstein, 2010; Hwang & Choi, 2017; Kidwell, Mossholder, & Bennett, 1997; Krishnan & Arora, 2008; Mohammad, Habib, & Alias, 2010; Moorman & Blakely, 1995; Organ, 1988; 1990; Rhee et al., 2017; Shanker, 2016; Williams & Anderson, 1991).

Job satisfaction is the positive emotional state that depends on the evaluation of a personal job or personal experience (Ang, Dyne, & Begley, 2003; Babin & Boles, 1996; Brooke, Russell, & Price, 1988; Colquitt et al., 2001; Fletcher & Williams, 1996; Gruneberg, 1979; Locke, 1968; Locke, Sirota, & Wolfson, 1976; Spector, 1997; Williams & Anderson, 1991).

Organizational performance is one of the important variables of the academic and scientific area of management (Cohen, 2006; Han, Kim, & Srivastava, 1998; Oparanma, 2010; Richard, Devinney, Yip, & Johnson, 2009; Tidor et al., 2012; Yeşil, Doğan, & Doğan, 2016).

2. Literature Review

Individualist and Collectivist Culture

Individualism and collectivism show the importance people give to personal interests and sharings (Wagner, 1995: 153). They measure the inconsistency between the personal interests of employees, and the group interests (Omerzel, 2016: 98). The opposite of individualism is collectivism. Thus, collectivism is a low point of individualism (Hofstede, 1994: 6). The collectivism includes the commitment to the groups in which individuals are strongly integrated from birth. So, individuals show loyalty to these groups, in their entire lives (Hofstede, 1998: 26), and act in a harmony (Khan, 2014: 241). In relation to this, as the priority of the collectivist social structures are the targets of the groups, the members of this social group shape their behaviours on the basis of in-group norms, and behave in this framework (Triandis, 2001: 909). Accordingly, collectivist employees can go beyond the requirements of their role, depending on the loyalty and the supportive behaviour to the organizational image (Moorman & Blakely, 1995: 138). The

collectivist societies perceive the role relationships of group members more positively, so, compassionate, respectful, and sincere (Triandis, 1989: 509). The collectivist approach, stresses the cooperation between individuals, and it also gives more importance to the group interests than the individual interests. So, the priority of the goals is the group-related goals (Ramamoorthy & Flood, 2002: 1074). In relation to this, Turkish culture includes a high level of power distance, and reflects mainly collectivism (Hofstede, 1980: 52). In individualistic societies, a child begins earlier to learn the process of thinking of himself as 'I' rather than a member of 'we' (Hofstede, 1994: 6). Therefore, a strong loyalty is not expected and not required from the individualistic personalities (Hofstede, 1993: 90). In the individualistic societies, it is expected that, everybody will be interested in just personal interests, or family related interests (Hofstede, 1998: 26). The countries in individualistic tendency is high, employees give importance to personal success or achievements, selfishness, independence, individual contribution, individual interests, individual locus of control, and the control of individual (Gomez-Mejia & Welbourne, 1991: 33). The individualistics prefer competitive power, individual work environment, and self confidence (Hassan, Azim, & Abbas, 2017: 462). According to Leung and Bond (1984), the mediating role of authority is an important variable in the allocation of rewards. The individualistic or collectivist thought is among the basic reasons for this distinction. On the topic of allocation or distribution, when the social pressure is abolished, individuals implement allocation to serve personal interests, or individualistic thought (Leung & Bond, 1984). The individualistic and collectivist tendencies and distribution norms are intercorrelated. However, in the researches on organizational justice, the relationships between the individualistic or collectivist tendencies of individuals; and the organizational results such as distributional justice, employee loyalty, employee turnover intention, and performance are not adequately focused (Ramamoorthy & Flood, 2002). Ang and colleagues (2003) claimed that, there are statistically positive relationships between collectivism and; distributional and procedural justice, job satisfaction, and performance. Accordingly, it was achieved that, collectivism has a statistically significant impact on distributional justice, and job satisfaction. Ang and colleagues (2003) stated that, power distance and uncertainty avoidance has a statistically significant impact on distributional justice, procedural justice, job satisfaction, and business performance. On the other hand, collectivism and organizational citizenship are not statistically significantly associated (Ang, Dyne, & Begley, 2003). Whereas, related literature includes that, as a sub dimension of knowledge justice; interactive justice is statistically significantly and positively associated with collectivist respect (Alkhadher & Gadelrab, 2016).

Organizational Justice

Organizational justice is a topic that gained importance especially after 1960 (Homans, 1961). In the literature,

organizational justice is generally explained with the approaches of Adams. At first, organizational justice was explained through distributional justice (Adams, 1962; Adams, 1963; Adams & Jacobsen, 1964; Adams, 1965). Also, organizational justice is explained with the dimensions of distributional justice, and procedural justice (Leventhal, 1976; Thibaut & Walker, 1978; Lind & Lissak, 1985; Ang, Dyne, & Begley, 2003). But the current general view assumes that, organizational justice based on three dimensions as distributional, procedural, and interactive justice (Bies & Shapiro, 1987) Moorman, 1991). However, in some researches, interpersonal justice, and knowledge justice took the place of interactive justice dimension. Therefore, organizational justice is explained as a four dimensional structure, in these researches (Colquitt, 2001). Organizational justice and work environment are directly related to each other. So, this term is used to define the role of justice in the work environment (Farahbod et al., 2012: 894). Hence, it is possible to identify whether the employees experience equal behaviors from their superiors. In addition, organizational justice is a method to identify the impact of the justice perception of employees on some business related variables as job satisfaction, organizational citizenship behaviour, organizational loyalty, etc. 1991: 845). Thibaut and Walker (1975) argued that, the distributional justice is a phenomenon that encourages the consistency of results related with justice and equity through the unwritten allocation norms. The rule of distributional justice is the personal belief that, when the rewards, penalties, and resources are distributed under specific criterion, will be fair and convenient (Leventhal, 1976). Procedural justice is a type of justice that is related with decision making which affects the results. Accordingly, as a term that includes consistency, detachment, being correctable, representation, accuracy, and being ethical, explains the fair decision making process, and is used to clarify the impact on the results (Thibaut & Walker, 1975). Thus, the rule of procedural justice is the personal belief which depends on the idea that, the allocation processes that include specific criterion are fair and convenient (Leventhal, 1976). Besides, interactive justice is the interpersonal treatment when the procedures are being used. Hence, interactive justice encourages decision makers to respect people, and being sensitive to them. Also, the term includes the expectation of a detailed explanation of the reasons of decisions (Colquitt, 2001).

Organizational justice is linked with work environment, and workplace; and used to express the role of justice in these areas (Farahbod et al., 2012: 894). Adams (1963) cited cultural characteristics when explaining equality and inequality, and discussed that justice approach can be associated with cultural differences. Hofstede (1980) suggested that, Turkish culture has a collectivist tendency. Accordingly, collectivist characteristics had higher points in the related research (Hofstede, 1980). Adams and Jacobsen (1964) affirmed that, the justice perception of people cause individual and organizational results. In relation to this, Adams and Jacobsen (1964) searched the impact of wage

inequality on the quality of work, and achieved the result that: wage inequality can cause perceptual dissonance; and the authors claim that to decrease this dissonance perception, employees can develop some behaviors. Moreover, an individual can compare the personal situation with the members of organization or individuals out of organization, and develop some perceptions, achieve conclusions depending on others' inputs and output. In connection with this, if a low level qualified person earns the same amount with high level employees, this will cause cognitive dissonance (Adams & Jacobsen, 1964). Therefore, individuals will display behaviors that change from situation to situation. The individual will attempt to decrease dissonance by increasing inputs. In other words, the fair wage as a result of contribution to organization can increase the quality of work, or cause personel reactions. In the literature, organizational justice perception and organizational results, organizational implementations, individual and organizational characteristics, performance, extra role behaviour, business related attitudes and behaviours are associated (Cohen-Charash & Spector, 2001: 278).

When the procedural justice practices and perception are discussed, even individuals in the traditionally individualistic cultures can have strong collectivist anxiety or group anxiety. So, procedural justice contributes people to display group focused attitudes and behaviors whether the culture is individualistic or collectivist. When the topic is justice, individuals can postpone the attempt to protect their personal interests. Hence, even at individualistic cultures, as an indication of collectivist tendency, the priority of people is the interests of group rather than personal interests (Lind & Earley, 1992).

In the literature, the findings include the statistically significant and positive relationship between organizational justice and organizational loyalty, job satisfaction, organizational performance and organizational citizenship, in general (Schappe, 1998; Williams, Pitre, & Zainuba, 2002; Ramamoorthy & Flood, 2004; Aryee, Budhwar, & Chen, 2002). Ramamoorthy & Flood (2004) exhibited the finding of statistically significant and positive relationship between distributional justice and the emotional and normative dimensions of loyalty. Similarly, Aryee et al. (2002) found significant and positive relationship between organizational loyalty and job satisfaction, and the three dimensions of organizational justice. Accordingly, the procedural justice and interactive justice dimensions of organizational justice and job performance are statistically significantly and positively associated. Again, there are statistically significant and positive relationship between distributional and procedural justice and job satisfaction, performance and individualistic culture dimension. Moreover, power distance dimension of organizational justice mediates the relationship between distributional justice, procedural justice, and performance and job satisfaction. There is the impact of level of power distance on the explanation of business outputs (Lam, Schaubroeck,

& Aryee, 2002). Williams et al. (2002) achieved the result in their study that, the distributive, procedural and interactive dimensions of organizational justice and organizational citizenship behaviour are statistically significantly and positively associated.

Organizational Commitment

Organizational commitment is the power of employees' identities at the organization; and their participation to the organizational decision making process (Porter, Steers, & Boulian, 1973: 3; Lemons & Jones, 2001: 269). It is the result of loyalty to the organization even in negative financial conditions, and even in the terms that includes better job alternatives in the labour market to the employees (Mowday, Steers, & Porter, 1979: 225). This feeling is the psychological loyalty of a member to the organization which shows the level of internalization of institutional characteristics and its perspective (O'Reilly & Chatman, 1986: 493). Organizational commitment is a psychological relationship between organization and employee that decreases the possibility of leaving organization (Allen & Meyer, 1996: 252), or it prevents high rates of employee turnover. So, it is a strong, individual devotion feeling to the organization. It provides a personal identification with an organization, to the employee. To put it more simply, individual is pleased for being a member of the (Allen & Meyer, 1990: 2). Through organizational commitment, accepts organizational goals and values; and identifies himself with the organization, and perceives the organization as a part of personal identity (Meyer, Allen, & Catherine, 1993; Alkhadher & Gadelrab, 2016: 340). Besides, organizational commitment is the global, and systematic reaction of individuals to their organization (Colquitt et al., 2001: 429). Organizational commitment is identified with three dimensional structures as emotional commitment, normative commitment, and continuation commitment (Allen & Meyer, 1990; Meyer & Allen, 1991). Emotional commitment is the identification of an employee with the organization. In the same way, employees perceive themselves as a part of an organization, emotionally (Mowday, Porter, & Steers, 1982). Continuation commitment is related with an employee's decision of whether to quit the organization or not. This commitment type depends on the discussions about the cost of an employee's quit her/his job. Normative commitment includes the feelings of employees to continue being a member of an organization (Allen & Meyer, 1990: 1; Allen & Meyer, 1996). There are common characteristics of these three commitment dimensions. First, it characterizes an employee's relationship with an organization. The second one is the the continuation of an organization's membership, or the existence of a psychological situation that will affect the continuation decision (Meyer and Allen, 1991; Meyer, Allen, & Catherine, 1993: 539; Chen & Francesco, 2003: 491).

The studies explain the relationship between the individualistic and collectivist dimensions of culture, and

organizational commitment (Ramamoorthy & Flood, 2002; Clugston, Howell, & Dorfman, 2000; Gomez-Mejia & Welbourne, 1991; Parkes, Bochner, & Schneider, 2001). Accordingly, there are statistically significant and positive relationships between individualism/collectivism and organizational commitment. Clugston and colleagues (2000) identified that, there is statistically significant and positive relationship between collectivism and work group dependency. Similarly, in another research, individualistic and collectivist tendencies are statistically significantly associated with team loyalty. The results of that researches show that, there are statistically significant and positive relationship between individualism, emotional commitment, and team loyalty. However, no statistically significant relationship was achieved between individualism and normative commitment (Murphy et al., 2006). Parkes and colleagues (2001) achieved the result that, individualistic or collectivist cultures are significantly and positively linked with organizational commitment. So, both individualistic culture or collectivist culture and national culture contribute to organizational commitment. According to person-culture fit theory, in individualistic tendency dominant cultures, the individualistic employees; in collectivist tendency dominant cultures, the collectivist employees have higher levels of organizational commitment, and their work period in the organization is longer (Parkes et al., 2001: 87). Similarly, Erdem (2007) examined the relationship between Denison organizational culture dimensions and organizational commitment relationship. The results of the research demonstrated that, organizational culture is statistically significantly connected with organizational commitment (Erdem, 2007).

Organisational Citizenship Behaviour

Organizational citizenship behaviour is a volunteering behaviour to organization, colleagues or superiors that aims to increase organizational efficacy. It includes voluntarily more contribution to organization, colleagues, or superiors (Kidwell, Mossholder, & Bennett, 1997: 776; Krishnan & Arora, 2008: 35). This behaviour type depends on optional actions which are not directly and obviously linked with a formal reward system. These are the actions that can contribute to increase the level of organizational functionality (Organ, 1990; Colquitt et al., 2001: 430). Organizational citizenship behaviour encourages the effective operation of organizations while stimulating high level of organizational efficiency in all activities. Therefore, it includes the behaviours of assisting colleagues, a punctuality and continuity level that is above the organizational norms, accepting temporary jobs voluntarily (Organ, 1988: 4). The literature have two approaches to explain the term. First approach explains the concept with two dimensions: organization oriented organizational citizenship; and individual oriented organizational citizenship (Williams & Anderson, 1991). The second approach explains the term depending on a five dimensions model (Organ, 1988; Cohen, 2006; Mohammad, Habib, & Alias, 2010; Hwang & Choi, 2017; Shanker, 2016).

According to the results of a research that is conducted in China, there are statistically significant and positive relationships between the organizational citizenship behavior special to Chinese culture and horizontal collectivism and vertical collectivism. Besides, it is stressed that, collectivism has a positive impact on the organizational citizenship behavior. In the same way, horizontal collectivism and vertical collectivism concepts positively affect organizational citizenship behavior (Rhee et al., 2017: 1136). Similarly, there is a statistically significant and positive relationships between collectivism and devotion motivation and desire to strengthen social links. The relationships between collectivism and values, and social motives are stronger than the relationships between these variables and individualism. Moreover, collectivism and voluntary role identity are statistically significantly and positively associated (Finkelstein, 2010: 448). Cohen (2006) contends that, the devotion dimension of organizational citizenship is positively associated with the dimension of individualistic culture or collectivist culture. When the relationship between organizational citizenship behaviour and cultural dimensions are specifically examined; it was found that, there are statistically significant and positive relationships between organizational citizenship behaviour and uncertainty avoidance, power distance, feminine-masculine culture dimensions. On the other hand, no significant relationship was achieved between individualistic culture or collectivist culture and organizational citizenship behaviour. In connection with this, members of high level collectivist cultures, or members that encourage collectivist values will adapt their personal interests to the collectivist goals. Thus, the collectivist culture is a collaboration to achieve group goals, and safeguard welfare (Earley, 1989). So, organizational citizenship behaviours support social welfare. Hence, when an individual has collectivist values and norms, the possibility to realize organizational citizenship behaviour is higher (Moorman & Blakely, 1995). Ang and colleagues (2003) achieved no significant link between the cultural dimensions of uncertainty avoidance, collectivism, power distance, and organizational citizenship behavior (Ang et al., 2003).

Job Satisfaction

“Job satisfaction is the pleasurable emotional state resulting from the appraisal of one's job as achieving or facilitating the achievement of one's job values” (Locke, 1968). Job satisfaction is the positive emotional state that depends on the evaluation of a personal job or personal experience (Locke et al., 1976), or an emotional reaction (Gruneberg, 1979). Thus, job satisfaction is a measurement method that is used to identify the level of pleasure, individuals feel for their job (Spector, 1997: 2). In general, the findings demonstrate that, the job satisfaction dimension is significantly and positively associated with the variables, organizational justice, organizational commitment, organizational citizenship behaviour, and organizational performance (Brooke et al., 1988; Babin & Boles, 1996;

Williams & Anderson, 1991; Fletcher & Williams, 1996; Colquitt et al., 2001; Ang et al., 2003). In addition, there are some researches that show the relationship between job satisfaction and culture. Accordingly, job satisfaction and the dimensions of culture, collectivism, power distance, and uncertainty avoidance are significantly and positively linked (Ang et al., 2003).

Organizational Performance

Organizational performance is one of the important variables of the academic and scientific area of management. Therefore, the concept of performance is used clearly in the related research, in general. (Richard et al., 2009). That is to say, to explain organizational performance more obviously, it is required to examine the relationship between the factors, organizational culture and organizational performance, strategically and conceptually. Besides, organizational culture is one of the most important determinants of organizational performance (Han et al, 1998). Thus, the performance analysis is a necessary activity in business world. The organizational decisions; the functions and activities of finance, marketing, management, production, and others are the results of performance analysis. Moreover, organizational culture has an important impact on organizational performance. Equally, organizational culture is a determinant of institutional success, factors that encourage institutional success, and sustainable efficiency (Oparanma, 2010). Hence, organizational culture has an impact on the performances of organizations (Tidor et al., 2012). In other words, there is a statistically significant relationship between organizational culture and organizational performance (Yeşil, Doğan, & Doğan, 2016). In connection with this, Cohen (2006) identifies the statistically significant relationship between the dimensions of power distance, uncertainty avoidance, feminine-masculine culture and the role performance. On the other hand, the author could not achieved a relationship a significant relationship between individualistic or collectivist culture and role performance (Cohen, 2006).

3. Methodology

The Goal of the Research

According to the results Hofstede's (1980) research, collectivism is the one of the dominant elements Turkish culture (Hofstede, 1980). It is dominant against individualism. In this content, the goal of this research is to identify the meditating impact of individualistic or collectivist culture on the relationship between organizational justice, job satisfaction, organizational commitment, organizational performance, and organizational citizenship behaviour.

Sample and Data Collection

The data of the study are the responses of the administrative staff of four universities established in the Eastern Black Sea Region of Turkey in 2006 and after. The data were collected between 20 August 2018 and 12 October 2018. There were

1226 administrative personnel in the universe of the research. Accordingly, 414 voluntary administrative staff agreed to answer the survey. The minimum sample size, which tolerates the 5% error for the universe, was calculated as 269. Therefore, the maximum sample ($n=414$) width was reached in this study and it was predicted that reliable results would be obtained.

Different scales that were previously tested for reliability were used to collect the data of the research. The scale used in the research includes the subscales of: organizational justice scale (Niehoff & Moorman, 1993), individualist and collectivist culture scale (Chen, et al., 2015: 674), for job satisfaction scale (Babin & Boles, 1996: 72), organizational citizenship behavior (Shanker, 2016: 401), organizational commitment (Meyer & Allen, 1991) (Boylu et al., 2007), and resources for the organizational performance scale (Genç, 2009).

The scale of this research was approved by the Ethical Committee of Artvin Çoruh University (Document date and number: 17.09.2018-E.4060). Also, Giresun University Rectorship approved it, and encouraged other parties to participate its implementation (Document date and number: 12.08.2018-55447807-302.08.01-E.37392).

Conceptual Background and Hypotheses

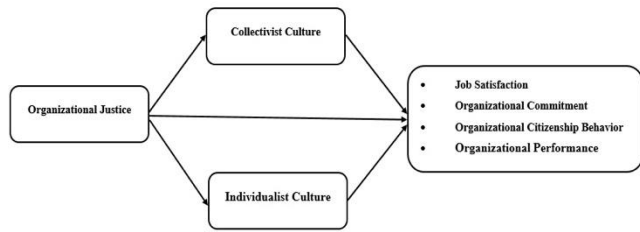
There are researches that demonstrate the differences in justice perception depending on the cultural characteristics of countries. Leung and Bond (1984) claimed that, when the collectivist view and the individualistic view are compared, the collectivists are more egalitarian at ingroup distribution. The authors explained this as a result of cultural differences. It was shown that, especially in high performance conditions, American men follow justice or equality principle more closely than Chinese men. Besides, in the United States, men are more fair than women, but in China, the opposite is available. Finally, the results of the research has shown that, in China, women are more egalitarian than men (Leung and Bond, 1984, p. 797).

Ang and colleagues (2003) found that, collectivism and distributional justice are significantly associated (Leung & Bond, 1984: 796). In relation to this, according to the person-culture fit theory, at individualistic tendency dominant organizations the individualistic employees; at collectivist tendency dominant organizations, the collectivist employees have a higher level of organizational commitment. Therefore, they work longer terms at their organizations (Parkes et al., 2001: 87).

Conceptual Model and Hypotheses

At the literature review part of this study, the relationships between organizational justice, organizational culture, job satisfaction, organizational commitment, organizational citizenship behaviour, and organizational performance variables were given. Thus, depending on the literature the research modal was developed and the hypothesis were formed. The research modal is shown below.

Figure 1. Conceptual Model



The study hypotheses are following:

Hypothesis 1: There is statistically significant and positive relationship between the level of perceived organizational justice and organizational commitment.

Hypothesis 2: There is a statistically significant and positive relationship between the level of perceived organizational justice and the level of job satisfaction.

Hypothesis 3: The organizational justice level perceived by the administrative staff of university, and their organizational citizenship behaviour are statistically significantly and positively associated.

Hypothesis 4: The organizational justice level perceived by the administrative staff of university, and organizational performance are statistically significantly and positively associated.

Hypothesis 5: There is a mediation impact of organizational culture on the relationship between organizational justice, and organizational commitment.

Hypothesis 6: The collectivist organizational culture has a mediation impact on the relationship between organizational justice, and job satisfaction.

Hypothesis 7: The collectivist organizational culture has a mediation impact on the relationship between organizational justice, and organizational citizenship.

Hypothesis 8: The collectivist organizational culture has a mediation impact on the relationship between organizational justice, and organizational performance.

Hypothesis 9: The individualistic organizational culture has a mediation impact on the relationship between organizational justice, and organizational commitment.

Hypothesis 10: The individualistic organizational culture has a mediation impact on the relationship between organizational justice, and job satisfaction.

Hypothesis 11: The individualistic organizational culture has a mediation impact on the relationship between organizational justice, and organizational citizenship behaviour.

Hypothesis 12: The individualistic organizational culture has a mediation impact on the relationship between organizational justice, and organizational performance.

4. Results

Reliability Analysis

The reliability of the data collection tool has been tested with the Cronbach's Alpha model. As a result of this analysis, the Cronbach Alpha coefficient was found to be $\alpha=0,95$. The scale shows that it is perfectly reliable (George & Mallery, 2020: 244). In addition, the reliability coefficient (α) of each scale was calculated. Respectively; organizational justice (20 items) $\alpha= .95$, collectivist culture (9 items) $\alpha= .74$, individualist culture (9 items) $\alpha= .75$, job satisfaction (7 items) $\alpha= .93$, organizational commitment (17 items) $\alpha= .86$, organizational citizenship behavior (24 items) $\alpha= .90$, organizational performance (9 items) $\alpha= .91$. Cronbach Alpha reliability coefficients are above $\alpha=.70$, which is considered sufficient to ensure internal reliability.

Confirmatory Factor Analysis

Lisrel program was used for confirmatory factor analysis. Confirmatory factor analysis and fit indices are given in Table 2 ($\chi^2[4256, \eta=414]= 12631.52$; $p<0.01$; ratio of χ^2 to degrees of freedom (χ^2/df)= 2.96<3; Root Mean Square Error of Approximation (RMSEA)= .069; Confirmatory Fit Index (CFI)= .94; Incremental Fit Index (IFI)= .93; Normed Fit Index (NFI) = .90; Non-Normed Fit Index (NNFI) = .93). The results showed that the fit indices fell within an acceptable range (Schermelleh-Engel, Moosbrugger, & Müller, 2003; Bagozzi & Yi, 1988; Jöreskog & Sörbom, 1993; Vieira, 2011; Gürbüz & Şahin, 2018).

Table 1. Confirmatory Factor Analysis Result

χ^2	df	RMSEA	CFI	IFI	NFI	NNFI
12631.52	4256	.069	.94	.94	.90	.93
χ^2 : Chi-Square		df: degree of freedom				
RMSEA: Root Mean Square Error of Approximation						
CFI: Comparative Fit Index			IFI: Incremental Fit Index			
NFI: Normed Fit Index			NNFI: Non-Normed Fit Index			

Table 2. Goodness of Fit Indices

Indices	Good Fit	Acceptable Range
χ^2	$0 \leq \chi^2 \leq 2df$	$2df < \chi^2 \leq 3df$
	$.05 < p \leq 1.00$	$.01 \leq p \leq .05$
χ^2/df	$0 \leq \chi^2 / df \leq 2$	$2 < \chi^2 / df < 5$
RMSEA	$0 \leq RMSEA \leq .05$	$.05 < RMSEA \leq .08$
CFI	$.97 \leq CFI \leq 1.00$	$.95 \leq CFI < .97$
NFI	$.95 \leq NFI \leq 1.00$	$.90 \leq NFI < .95$
NNFI	$.97 \leq NNFI \leq 1.00$	$.95 \leq NNFI < .97$
IFI	$.95 < IFI$	$90 < IFI \leq 95$

Correlation Analysis Results

Correlation analysis was used to determine the relationships between the factors. Pearson method was preferred during the correlation analysis. Correlation analysis results are given in Table 3.

Table 3. Correlation Analysis Results (Descriptive statistics and correlations amongst study variables)

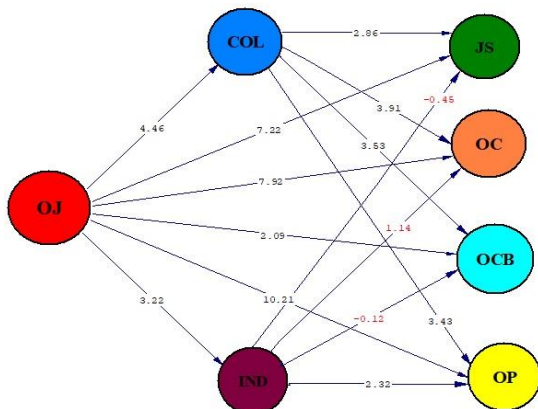
	Mean	Std. Deviation	F1	F2	F3	F4	F5	F6	F7
F1	2.8737	.82409	(.95)						
F2	3.0254	.64652	.417**	(.74)					
F3	2.7820	.64611	.850**	.034	(.75)				
F4	2.8989	.66911	.480**	.377**	.183**	(.86)			
F5	3.2957	.94376	.489**	.269**	.096	.537**	(.90)		
F6	3.8548	.50039	.274**	.314**	.096	.339**	.416**	(.93)	
F7	3.0024	.80956	.654**	.382**	.201**	.581**	.464**	.265**	(.91)

F1: Organizational Justice; F2: Collectivist Culture; F3: Individualist Culture
 F4: Organizational Commitment; F5: Organizational Citizenship Behaviour; F6: Job Satisfaction
 F7: Organizational Performance; **. Correlation is significant at the 0.01 level (p< .01)
 Note: Values in parentheses are Cronbach alpha reliability coefficient.

As the table 3 shows, a positive relation was found between organizational justice and collectivist culture ($r=.417^{**}$), individualist culture ($r=.850^{**}$), job satisfaction ($r=.274^{**}$), organizational commitment ($r=.480^{**}$), organizational citizenship behavior ($r=.489^{**}$) and organizational performance ($r=.654^{**}$). It has been observed that there is a positive relationship between collectivist culture and job satisfaction, organizational commitment, organizational citizenship behavior and organizational performance at the level of 0.01 significance (relationships respective: $r=.314^{**}$; $r=.377^{**}$; $r=.269^{**}$ and $r=.382^{**}$). There is a positive relationship between individualist culture and organizational performance. The strongest relationship is between organizational justice and organizational performance ($r=.654^{**}$). On the other hand, there was no significant relationship between individualist culture and collectivist culture, organizational citizenship behavior and job satisfaction. When the relationships between all variables are examined, the strongest relationship is between organizational justice and organizational performance ($r=.654^{**}$). According to the findings in Table 3, hypothesis 1, hypothesis 2, hypothesis 3 and hypothesis 4 were accepted.

Relationship Model Results

Figure 2. Relationship Model



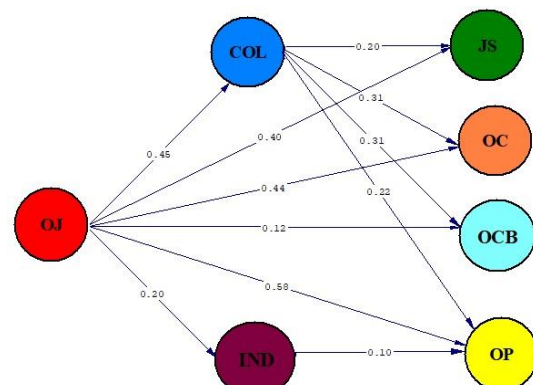
Chi-Square=12854.46, df=4263, P-value=0.00000, RMSEA=0.070

Table 4. Relationship Model Goodness of Fit Results

χ^2	df	RMSEA	CFI	IFI	NFI	NNFI
12854.46	4263	.070	.93	.93	.90	.93

According to the relationship models in Figure 2, those with a relationship value (t-values <1.96) are red. At the significance level of 0.05, if the t-value is between -1.96 and 1.96; this means that the relationship is non-significant; and this is expressed in red values in the relationship model (Jöreskog & Sörbom, 1993). As seen in Figure 2, the relationship between individualist culture and job satisfaction, organizational commitment, and organizational citizenship behaviour is non significant ($t= -0.45$; $t= 1.14$ and $t= -0.12$). At the level of significance of 0.01, it can be said that the relations with t value between -2.576 and 2.576 are non significant since the critical t-value is 2.576. Moreover, there is a positive relationship between organizational justice and collectivist culture, individualist culture, job satisfaction, organizational commitment, organizational performance at the level of 0.01 significance. In addition, the relationship between collectivist culture and organizational commitment, organizational citizenship behavior, organizational performance, and the relationship between individualist culture and organizational performance is significant at the level of 0.01.

Figure 3. Test Results of the Conceptual Model



Chi-Square=12856.31, df=4266, P-value=0.00000, RMSEA=0.070

Table 5. Standardized Solution Values of the Conceptual Model

χ^2	<i>df</i>	<i>RMSEA</i>	<i>CFI</i>	<i>IFI</i>	<i>NFI</i>	<i>NNFI</i>
12856.31	4266	.070	.93	.93	.90	.93

Standardized Solution Values for the final version of the conceptual model are given in table 5. According to the goodness of fit values, the conceptual model appears to be valid (ratio of χ^2 to degrees of freedom: $\chi^2/df= 3.01<5$; $p<0.01$; *RMSEA*= .070; *CFI*= .93; *IFI*= .93; *NFI*= .90 and *NNFI*= .93'tür. Thus, as it can be seen on Figure 2 and Figure 3; hypothesis 5, hypothesis 6, hypothesis 7, hypothesis 8 and hypothesis 12 were accepted. On the other hand, hypothesis 9, hypothesis 10, hypothesis 11, and hypothesis 11 were rejected.

5. Conclusion

According to the conceptual model, statistical analyses are designed to test the mediating effects of individualist and collectivist organizational culture affect of organizational justice's on organizational perceptions and behaviours (job satisfaction, organizational commitment, organizational citizenship behavior and organizational performance). Correlations among conceptual model variables were computed via SPSS (version 25). The conceptual model was tested with the help of structural equation modelling software (LISREL 8.7). The results of the correlation analyses demonstrated that, there are statistically significant and positive relationships between organizational justice, organizational commitment, organizational citizenship behavior, job satisfaction, organizational performance, individualistic culture and, collectivist culture ($p< .01$) (Table 3). Similarlay, some researches identified positive relationships between the variables, organizational justice, organizational commitment, job satisfaction, organizational performance, and organizational citizenship behaviour (Brooke, Russell, & Price, 1988; Schappe, 1998; Williams, Pitre, & Zainuba, 2002; Ramamoorthy & Flood, 2004; Aryee, Budhwar, & Chen, 2002). Again, there are positive relationships between job satisfaction and organizational justice, organizational commitment, organizational citizenship behavior, and job performance (Fletcher & Williams, 1996; Colquitt et al., 2001; Ang, Dyne, & Begley, 2003).

Furthermore, the variable that has the strongest relationship with organizational justice is the individualism ($r=.850$; $p< .01$). In addition, the relationships between organizational justice and organizational performance ($r= .654$), organizational citizenship behavior ($r= .489$), organizational commitment ($r= .480$), collectivism ($r=.417$) are moderate or middle scale. Also, there is a low level of relationship between job satisfaction, and organizational justice ($r=.274$; $p< .01$).

The results of this research demonstrated that, there are statistically significant and positive relationships between the collectivist dimension of organizational culture and, organizational commitment, job satisfaction, organizational

citizenship behaviour, and organizational performance, at ($p< .01$) level. Again, the individualism dimension of organizational culture is significantly, and positively associated with organizational performance, and organizational commitment. On the other hand, no significant relationships were found between individualism and job satisfaction, or organizational citizenship behavior. The scholars who examined the relationship between organizational commitment (Ramamoorthy & Flood (2002), Clugston, Howell, & Dorfman (2000), Gomez-Mejia & Welbourne (1991) Parkes, Bochner, & Schneider (2001)), achieved the positive relationship between individualism/collectivism and organizational commitment.

Similarly, Erdem (2007) demonstrated the statistically significant relationship between Denison organizational culture dimensions and organizational commitment. On the other hand, Murphy et al., (2006) found no statistically significant relationship between individualism and normative commitment. Ang et al. (2003), achieved the positive relationship between job satisfaction and culture. Besides, there are positive relationships between job satisfaction, collectivism, power distance, and uncertainty avoidance (Ang, Dyne, & Begley, 2003). In addition, Rhee et al. (2017) stated the positive impacts of horizontal collectivism and vertical collectivism on organizational citizenship behavior. Also, Cohen (2006) identified the positive relationship between the sacrifice dimension of organizational citizenship and individualistic-collectivist culture dimension. On the other hand, And et al. (2003) found no relationships between the cultural dimensions of uncertainty avoidance, collectivism, power distance, and organizational citizenship behavior. Finally, there are some researches which support the results of this study regarding the relationship between organizational culture and organizational performance (Tidor el al., 2012; Yeşil, Doğan, & Doğan, 2016).

The existence of mediation impact of individualistic or collectivist organizational culture dimensions on the relationship between organizational justice and, job satisfaction, organizational commitment, organizational citizenship behaviour, and organizational performance was tested with structural equation model. When the research model was tested with Lisrel programramme, it was achieved that, collectivist organizational culture has mediation effect on the relationship between organizational justice and, job satisfaction, organizational commitment, organizational citizenship behaviour, and performance (Figure 3). Besides, the individualistic cultural dimension has the only mediation effect on the relationship between organizational justice and, organizational performance. On the other hand, there is no mediation impact of individualism on the relationship between organizational justice and, job satisfaction, organizational commitment, and organizational citizenship behaviour.

In this study, the mediation impacts of the concepts individualism and collectivism on the relationship between

organizational justice and the organizational results are examined; and the findings were evaluated. The concepts should also be searched with open-ended questions, with qualitative methods, in the future.

Collectivism has a dominant role in Turkish culture. Hofstede (1980b) stated that, in Turkish culture, the power distance is high, and collectivism is dominant. In relation to this, the findings of the research indicated that, collectivism is statistically significantly and positively associated with organizational justice, and other organizational results. Therefore, a collectivist organizational culture might increase the efficiency of employees.

The findings of the research indicated that, collectivism is more strongly affects the organizational results when it is compared with individualism. This situation supports the view that, collectivist national culture is also effective in organizational level. Therefore, the high level collectivist perception in Turkish organizations can be an important factor to increase the performance, job satisfaction, organizational commitment, and organizational citizenship behavior. In other words, the increase of collectivist perception can be a tool to increase organizational efficiency.

On the other hand, the results of the research demonstrated that, individualistic tendency has a positive relationship with job satisfaction, organizational performance, and the normative dimension of organizational commitment. This result shows that, individualism also efficiently contributes to the organizational results. In relation to this, to increase the impacts of collectivism or individualism on organizational results; internal promotion, rewarding, and the principle of equity are important factors. Besides, the employee participation of decision making processes would increase organizational commitment, so the organizational performance. In this way, the internal competition will support organizational efficiency.

The study consist four organizations. It is hard to generalize to results to all of Turkish organizations. Also, the participants are at public organizations and education sector. The results can be different at private sector. Therefore, new researches should focus on private sector organizations to test the relationships between the given dimensions above.

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