

Investigating the relationship between organizational citizenship behavior and job satisfaction in the context of biculturalism

Örgütsel vatandaşlık davranışı ve iş tatmini arasındaki ilişkinin çift kültürlülük bağlamında incelenmesi

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ABSTRACT

Culture is a determining factor that shapes the behavior of individuals' characteristics and social, private and work life. The number of individuals embracing diverse cultural characteristics is on the rise in today's dynamic world. These individuals are called bicultural. The concept of biculturalism has not yet been sufficiently covered in the business literature. The study examines organizational citizenship behavior (OCB) and job satisfaction in the context of biculturalism. The relationships between these three variables were studied by analyzing the data collected via a questionnaire applied to employees of Turkish origin living in Germany. Data were obtained from 675 employees, and the questionnaire was created by adapting the scales from the literature. As a result of the analyses carried out using the structural equation modeling technique, it was seen that the level of biculturalism is effective on both the level of job satisfaction and the level of exhibiting organizational citizenship behaviors. It was also revealed that biculturalism affects OCB through job satisfaction. Obtained results also showed that job satisfaction level significantly affects employees' level of organizational citizenship behaviors.

Keywords: Organizational Citizenship Behavior, Job Satisfaction, Biculturalism

Jel Classification: M12, J28, Z13.

ÖZ

Kültür, bireylerin davranışlarını şekillendiren en belirleyici unsurlardan biridir. Günümüzün değişen dünyasında farklı kültürlerin özelliklerini bünyesinde barındıran bireyler ortaya çıkmıştır ve sayıları hızla artmaktadır. Bu bireyler çift kültürlü olarak adlandırılmaktadır. Çift kültürlülük kavramı işletme literatüründe henüz yeterince ele alınmamıştır. Çalışma, örgütsel vatandaşlık davranışı ve iş tatmini iki kültürlülük bağlamında incelemektedir. Almanya'da yaşayan Türk kökenli çalışanlara uygulanan anket yardımıyla toplanan veriler analiz edilerek bu üç değişken arasındaki ilişkiler incelenmiştir. Anket literatürdeki ölçekler uyarlanarak oluşturulmuştur ve veriler 675 çalışandan elde edilmiştir. Yapısal eşitlik modellemesi tekniği kullanılarak gerçekleştirilen analizler sonucunda, çift kültürlülük düzeyinin hem iş tatmini düzeyi hem de örgütsel vatandaşlık davranışları sergileme düzeyi üzerinde etkili olduğu görülmüştür. Ayrıca çift kültürlülüğün iş tatmini aracılığıyla örgütsel vatandaşlık davranışı üzerinde etkili olduğu görülmüştür. Son olarak iş tatmini düzeyinin örgütsel vatandaşlık davranışı sergileme düzeyini anlamlı bir şekilde etkilediği gösterilmiştir.

Anahtar Kelimeler: Örgütsel Vatandaşlık Davranışı, İş Tatmini, Çift Kültürlülük

Jel Sınıflaması: M12, J28, Z13.



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1. Introduction

In today's business world, numerous factors must be taken into account by businesses and organizations to sustain their competitive advantages. Within organizations, employees, who are one of the integral components of production and services provided, should be considered in the context of the performance of organizations. In this context, employees' organizational citizenship behaviors (OCB) are among the most fundamental factors affecting their performance.

OCBs include some employee behaviors that are not defined in official written rules but are essential for organizations to continue their activities healthily and correctly. These behaviors, which can be directed towards colleagues and the organization, are accepted as one of the basic factors affecting the competitiveness and overall performance of organizations.

One of the main variables affecting OCB is the job satisfaction level of employees. This variable, which affects factors such as employees' productivity, commitment, and relationships within the organization, is frequently addressed in sociology, psychology, and management sciences due to its impact. The impact of job satisfaction on OCB has been widely studied. Here, this relationship is discussed in the context of biculturalism.

The expansion of globalization has caused a rise in international human mobility, leading to the presence of individuals embodying diverse cultural traits. The various attributes of cultures deeply affect individuals' behaviors in their social and business lives. In this context, it is crucial to study the levels of OCB and job satisfaction levels of bicultural individuals who show both the characteristics of the ethnic culture from the past and the characteristics of the dominant culture in which they live to determine the contributions of such individuals to the organization.

The study aims to reveal the relationships between these three variables by analyzing the data obtained through a survey. Thus, it aims to contribute to the theory by showing the relationships between biculturalism, OCB, and job satisfaction. In addition, some practical suggestions will be presented to increase the contribution of bicultural people to their organizations by clarifying their behaviors in the work environment, which is increasing in both our country and the rest of the world.

2. Conceptual Framework

2.1. Organizational Citizenship Behavior

After the first presentation of the concept of OCB (Bateman & Organ, 1983), it has been widely studied. According to the definition made by Bateman and Organ (1983), OCB is the voluntary added effort and behavior of employees beyond the tasks and job descriptions defined and determined for them within the organization. In the definition, it is stated that OCB should be behaviors that can contribute to the whole organization and its existing social system. In another study, Organ (Organ, 1997) stated that OCB is a performance that socially and psychologically enhances the organizational environment. It is quite challenging to require such behaviors by employees and usually depends on the individual's preference. Therefore, employees who exhibit such behaviors are called "good citizens" (Bateman & Organ, 1983).

Since the early days of the concept of OCB, there has been an acceptance that there is a significant positive relationship between the level of OCBs shown by the employees and the organization's overall effectiveness. In this context, the meta-analysis study by Podsakoff et al. (2009) examined 168 researches to determine the effects of OCB on the organization and the employee, which is vital for showing the impact of OCB. The study concluded significant relationships between OCB and organizational factors such as performance evaluations made by managers, distribution decisions of rewards and incentives, turnover, and absenteeism. Similarly, other studies have shown

that OCB at the organizational level creates positive results such as increased productivity, reduced costs, higher customer satisfaction, and increased production (MacKenzie et al., 1991; Motowidlo & Van Scotter, 1994; N. P. Podsakoff et al., 2009).

There are different views on the dimensions of OCB, which has been widely studied in the literature. However, the widely accepted one, proposed by Organ (1988), has five dimensions:

Altruism: In general, altruism is defined as care for other people's wellbeing, empathy towards them, and acting in a way that benefits them without expectation of any external reward (Carlo et al., 1991; Piliavin & Charng, 1990). On the other hand, in terms of OCB, altruism is the voluntary act of giving a hand to a colleague with a work-related task or issue. Examples of such actions include assisting a colleague absent from work, sharing an employee's responsibilities with a heavy workload, and supporting another employee.

Courtesy: The concept of courtesy includes actions taken to prevent a problem with other employees or to prevent the growth of an existing problem (Organ, 1997). When employees exhibit courtesy behaviors, intra-group conflict decreases, and the time spent to resolve such conflicts decreases, thus increasing productivity (P. M. Podsakoff et al., 2000). Here, the behaviors within the courtesy dimension are essential for effective time management in the organization. While altruism behaviors include behaviors performed to eliminate existing problems, courtesy behaviors prevent problems' emergence and growth (Deluga, 1995; MacKenzie et al., 1991).

Conscientiousness: The conscientiousness dimension includes behaviors such as following the rules, paying attention to working hours, and not spending extra time during breaks. This concept expresses that a person is hardworking, disciplined, and organized. Organ (1988) defined this concept in his study as making efforts beyond official duties and volunteering for tasks outside the job description. Behaviors within the conscientiousness dimension are associated with concepts such as attention to detail, self-discipline, reliability, willingness, and obedience to rules (Barksdale & Werner, 2001).

Sportsmanship: Organ (1988) defines sportsmanship as tolerating problems, difficulties, and disturbing situations that arise in almost every organization. Podsakoff et al. (2000), however, stated that this definition is narrow and that the concept includes not only keeping silent in the face of problems but also having a positive attitude even when the situation and the outcomes are not as desired. The fact that the employees do not report every little problem related to their job to the management allows them to direct their energies to more important issues, positively affecting the organization's overall success (MacKenzie et al., 1991).

Civic Virtue: The concept of civic virtue refers to caring about the organization and its image and exhibiting behaviors that will contribute to them (Organ, 1988). In another definition, the concept is defined as the employee's constructive contribution to organizational policies (Bukhari, 2009; George & Brief, 1992). These behaviors show that the employee is aware of being a part of the organization and accepts the responsibilities that come with it (P. M. Podsakoff et al., 2000). Attending essential meetings even though it is not obligatory, helping employees to come together, participating in voluntary activities, offering suggestions that will contribute to processes and reduce costs, and following the changes in the organization are examples of this dimension (Chahal & Mehta, 2007; P. M. Podsakoff & MacKenzie, 1994; Yen & Niehoff, 2004).

2.2. Job Satisfaction

Job satisfaction has been frequently studied as one of the work-related behavioral factors. While, the concept plays a vital role in employees' overall health and well-being. On the other hand, it affects critical organizational factors, such as effectiveness, productivity, employee relations, absenteeism, and turnover (Belias & Koustelios, 2014). Because of essentiality of job satisfaction, the concept has been thoroughly studied by academics and attracted the attention of practitioners (Thompson & Phua, 2012). The concept has been examined in different countries, cultures, various business lines and levels of work, and many other variables related to employees and organizations.

People develop an attitude or feeling towards their jobs based on the characteristics of the job, the prestige and social gains that the job brings, the working environment, their relationships with their coworkers and managers, and some other factors. This attitude or feeling is called job satisfaction (Çelik, 2011). According to another definition developed by Locke (1969), job satisfaction is a favorable emotional condition arising from the employee's work or experiences at work. According to him, the satisfaction or dissatisfaction that the employees feel towards their job is the perceived connection between what the employee expects from the job and things offered by the job.

Job satisfaction is examined under three main headings: intrinsic, extrinsic, and total (Eslami & Gharakhani, 2012). Employees' satisfaction due to the task they have fulfilled, even though they have not received any visible reward, represents intrinsic satisfaction. In contrast, the satisfaction they feel due to the monetary or other material rewards they have received due to fulfilling their task represents extrinsic satisfaction. Finally, the total satisfaction level emerges as a combination of these two dimensions.

As it can be understood from the definitions developed for job satisfaction, both environmental factors such as wages, promotion opportunities, and relationships with managers and personal factors such as gender and age can be influential on the concept (Ellickson & Logsdon, 2001). In addition, these factors can be subjective and objective factors independent of the individual. As a result, the employee's job satisfaction level is determined by personal factors, environmental factors, and the interaction between the factors in these two categories (Judge et al., 2000).

2.3. Biculturalism

The concept of culture, which is of interest to almost all social sciences, is a structure that emerges as a result of the interaction of factors within economic, political, social, and even technological systems. According to a frequently used definition, culture is the element of the human environment developed by humans (McCort & Malhotra, 2008).

With rapid globalization movements, researchers and practitioners in the field of business have started to look out for the role of differences and similarities in the cultural characteristics of nations in business life. Research in this field, especially since the 1980s, has shown that culture is vital in managerial terms and business relationships (Schneider & De Meyer, 1991). The profound influence of culture on people and the organization can lead to the differentiation of both employee behavior and the organizational environment. Palich et al. (1995) showed that cultural dimensions affect employees' organizational behaviors.

In addition to globalization, developments in communication technologies, especially the internet, ease of transportation, and migration for different purposes have increased the frequency and extent of intercultural interaction. Thus, multiple cultures may inevitably influence individuals (Nguyen & Benet-Martínez, 2007). Among the groups that show the characteristics of two or more

cultures are immigrants, international students or workers, ethnic minorities, children of parents with different ethnic backgrounds, and people growing up in a culture other than their parents' culture.

According to figures on the United Nations website, about twenty percent of the population in countries such as Canada and Australia were born abroad. For Singapore, this figure is around forty percent (Nguyen & Benet-Martínez, 2013). The characteristics of these individuals' different cultures can affect their behaviors and perspectives in both social life and work life. For this reason, it is crucial to examine the concept of biculturalism, addressed primarily in sociology and psychology, in the organizational context.

Although there are different definitions of biculturalism, it is generally accepted that a person shows both the culture of their parents from the past and the culture of the region where they live (Schwartz & Zamboanga, 2008). In another definition, bicultural individuals have been influenced by two cultures and have indigenized both (Benet-Martínez et al., 2002). It is accepted that bicultural people can act differently based on cultural norms, values, and behaviors in line with the cultural stimuli (Hong et al., 2000). While bicultural individuals define themselves as member of both cultures, they have naturally internalized the values, attitudes, beliefs, and behavior patterns of these cultures. Biculturalism is more than knowing the values and norms of a second culture and acting accordingly.

Today's global business structure requires understanding the characteristics of different cultures, managing them correctly, and creating a culturally effective structure by integrating them. Both cultures shape the attitudes and behaviors of bicultural individuals. For this reason, how bicultural individuals detect, process, and respond to the cultural stimuli is more complex (Benet-Martínez et al., 2006). This situation provides bicultural individuals with different perspectives and unique abilities (Lafromboise et al., 1993). It is also accepted that individuals who grow up or live under the influence of different cultures are more resourceful and can produce more original ideas than monocultural individuals (Saad et al., 2013). Moreover, bicultural individuals' exposure to multiple cultural factors may cause them to have a more flexible mindset and produce more innovative ideas (Chiu & Hong, 2005; Korzilius et al., 2017).

2.4. Relationships between OCB, Job Satisfaction, and Biculturalism

The meta-analysis conducted by Organ and Ryan (1995) examined the relationship between job satisfaction and OCB and find out a positive relationship between these two concepts. Podsakoff et al. (2000) claimed that employees will exhibit citizenship behaviors to the extent that they are satisfied with their jobs and believe that they are treated fairly. This relationship is explained by the suggestion that the positive mood of people having high levels of job satisfaction may cause them to show behaviors that can be considered OCBs, such as helping others, self-development, and making constructive contributions (George & Brief, 1992).

A study by Konovsky and Organ (1996) about employees in the health field showed that job satisfaction level has a considerable connection with all sub-dimensions of OCB. Most studies that found a considerable relationship between job satisfaction and OCB were conducted on white-collar employees, such as professionals and managers. A survey conducted with blue-collar employees also confirmed the connections between job satisfaction and OCB (Lowery et al., 2002).

Individuals living in a dominant culture other than their own ethnic culture must adapt to the existing dominant culture to continue their social lives healthily. A similar situation also applies to the organizations of which individuals are members. It has been observed that individuals who cannot adapt to the existing dominant culture experience feelings such as fear, anxiety, stress, and

exhaustion in business life (Au et al., 1998). In this context, bicultural individuals who show the characteristics of both cultures by adapting to the dominant culture are expected to adapt more quickly to both social life and the organizations they work in.

Even though there are not many researches on job satisfaction in the context of biculturalism, some studies on immigrants and acculturation shed light on the connections between these two variables. For example, a study conducted by Leong and Chou (1994) on Asian Americans showed that individuals who fail to adapt to the new culture experience lower job satisfaction. Similarly, a study by Mace et al. (2005) on immigrants in New Zealand revealed that individuals who adapt to the values of the new culture can find jobs more quickly and show higher job satisfaction. Again, the study conducted by Gomez (1990) on Cuban-Americans confirmed a considerable connection between biculturalism and job satisfaction. Another study was conducted on bicultural individuals living in the USA. According to the results showed that bicultural individuals apt to have higher levels of job satisfaction (Herrmann & Varnum, 2018).

Biculturals' sense of belonging and adaptability increases their organizational commitment, which is considered one of the critical antecedents of OCB (Krishna, 2009). In addition, culturally adaptable individuals can more readily accept the goals and visions of organizations in general and act according to them. Huang (2009) showed in his study that bicultural identity is related to OCBs, and this relationship is strengthened when the individual accepts the organization's global strategy.

3. Analyses and Results

3.1. Methodology

The study aims to show and model the relationship between these three main variables (OCB, job satisfaction, biculturalism) and their sub-dimensions. For this purpose, a questionnaire was conducted to individuals of Turkish origin living in Germany and working in the private or public sector. The data gathered from the questionnaire were analyzed via structural equation modeling.

Relevant scales were used to measure these three main variables. The questions were asked in both Turkish and German. For this purpose, an expert translator first translated the questions in Turkish into German. Then, they were shown to two experts familiar with the subject and knew both Turkish and German, and the necessary corrections were made.

Individuals of Turkish origin working in Germany constitute the population of the study. According to the figures announced by the German Federal Statistical Office, approximately 1.5 million Turkish citizens live in Germany as of 2020. However, this data does not include Turkish individuals born in Germany who appear to be German citizens. According to data from the Center for Research on Turkey and Integration, 2.8 million citizens of Turkish origin live in Germany (Yıldırım, 2021). The snowball sampling method was chosen to collect the data. Survey results were collected from 675 people in total.

Organizational Citizenship Behavior Scale: The scale prepared by Podsakoff et al. (1990) was used to determine OCB level of employees. There are 24 questions in the scale consisting of five dimensions. The sub-dimensions of the scale are conscientiousness, sportsmanship, civic virtue, courtesy and altruism. In the scale, the questions belonging to the Sportsmanship sub-dimension were asked in reverse and coded accordingly. The 7-point Likert scale has been used in many studies in the Turkish literature (Aslan, 2008; Köse et al., 2003).

Job Satisfaction Scale: The Minnesota Satisfaction Questionnaire developed by Weiss et al. (1967) was used to determine the job satisfaction level of employees. The scale has two dimensions:

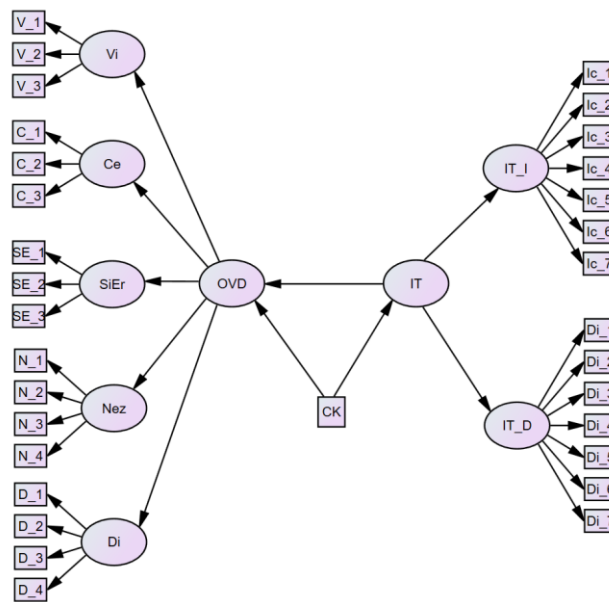
intrinsic job satisfaction and extrinsic job satisfaction. The scale consists of 20 questions and measured with 7-point Likert scale.

Biculturalism Scale: The ARSMA-II (Acculturation Rating Scale for Mexican Americans - II) scale by Cuellar, Arnold, and Maldonado (1995) was applied to determine the biculturalism level of the employees. The scale, designed to determine the biculturalism levels of individuals of Mexican origin living in the USA, was adapted to Turks living in Germany by making necessary changes. Consisting of 29 questions (7-point Likert scale). The scale was designed to determine the level of adoption of Turkish culture (I like speaking Turkish) and German culture (I like listening to German music). With this scale, it is aimed to obtain a biculturalism score of individuals. For this purpose, the averages of the questions related to Turkish culture and German culture were taken separately, and a biculturalism score was obtained by multiplying the averages obtained. Since high scores in this variable indicate individuals who are well-adapted to Turkish and German cultures, it can be said that individuals with high scores also have high levels of biculturalism. On the other hand, since the scores of individuals who could not adapt to both cultures would be low, the biculturalism scores of these individuals would also be low.

3.2. Research Model and Hypotheses

The existing relationships between the main variables are based on previous studies in the literature. Created model showing the relationships between these key variables and their sub-dimensions is presented below. This model is the main subject of the study, and its accuracy will be tested by analyzing the data obtained using the SEM.

Figure 1: Research Model



Explanations of the abbreviations used in the research model are given in the Table 1.

Table 1: Abbreviations and Explanations Used in the Model

Abbreviation	Explanation
OVD	Organizational Citizenship Behavior
Vi	Conscientiousness
Ce	Sportsmanship
SiEr	Civic Virtue
Nez	Courtesy
Di	Altruism
IT	Job Satisfaction
IT_I	Job Satisfaction (Intrinsic)
IT_D	Job Satisfaction (Extrinsic)
CK	Biculturalism

Based on the model created, the main hypotheses of the research were formed as follows:

H₁: Biculturalism has a direct and positive effect on OCB.

H₂: Biculturalism has a direct and positive effect on Job Satisfaction.

H₃: Job Satisfaction has a direct and positive effect on OCB.

H₄: Biculturalism has an effect on OCB through Job Satisfaction.

SPSS 25 and AMOS 22 programs were used for data examination.

3.3. Descriptive Statistics

675 individuals of Turkish origin working in Germany participated in the study by answering the questionnaire. Descriptive information about the participants is shown in the Table 2.

Table 2: Demographic Variables

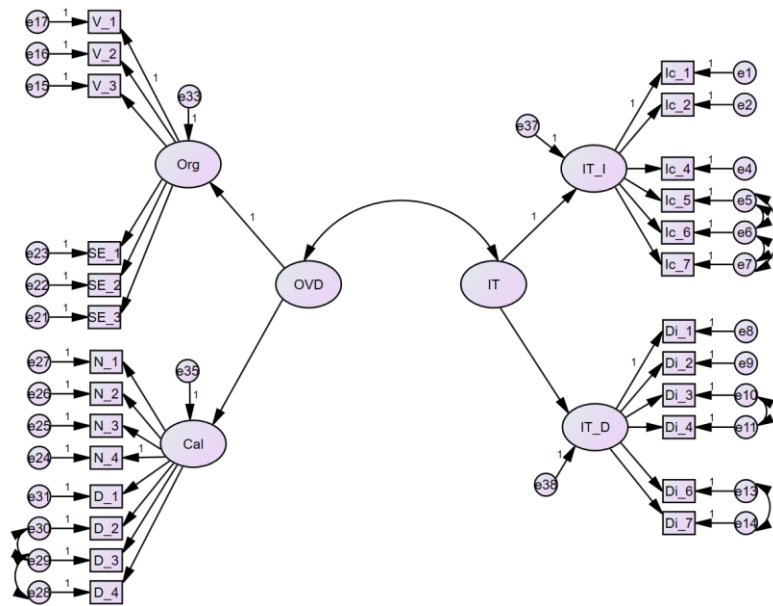
		Frequency	%
Gender	Male	320	47.4
	Female	355	52.6
Sector	Public	95	14.1
	Private	580	85.9
Generation	1st Generation	235	34.8
	2nd Generation	405	60.0
	3rd Generation	35	5.2

According to the table above, approximately 53% of the participants are women, and the majority work in the private sector, with a rate of 86%. Moreover, 60% of the participants are 2nd generation Turkish origin individuals. Accordingly, while their parents were born in Turkey, they were born in Germany. There are also a small number of 3rd generation participants. In addition, the average of the participants ages is 39.99 (Std. Dev.: 13.02), and they are between 18 and 62.

3.4. Validity and Reliability Analyses

In the study, CFA was conducted to determine the validity of the measurement model. After the analysis, it was seen that the OCB scale exhibited a two-subdimension structure, with OCBs toward the organization and OCBs toward employees. In addition, items that did not have sufficient factor loadings were excluded from the analysis. The final measurement model is shown below:

Figure 2: Appropriate Measurement Model



When the fit indices ($\chi^2/sd=3.401$, $RMSEA=0.06$, $NFI=0.941$, $CFI=0.958$, $GFI=0.895$, $AGFI=0.872$) for the model are examined, it is understood that they are at an acceptable level. Also, it was concluded that the factor loadings were above 0.7 or very close to 0.7. Factor loadings between observed variables and latent variables are generally expected to be greater than 0.7. There are also studies indicating that factor loadings above 0.5 are sufficient (Hair et al., 2014).

Convergence and construct validity of the model should also be examined. Convergent validity is based on factor loadings and Cronbach's alpha coefficients. As mentioned above, the factor loadings obtained in the model are above 0.5. The Cronbach's alpha coefficients for the obtained sub-dimensions are shown in the Table 3.

Table 3: Cronbach's Alpha Values for the Scales and Subscales

Dimension	Cronbach's Alpha
OVD	0.953
Org	0.933
Cal	0.943
IT	0.945
IT_I	0.930
IT_D	0.933

As seen in the Table 3, the Cronbach's alpha coefficients of the sub-dimensions are high. These two indicators show that convergent validity is achieved.

For construct validity, AVE values should be above 0.5, CR values above 0.8, MSV values smaller than AVE values, and correlations between latent variables smaller than 0.85. When the Table 4 is analyzed, it is understood that construct validity is met.

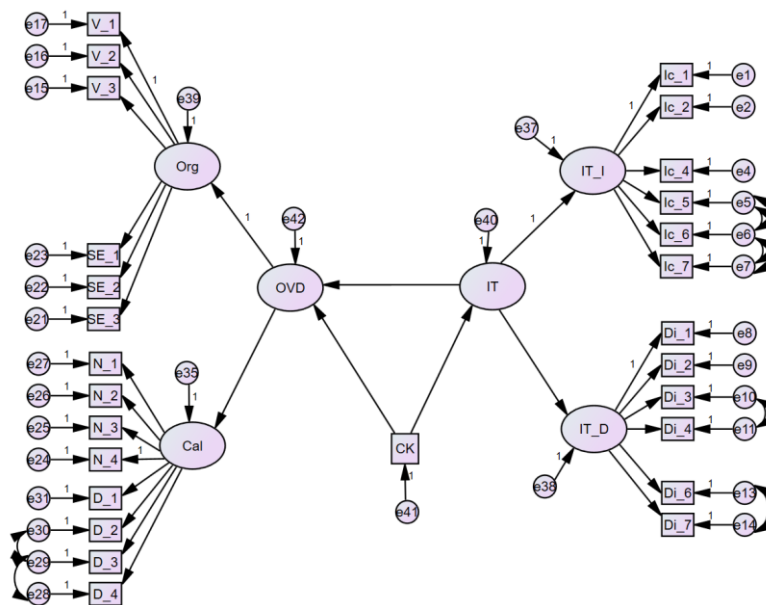
Table 4: Values Related to Construct Validity

	CR	AVE	MSV	Cal	IT_I	IT_D	Org
Cal	0.941	0.668	0.546	0.817			
IT_I	0.919	0.658	0.554	0.448	0.811		
IT_D	0.922	0.666	0.554	0.473	0.744	0.816	
Org	0.933	0.701	0.546	0.739	0.476	0.488	0.837

3.5. Structural Equation Modeling

After the CFA, Structural Equation Model analysis was applied by adding the biculturalism variable to the model. The tested model is shown below.

Figure 3: Structural Equation Model



Again, when the model fit indices ($\chi^2/sd=3.219$, $RMSEA=0.057$, $NFI=0.941$, $CFI=0.958$, $GFI=0.897$, $AGFI=0.874$) are examined, it is understood that they are at an acceptable level.

According to the results, the path coefficient between biculturalism and OCB was 0.310 ($p<.001$). Therefore, it was concluded that biculturalism has a low-level impact on employees' level of OCB. Thus, the results support hypothesis H₁. Then, the path coefficient between biculturalism and job satisfaction was found to be 0.467 ($p<.001$). This number shows a moderate relationship between biculturalism and job satisfaction levels of employees. Thus, the results supported the H₂ hypothesis. In addition, the path coefficient between job satisfaction and OCB was found to be 0.490 ($p<.001$). Thus, it can be said that employees' job satisfaction level has a moderate effect on their level of OCB. The results support hypothesis H₃. Finally, biculturalism has an effect on OCB through job satisfaction. The level of this effect was found to be 0.229 ($p<.01$). This shows that there is an indirect effect even though the effect level is small, and thus H₄ is supported. The hypotheses are summarized in Table 5.

Table 5: Results of the Research Hypotheses

	Path Coefficient	Result
H ₁ : Biculturalism has a direct and positive effect on OCB.	0.310 ^{***}	Supported
H ₂ : Biculturalism has a direct and positive effect on Job Satisfaction.	0.467 ^{***}	Supported
H ₃ : Job Satisfaction has a direct and positive effect on OCB.	0.490 ^{***}	Supported
H ₄ : Biculturalism has an effect on OCB through Job Satisfaction.	0.229 ^{**}	Supported

*p<.05, **p<.01, ***p<.001

4. Conclusion

Businesses and organizations, regardless of the field in which they operate, aim to fulfill their purpose of existence effectively and sustain their existence. In this effort of existence, it is vital for organizations to identify and examine the factors that affect their performance and to reveal the potential relationships between them. In this study, the relationship between OCB and job satisfaction, whose impacts on the performance of organizations have been supported by numerous studies in the literature, are discussed in the context of biculturalism.

The results obtained show that biculturalism has a positive impact on the level of employees' organizational behaviors. The fact that individuals have adapted to the dominant culture in which they live encourages them to adopt the organizational culture more quickly and act in line with the goals and aims of the organization. On the other hand, it is possible that employees who have not been able to realize the intercultural adaptation process in a healthy way cannot establish correct relationships with both the organization and other employees and experience feelings such as stress and lack of belonging. In this context, employees with high levels of biculturalism are expected to have higher levels of organizational behavior. The study by Huang (2009) showed a relationship between the concept of biculturalism and OCB. In this context, our results are parallel to those obtained in this study. But, Ersoy et al. (2015) showed a connection between Turks living in the Netherlands for a more extended period and their level of OCB. However, the direction of the relationship in that study is negative.

Another result obtained within the scope of the study is that the concept of biculturalism positively affects job satisfaction levels. Here again, it is not surprising that employees who have adopted the characteristics of the dominant culture and have a high level of biculturalism by revealing the positive aspects of both cultures have high levels of job satisfaction. Such employees are expected to communicate better with managers, coworkers, and customers and to perform better by using the relevant characteristics of different cultures when necessary. These and similar characteristics enable employees with high levels of biculturalism to be more readily accepted and appreciated within the organization. Employees who do not experience feelings such as fear, anxiety and exhaustion that may arise from cultural incompatibility experience higher job satisfaction both internally and externally. The results obtained in this context align with some other studies on the job satisfaction levels of immigrants (Gomez, 1990; Leong & Chou, 1994; Mace et al., 2005). These studies also indicate that immigrants who have achieved a healthy cultural adaptation and biculturalism have higher job satisfaction.

In addition, the connection between job satisfaction level and OCB was also revealed via the model examined. Since the concept of organizational citizenship was first examined, various studies have shown the connection between this concept and job satisfaction. Especially the study by Organ and Ryan (1995) summarized the studies about the related variables and clearly stated the

positive relationship between these two variables. The results obtained in this study, in parallel with many studies in the literature, revealed a significant positive connection between OCB and job satisfaction. Employees who are satisfied from their jobs are expected to go beyond their official duties and show some other behaviors that will contribute to the organization (George & Brief, 1992).

It is considered that this study differs from other ones by examining the concept of biculturalism, which has not been discussed much in the field of management sciences, and by revealing the connection between this concept and OCB and job satisfaction variables and thus provides an essential theoretical and practical contribution to the field. On the other hand, the results obtained reveal the cruciality of biculturalism in the work environment. Considering the multinational structures of organizations in today's business world and the high level of interactions between cultures, the importance of bicultural employees who can bridge different cultures is better understood. In addition, considering that these individuals can provide higher performance in the work environment by highlighting the positive aspects of various cultures, managers are recommended to include such individuals in the organization. The organization's overall performance is thought to increase with the effective positioning of such employees.

The relationship between the concept of biculturalism, which has not been sufficiently addressed in management science, and other essential organizational variables such as organizational commitment, employee performance, and turnover intention may be the subject of future studies. In addition, considering that the different characteristics of different cultures may cause bicultural individuals to behave differently, conducting more comprehensive researches that include different cultures are suggested.

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