

AN INTEGRATIVE MODEL OF JUSTICE PERCEPTIONS, EMPLOYEE
POSITIVE MOOD STATES AND ORGANIZATIONAL CIZITENSHIP
BEHAVIOR

A THESIS SUBMITTED TO
THE GRADUATE SCHOOL OF SOCIAL SCIENCES
OF
MIDDLE EAST TECHNICAL UNIVERSITY

BY

EZGİ ÇAĞLAR

IN PARTIAL FULFILLMENT OF THE REQUIREMENTS
FOR
THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION

SEPTEMBER 2011

Approval of the Graduate School of Social Sciences

Prof. Dr. Meliha Altunışık
Director

I certify that this thesis satisfies all the requirements as a thesis for the degree of Master of Science.

Assist. Prof. Dr. Engin Küçükkaya
Head of Department

This is to certify that we have read this thesis and that in our opinion it is fully adequate, in scope and quality, as a thesis for the degree of Master of Science.

Assist. Prof. Dr. F. Pınar ACAR
Supervisor

Examining Committee Members

Assoc. Prof. Dr. Özlem Yılmaz (METU, BA) _____

Assist. Prof. Dr. F. Pınar ACAR (METU, BA) _____

Assist. Prof. Dr. Türker Özkan (METU, PS) _____

I hereby declare that all information in this document has been obtained and presented in accordance with academic rules and ethical conduct. I also declare that, as required by these rules and conduct, I have fully cited and referenced all material and results that are not original to this work.

Name, Last name: Ezgi Çağlar

Signature:

ABSTRACT

AN INTEGRATIVE MODEL OF JUSTICE PERCEPTIONS, EMPLOYEE POSITIVE MOOD STATES AND ORGANIZATIONAL CIZITENSHIP BEHAVIOR

Çağlar, Ezgi

MS, Department of Business Administration

Supervisor: Assist. Prof. Dr. F. Pınar Acar

September 2011, 161 pages

In the extant literature, it is possible to find many studies focusing on antecedents of OCB, both cognitive factors and affective factors. However, previous research made limited contribution to the literature, since it did not focus on an integrative model covering both cognitive and affective factors.

In this study it was aimed to search an integrative relationship among OCB, cognitive factors and affective factors. Following previous literature, justice perceptions and mood states of employees were taken as cognitive and affective factors respectively. Main purpose of this study is to see the individual influence of justice perceptions and positive mood states on OCB, while also testing a possible mediating role of justice perceptions between positive mood states and OCB.

A Turkish public bank was chosen for conducting the survey. After missing value and outlier analysis 210 participants were left. Employees of the bank were asked to rate the items measuring OCB, justice perceptions and mood states. Hierarchical regression analyses were used to test suggested propositions.

In line with literature, both aggregate variable of justice perceptions and positive mood states were found to be positively associated with OCB. However, justice perceptions' mediating role between employee positive mood states and OCB could not be supported. The exploratory analyses held in this study, showed existence of a different relationship where positive mood states mediate the relationship between justice perceptions and OCB. This issue should be raised in future studies again and two models should be compared in more detail.

Keywords: Organizational Citizenship Behaviors, Justice Perceptions, Positive Mood States

ÖZ

ADALET ALGISI, İŞÇİ OLUMLU DUYGU DURUMU VE ÖRGÜTSEL VATANDAŞLIK DAVRANIŞININ BÜTÜNLEŞİK BİR MODELİ

Çağlar, Ezgi

Yüksek Lisans, İşletme Bölümü

Tez Yöneticisi: Y. Doç. Dr. F. Pınar Acar

Eylül 2011, 161 sayfa

Mevcut literatür incelendiğinde, örgütsel vatandaşlık davranışlarının nedenleri olarak hem kavramsal hem de duygusal faktörlere odaklanan birçok çalışma bulmak mümkündür. Ancak, önceki çalışmalar kavramsal ve duygusal faktörlerin her ikisini de kapsayan, bütünlük bir model üzerine odaklanmadıkları için, literatüre sınırlı katkı yapmışlardır.

Bu çalışmada, örgütsel vatandaşlık davranışı ile kavramsal ve duygusal faktörler arasında bütünlük bir modelin varlığının araştırılması amaçlanmıştır. Mevcut literatür göz önüne alınarak, çalışan adalet algısı kavramsal faktör, çalışanların olumlu duygu durumları ise duygusal faktör olarak alınmıştır. Bu çalışmanın temel amacı, bir yandan çalışanların adalet algılarının, olumlu duygu durumu ve örgütsel vatandaşlık davranışları arasındaki ilişkiye aracı etkisini test ederken, bir yandan da çalışan adalet algıları ve olumlu duygu

durumunun örgütsel vatandaşlık davranışı üzerindeki bireysel etkilerini görmektedir.

Anket çalışması, bir Türk bankasında yapılmıştır. Kayıp değer ve aykırı değer analizlerinden sonra 210 adet kullanılabilir anket elde edilmiştir. Banka çalışanlarından örgütsel vatandaşlık davranışı, adalet algısı ve olumlu duygu durumlarını ölçen ögeleri değerlendirmeleri istenmiştir. Önergeleri test etmek için hiyerarşik regresyon analizleri kullanılmıştır.

Literatür ile paralel olarak, hem toplam adalet algıları değişkeninin, hem de olumlu duygu durumu değişkeninin örgütsel vatandaşlık davranışı ile pozitif ilişkili olduğu bulunmuştur. Ancak, çalışan adalet algılarının pozitif duygu durumu ve örgütsel vatandaşlık davranışı arasındaki ilişkiye aracı etkisi olduğu desteklenememiştir. Bu çalışmada yapılan keşif analizinin sonuçlarına göre, olumlu duygu durumu, çalışan adalet algısı ve örgütsel vatandaşlık davranışları arasındaki ilişkiyi aracı olarak etkilemektedir. Bu konu ileriki çalışmalarda daha kapsamlı olarak araştırılmalı ve iki model birbirleriyle karşılaştırılmalıdır.

Anahtar Kelimeler: Örgütsel Vatandaşlık Davranışı, Adalet Algısı, Olumlu Duygu Durumu

To the memory of my grandmother, Bedia Çağlar

ACKNOWLEDGEMENTS

The author wishes to express her deepest gratitude to her supervisor, Assist. Prof. Dr. F. Pınar Acar and thank her for her valuable suggestions, guidance and insights throughout the preparation of this thesis.

The author would also like to give her thanks to her precious family, her beloved mother, beloved father, her beloved sister, and her grandparents, who gave support to her whenever needed and encouraged her till the end. Without their efforts, this thesis would not be completed.

The author is grateful to her best friend İlayda Başaran, for her help, understanding and support even in hard times.

Finally, the author wants to give her special thanks to a very special person, to her love Kubanich Shamilov for always believing in her dreams more than she does.

TABLE OF CONTENTS

PLAGIARISM	III
ABSTRACT	IV
ÖZ	VI
ACKNOWLEDGEMENTS	IX
TABLE OF CONTENTS.....	X
LIST OF TABLES	XII
LIST OF FIGURES	XIII
CHAPTER I.....	1
CHAPTER II	6
2.1 EMPLOYEE BEHAVIORS	6
2.2 ANTECEDENTS OF OCB	18
2.3 RELATIONSHIP BETWEEN JUSTICE PERCEPTIONS, MOODS AND OCB	42
CHAPTER III.....	50
3.1 HYPOTHESES REGARDING JUSTICE PERCEPTIONS AND OCB ...	50
3.2 HYPOTHESES REGARDING EMPLOYEE MOODS AND OCB	52
3.3 HYPOTHESIS REGARDING THE RELATIONSHIP BETWEEN JUSTICE PERCEPTIONS, MOODS AND OCB.....	53
CHAPTER IV.....	57
4.1 MEASURES AND OPERATIONALIZATION	57
4.2 SAMPLE	62
4.3 PROCEDURES	64
4.4 PRELIMINARY ANALYSIS	65
CHAPTER V	66

5.1 FACTOR AND RELIABILITY ANALYSIS	66
5.2 SAMPLE DEMOGRAPHICS	72
5.3 DATA SCREENING AND OUTLIER ANALYSIS	72
5.4 DESCRIPTIVE STATISTICS AND INTER-CORRELATIONS	75
5.5 DETERMINATION OF CONTROL VARIABLES	78
5.6 HYPOTHESES TESTING.....	78
5.7 AN EXPLORATORY ANALYSIS	84
CHAPTER VI.....	88
6.1 DISCUSSION.....	88
6.2 LIMITATIONS	97
6.3 IMPLICATIONS FOR MANAGEMENT	99
6.4 IMPLICATIONS FOR FUTURE RESEARCH.....	100
REFERENCES.....	102
APPENDICES	121
APPENDIX A. ORGANIZATIONAL CITIZENSHIP BEHAVIOR SCALE	121
APPENDIX B. ÖRGÜTSEL VATANDAŞLIK DAVRANIŞI ÖLÇEĞİ	124
APPENDIX C. EMPLOYEE JUSTICE PERCEPTION SCALE.....	128
APPENDIX D. ÇALIŞAN ADALET ALGISI ÖLÇEĞİ	132
APPENDIX E. EMPLOYEE MOOD STATES SCALE	136
APPENDIX F. ÇALIŞAN DUYGU DURUMU ÖLÇEĞİ	138
APPENDIX G. ARAŞTIRMA KİTAPÇIĞI	140
APPENDIX H. RESULTS OF EXPLORATORY ANALYSIS	159

LIST OF TABLES

TABLES:

TABLE 1. PERSONNEL STRUCTURE OF İLLER BANK.....	62
TABLE 2. VARIMAX ROTATED FACTOR LOADINGS AND CRONBACH ALPHA FOR THE ORGANIZATIONAL CITIZENSHIP BEHAVIOR SCALE ITEMS	67
TABLE 2. (CONT'D) VARIMAX ROTATED FACTOR LOADINGS AND CRONBACH ALPHA FOR THE ORGANIZATIONAL CITIZENSHIP BEHAVIOR SCALE ITEMS	68
TABLE 3. VARIMAX ROTATED FACTOR LOADINGS AND CRONBACH ALPHA FOR THE JUSTICE PERCEPTION SCALE ITEMS	70
TABLE 4. FACTOR LOADINGS AND CRONBACH ALPHA FOR THE POSITIVE MOOD STATE SCALE ITEMS	71
TABLE 5. DEMOGRAPHIC CHARACTERISTICS OF PARTICIPANTS	73
TABLE 5 (CONT'D) DEMOGRAPHIC CHARACTERISTICS OF PARTICIPANTS	74
TABLE 6. DESCRIPTIVE STATISTICS CONCERNING THE VARIABLE OF INTEREST	76
TABLE 7. INTERCORRELATION MATRIX	77
TABLE 8. SUMMARY OF REGRESSION MODELS TESTING FOR THE RELATIONSHIP BETWEEN DIMENSIONS OF JP AND OCB.....	79
TABLE 9. SUMMARY OF REGRESSION MODELS TESTING FOR THE RELATIONSHIP BETWEEN AGGREGATE VARIABLE OF JP AND OCB	80
TABLE 10. SUMMARY OF REGRESSION MODELS TESTING FOR THE MEDIATOR ROLE OF JP BETWEEN EPM AND OCB	81
TABLE 11. SUMMARY OF REGRESSION MODELS TESTING FOR THE MEDIATOR ROLE OF JP BETWEEN EPM AND OCB	83
TABLE 12. SUMMARY OF THE RESULTS OF HYPOTHESIS TESTING	85
TABLE 13. SUMMARY OF REGRESSION MODELS TESTING FOR THE MEDIATOR ROLE OF EPM BETWEEN JP AND OCB	159
TABLE 14. SUMMARY OF REGRESSION MODEL TESTING FOR THE MEDIATOR ROLE OF EPM BETWEEN JP AND OCB: THE ROLE OF JP ON EPM	160

LIST OF FIGURES

FIGURES:

FIGURE 1. SUBCATEGORIES FOR INDIVIDUAL-EMPLOYEE CHARACTERISTICS, AS ANTECEDENTS OF OCB 19

FIGURE 2. PROPOSED MODEL..... 56

FIGURE 3. MEDIATOR ROLE OF EPM BETWEEN GLOBAL SCORE OF JP AND OCB..... 161

CHAPTER I

INTRODUCTION

Human element in the success of organizational performance has been questioned and investigated many times in the literature (Hitt, Kochhar, Bierman, & Shimizu, 2000). It was argued that although firms acquire both tangible and intangible resources, the factors that create competitive advantage for firms are intangibles like human capital due to their scarce and unique nature (Barney, Wright, & Ketchen Jr, 2001). The "resource-based view" of the firms indicates that, employees have strategic importance in the success of companies (Barney, 1991). For this reason, it can be concluded that employee behaviors, the motives behind them and potential consequences of them are important to understand for the success of organizations.

The important point here is to be aware of the complexity of the relationship between these variables due to the multi-dimensional structure of employee behaviors. Employee behaviors have been classified as in-role and extra-role behaviors by many researchers (Brief & Motowidlo, 1986; Katz & Kahn, 1978; Organ, 1988b; Bettencourt & Brown, 1997; Podsakoff, MacKenzie, & Ahearne, 1998; Borman, Penner, Allen, & Motowidlo, 2001). In-role behaviors are defined as role-prescribed activities that are job-specific and expected from every employee working in that job (Katz, 1964). Contrary to this, extra-role behaviors are described as employee behaviors that go beyond predefined task performance and performed voluntarily by

employees, which help duties to be accomplished while supporting the person, group or organization (Bettenhausen & George, 1990; Borman, 2004).

Although management of both in-role and extra-role behaviors of employees are crucial for organizational success, the focus of the present thesis is on extra-role behaviors. As they cannot be controlled directly and cannot be measured with traditional performance measures, it has always been a more challenging and interesting subject of issue to understand major reasons behind performing extra-role behaviors. Moreover, due to this hard to analyze nature, more contradictory results have been found in literature so far, which gives more room for further studies (e.g. Konovsky & Organ, 1989 vs. George, 1990).

There can be found more than 30 different definitions for extra-role behaviors suggested by different scholars; some of which were used for the same idea, while others refer to different meanings (Podsakoff & MacKenzie, 1997). The most famous names given to these extra-role behaviors can be listed as innovative and spontaneous behaviors (Katz, 1964), organizational citizenship behavior (OCB) (Smith, Organ, & Near, 1983); (Organ, 1988b), prosocial organizational behavior (Brief & Motowidlo, 1986), civic organizational behavior (Graham, 1991) contextual performance (Borman & Motowidlo, 1993), and organizational spontaneity (George & Brief, 1992).

In the present thesis the construct name chosen to refer to extra-role behaviors will be *organizational citizenship behaviors* coined by Organ

(1988b) as the way it was used by Podsakoff and colleagues (Podsakoff, MacKenzie, Moorman, & Fetter, 1990). The major aim of the current study is to see the individual influence of affective and cognitive factors on OCB; while also testing the mediating role of cognitive factors between dispositional factors and OCB. By focusing on these issues, it was expected to fill the gap in the literature on interrelated influences of affective states and cognitions on OCB.

In the present thesis the purpose is not only to replicate the existing literature on OCB by showing individual relationships of both antecedents with OCB; but also to test a mediated relationship between OCB, cognitive factors and affective factors. The current research has selected positive mood states as dispositional factors and fairness perceptions as cognitive factors. (The reasons for choosing these variables will be explained in pertinent sections.)

Justice perception is a form of employee attitude (Podsakoff P. M., MacKenzie, Paine, & Bachrach, 2000), which is believed to be effective on employees to perform organizational citizenship behaviors (Folger & Konovsky, 1989). Two dimensions of fairness were focused in the present study, which are distributive justice and procedural justice, with sub-dimensions for procedural justice: fair formal procedures and interactional justice. In line with previous findings (Moorman, 1991), both types of fairness perceptions were expected to have positive relationship with OCB. Positive mood states, on the other hand, is a dispositional factor suggested to be effective on OCB (George & Brief, 1992). Two dimensions of moods exist in extant literature as positive and negative moods. In this study it was focused only on positive mood

states and its relationship with OCB. Again based on previous studies (George & Brief, 1992), it was hypothesized in this thesis that positive mood states are positively associated with OCB.

To analyze these relationships, İller Bank, a Turkish investment and development bank, was chosen. The company is working for municipalities and special provincial administrations to provide financing and credits, while at the same time producing infrastructure and superstructure projects and providing constructions for these projects. Apart from these, it gives technical consultancy to municipalities and special provincial administrations. The company has been operating since 1933 and named as İller Bank in 1945. Such a long standing company has been privatized very recently, on July 2011. Although it was privatized, the company is still one of the related organizations of Ministry of Urbanism and Environment. The data was collected from employees working in headquarter of İller Bank and in different branches via e-mail. Out of 350 surveys distributed, 210 were usable for the present study. To test hypothesis, hierarchical regression method was used.

In the following chapters first of all, more detailed information will be provided on employee behaviors literature by focusing on extra-role behaviors. Then, the reasons behind choosing Organ's (1988b) OCB definition, operationalized by Podsakoff et al. (1990), will be explained. This will be followed with a brief information for OCB antecedents with a detailed analysis for employee justice perceptions, employee moods (with a focus on positive mood states) and relationship between these two variables. In this last section, the individual influences of these two

factors will be explained and previous studies will be reviewed to show possible interrelated effects of affective states and cognitions on OCB. After the literature review section, newly proposed hypothesis will be mentioned for each variable and for mediated relationships. At the end of this study, it's expected to find a positive relationship between OCB and both antecedents: justice perceptions and positive mood states. Also, fairness perceptions were expected to have a mediating role in the relationship between positive mood states and OCB.

CHAPTER II

LITERATURE REVIEW

2.1 EMPLOYEE BEHAVIORS

Katz (1964) identifies three basic behaviors as fundamental for running organizations. First, employees should be convinced to enter and stay in the organization; second, they must perform their job-prescribed tasks in a “dependable” fashion; and third, additional behaviors that are innovative, discretionary and go beyond job descriptions must be performed to achieve organizational goals (Katz, 1964). As it can be seen from this argument, employee behaviors are not a one-type activity that can be understood simply by observing formally assigned tasks; but it includes variety in it, which covers additional and less-controllable behaviors. This section is devoted to explain these different behaviors, both in-role and extra-role, by giving the reasons behind taking these two behaviors as distinct variables. Later, with a focus on extra-role behaviors, OCB literature will be reviewed and the OCB construct chosen in the current thesis will be explained.

2.1.1 IN-ROLE VERSUS EXTRA-ROLE BEHAVIORS

In-role behaviors, which gained major attention in the past, can be defined as the roles assigned by the organization for limiting employee behaviors to predictable patterns. Every employee is expected to know his/her task in the organization and meet a minimum quantitative and qualitative level of performance necessitated by the definition of this

role. On the other hand, extra-role behaviors refer to voluntary actions of employees which are not dictated with job description, but help organizational goals to be achieved. These behaviors were shown as vital for an organization due to their flexible nature; since there are always unforeseeable contingencies in operations (Katz, 1964).

When the previous literature on employee behaviors has been investigated it can be seen that most of the research done had a relatively narrower definition for performance. Many of those studies focused on in-role behaviors of employees and linked them to performance measures like realized sales volume, sales revenue or sales effectiveness measured by managers (Podsakoff, MacKenzie, & Ahearne, 1998). However, this view has been broadened later with the consideration of extra-role behaviors, which are expected to have contribution to success of organizations as well, both in terms of individual success of employees (e.g. Yoon & Suh, 2003; Castro, Armario, & Ruiz, 2004) and in terms of group success (e.g. Bettenhausen & George, 1990). It was suggested that extra-role behaviors are important as managers are believed to take them into account when evaluating employee performance and deciding on compensation, rewarding and training for their employees (Barksdale & Werner, 2001).

Based on previous literature it can be said that in-role and extra-role behaviors are distinct variables and managers distinguish between them (Barksdale & Werner, 2001). Extra-role behaviors were told to have fundamentally different relationships with job attitudes (Bettenhausen & George, 1990); and have different antecedents and

consequences than in-role behaviors (Podsakoff, MacKenzie, & Ahearne, 1998).

In-role and extra-role behaviors differ from each other in several ways. First, it was suggested that direction of causality differed for these two behaviors (Podsakoff, MacKenzie, & Ahearne, 1998). While in-role behaviors are hypothesized to be antecedent of job satisfaction (Sheridan & Slocum Jr, 1975); extra-role behaviors are expected to be outcome of job satisfaction (Organ, 1988b). In expectancy theories of motivation (e.g. Vroom, 1964) it was proposed that performance, when followed with a reward, causes satisfaction. This was mentioned in (Porter & Lawler, 1968) as "briefly stated, good performance may lead to rewards, which in turn lead to satisfaction" (p. 23) (as discussed in Barrick, Mount, & Judge, 2001). In contrast, in studies analyzing antecedents of OCB, it was shown that satisfied employees have tendency to perform OCB to show gratitude to organization or to share the positive feelings they experienced (Organ & Ryan, 1995).

Another difference can be seen in their relationship with organizational commitment (Munene, 1995, O'Reilly & Chatman, 1986). Like satisfaction, in-role behaviors are hypothesized to be antecedent of organizational commitment, while extra-role behaviors are seen as the result of it. The explanation for former claim is again based on rewards, such that employees with higher performance are expected to receive more rewards causing them to be more committed. The support came from Brown & Robert (1993), who showed the positive relationship between sales performance of employees and their commitment level. Contrary to this, Brief & Motowidlo (1986) proposed that commitment

is antecedent of prosocial and citizenship behaviors because committed people were expected to have more tendency to give more of something from themselves to contribute to organization.

In addition to these, it was suggested that in-role and extra-role behaviors have different relationships with turnover in an organization. Extra-role behaviors were thought to be increasing endurance in the organization directly since employees engaging extra-role behaviors are more likely to build stronger relationship with coworkers and want to remain in the organization (Bettenhausen & George, 1990); while in-role behaviors decrease voluntary turnover indirectly through job satisfaction with its mediating effect between in-role behaviors and decrease in turnover (Podsakoff, MacKenzie, & Ahearne, 1998).

Keeping the distinction between in-role and extra-role behaviors in mind, the focus in the current thesis will be on extra-role behaviors and its antecedents, and Organ's OCB definition (1988) will be used to refer extra-role behaviors. The importance of extra-role behaviors for organizations were shown in different studies, such that they were told to give flexibility to an organization to cope with unforeseen situations (Smith, Organ, & Near, 1983), and told to be influential on organizational outcomes such as productivity, efficiency, reduced costs, customer satisfaction, and unit-level turnover (Podsakoff, Podsakoff, Blume, & Whiting, 2009). For this reason, it can be crucial for organizations to understand the motives behind such behaviors. However, due to the complexity in measurement of these behaviors, contradicting results exist in the literature on OCB antecedents and OCB relationship (e.g. Organ & Ryan, 1995 vs. George & Brief, 1992).

Considering the importance of OCB for organizations and the different proposals for OCB antecedents in literature, it was decided to focus on extra-role behaviors, namely OCB, and analyze the independent and mediating relationship of several antecedents with OCB.

2.1.2 DEFINING OCB

Extra-role behaviors concept has emerged and gained popularity in the Western society with the early eighties. However, even before those times, the importance of "*willingness* to contribute efforts to the cooperative system" (p. 83) has been highlighted both theoretically and practically (Barnard, 1938 in Konovsky & Organ, 1989). Although it was shown clearly by previous researches that there were behaviors beyond job descriptions like cooperation, it was not so easy to identify and distinguish these behaviors among routine activities of organizations. Unlike role-prescribed behaviors, it was not possible to give a clear list of behaviors that are voluntary in nature due to the fact that they vary across people, organizations and time. Thus; definitions, names and meanings for extra-role behaviors have been increased in number and diversified over time (Podsakoff & MacKenzie, 1997).

In 1964, Katz had given the official start to this discussion with his introduction of the "*taxonomy*" concept. This concept was covering cooperative behaviors towards other members of the system, protection of the system, producing creative ideas, self-improvement and behaviors that would create a positive perception toward organization by external parties (Farh, Zhong, & Organ, 2004). These activities were grouped further under three different behaviors

necessary for a functioning organization: entering and remaining in the system, specific role requirements and innovative-spontaneous activities, which are already mentioned in the previous section. He emphasized the importance of spontaneous behaviors by expressing fragileness of organizations that solely depends on pre-specified role behaviors (Katz, 1964).

Two years later, (Katz & Kahn, 1978) have provided a more clear distinction between in-role behaviors that depend on prescribed role-specific rules and "*spontaneous behaviors*" which are cooperative gestures that enhance organization's image. It was said that, although cooperation in everyday life is taken as granted and not recognized, it has a key role in the survival of an organization (p. 339)

Following these initial attempts, different dimensions were mentioned as part of extra-role behaviors and different construct definitions have emerged in time. Considering all previous studies and suggested dimensions, *altruism* and *compliance*, were the ones that have been mentioned first. Altruism was defined as discretionary helping behaviors towards a specific person or a group; while compliance was explained as internalization of organizational rules and procedures like use of time, attendance or punctuality (Smith, Organ, & Near, 1983). This initial definition was expanded later with the inclusion of new dimensions like *courtesy*, *sportsmanship* and *civic virtue*. Courtesy was described as constructive behaviors that help eliminating problems among coworkers; sportsmanship was defined as tolerating unexpected hard situations, and finally civic virtue was explained as willingness to play a role in the governance of the organization. These five

dimensions have formed the main body of Organ's most famous construct of *organizational citizenship behavior* (OCB), which was defined as discretionary behaviors that benefits the organization by affecting its performance positively, although not recognized by reward system directly (Farh, Zhong, & Organ, 2004).

The search for improving the OCB construct suggested by (Organ, 1988b) caused new dimensions to be included later such as *loyalty*, *voice*, *functional* and *advocacy participation* to the existing five dimensions to explain extra-role behaviors better. *Loyalty* was used to explain the constancy towards organization, while *voice* referred to constructive criticizing to improve organization further. Moreover, with *functional* and *advocacy participation*, behaviors that encourage self and others' participation was meant (Graham, 1991).

However, this continuous search also caused new construct definitions to emerge as an alternative to OCB, some of which include wider dimensions, while others have a narrower scope. Basically, these different constructs were differentiated based on certain criteria, which were inclusion or exclusion of in-role behaviors, the target that these behaviors were directed towards, being recognized by rewarding system or not, being functional or dysfunctional for the organization etc. (Brief & Motowidlo, 1986).

Organizational spontaneity was one of the constructs built against OCB with different dimensions for extra-role behaviors. It was based on (Katz, 1964) definition of "spontaneous behaviors" and included five forms of organizational spontaneity some of which were reminiscent of

Organ's OCB dimensions. "*Helping co-workers*" and "*making constructive suggestions*" were used with a similar meaning of Organ's altruism and civic virtue dimensions respectively. Apart from them, "*protecting the organization*", "*developing one-self*" and "*spreading goodwill*" dimensions have also been included to build the organizational spontaneity construct. It was suggested that this construct differed from OCB, which was said to refer behaviors that cannot be recognized by formal reward system, while organizational spontaneity can (George & Brief, 1992).

Contextual performance is the least restrictive construct among alternatives since it does not include any classifications based on employee intentions, role-expectations or being recognized by rewarding system (Borman & Motowidlo, 1993). These behaviors include helping and cooperating with others, supporting organizational objectives, following organizational rules, volunteering to carry out tasks, and putting extra effort with enthusiasm (Van Scotter, 2000).

Among these different constructs, organizational citizenship behavior construct (Organ, 1988a) has been chosen. According to this construct, organizational citizenship behavior refers to "behavior(s) of a discretionary nature that are not part of employees' formal (role) requirements, but nevertheless promote effective functioning of the organization" (Podsakoff P. M., MacKenzie, Moorman, & Fetter, 1990, p.115).

OCB construct has five dimensions, which are:

- *Altruism*: "Discretionary behaviors that have the effect of helping a specific other person with an *organizationally relevant* task problem." (Podsakoff P. M., MacKenzie, Moorman, & Fetter, 1990, p.115)
- *Conscientiousness*: "Discretionary behaviors on the part of the employee that go *well beyond the minimum role requirements*" of the organization, in the areas of attendance, obeying rules and regulations, taking breaks, and so forth." (Podsakoff P. M., MacKenzie, Moorman, & Fetter, 1990, p.115)
- *Sportsmanship*: "Willingness of employees to tolerate less than ideal circumstances without complaining – to 'avoid complaining, petty grievances, railing against real or imagined slights, and making federal cases out of small potatoes'" (Organ, 1988b, p.11 in Podsakoff P. M., MacKenzie, Moorman, & Fetter, 1990)
- *Courtesy*: "Discretionary behavior on the part of an individual aimed at *preventing* work-related problems with others from occurring." (Podsakoff P. M., MacKenzie, Moorman, & Fetter, 1990, p.115)
- *Civic virtue*: "Behavior on the part of an individual that indicated that s/he responsibly participates in, is involved in, or is concerned about the life of the company." (Podsakoff P. M., MacKenzie, Moorman, & Fetter, 1990, p.115)

Choosing Organ's OCB construct to refer extra-role behaviors was thought to be relevant considering necessities of the present thesis. First of all, OCB is the mostly used construct by researches, which provides a guarantee of items in the scale to have been tested many times previously (e.g. Podsakoff P. M., MacKenzie, Moorman, & Fetter, 1990; Konovsky & Organ, 1989). So it is expected to have relatively more reliable results in analysis of relationship between chosen antecedents and employee citizenship behaviors.

Secondly, when compared to its alternatives, OCB is found to be more suitable for this thesis in terms of the scope of its dimensions. As mentioned above, *organizational spontaneity*, which is an alternative construct for OCB, includes actions that are recognized by formal rewarding system. However in this thesis, the aim is to find the reasons behind the motive for employees to perform voluntary behaviors that are done without any rewarding expectations or without an intention to be recognized by formal system. Another alternative, *contextual performance* was not chosen since the definition of the construct was found to be too broad with no classification based on employee intentions, role expectations or recognition condition by formal rewarding system.

Apart from these constructs, there were discussions on dimensions of OCB and suggestions to include additional dimensions like environmental factors. Although previously mentioned constructs tried to include all possible aspects of employee behaviors, they did not refer to some other factors that could be shaping extra-role behaviors. These factors may include industry, technology, job function, orientation of

the organization and some other external factors such as social culture, legal environment and economic development level of the country.

Moreover, the five dimensions of OCB (Organ, 1988b) were considered to be applicable for Western Society where the constructs have been developed, while additional dimensions have to be considered to reflect cultural traits in other regions (George & Jones, 1997). Due to this fact, an additional, but quite different construct was suggested with inclusion of dimensions such as *self-training*, *social welfare participation*, *keeping workplace clean*, *interpersonal harmony* and *protecting company resources* to reflect possible contextual and cultural differences (Farh, Zhong, & Organ, 2004). In the current study, these constructs including environmental and cultural elements were not chosen, as the major focus of present thesis is not about environmental or cultural effects on the relationship between extra-role behaviors and OCB.

Another construct has come out as an alternative to OCB with a different approach in which classic OCB construct was divided into two as OCBI (individual level citizenship behaviors) and OCBO (organizational level citizenship behaviors) (Williams & Anderson, 1991) as a result of conflict among researchers about the independence of OCB dimensions (Fassina, Jones, & Uggerslev, 2008). This attempt not only provided a new understanding of OCB, but also created an opportunity to combine most of the dispersed dimensions mentioned in other alternative constructs (Podsakoff, Podsakoff, Blume, & Whiting, 2009).

First of all, at the individual level, OCBI was defined as behaviors that cause organizations to benefit with the help directed towards specific individuals like taking place for someone who was absent (Williams & Anderson, 1991). This construct has included similar dimensions that have been mentioned before like *altruism*, *courtesy* as well as *peacekeeping* and *cheerleading* (Organ, 1990), *interpersonal helping* (Graham, 1991), *helping coworker* and *interpersonal harmony* (Farh, Earley, & Lin, in press). Like in the individual level, OCBO, which was used to refer behaviors cause organization to benefit in general (Williams & Anderson, 1991) also included similar dimensions like *compliance*, *civic virtue* and *sportsmanship* (Organ, 1990), *organizational loyalty* (Graham, 1991) *endorsing*, *supporting and defending organizational objectives* (Borman & Motowidlo, 1997), *job dedication*, (Van Scotter & Motowidlo, 1996), *voice behavior* (Van Dyne & LePine, 1998), and *promoting the company image* (Farh, Zhong, & Organ, 2004) (All in Podsakoff, Podsakoff, Blume, & Whiting, 2009).

OCBI/OCBO concepts were not used in the present study, since the differentiation between individual-level and organization-level OCB was not seem relevant for this thesis. Considering the major aim of the present thesis, which is to see both the individual effects of cognitions and affective states; and understand mediating role of justice perceptions between positive mood states and OCB, it was not thought to be important whether these behaviors are done for the good of individuals in the organization or for the good of the organization itself, as long as positive outcomes are elicited for the organization as a whole.

With OCB construct defined by Organ chosen, the following sections will first give brief information about antecedents for OCB mentioned in the literature. Then, a deeper analysis will be provided with a focus on *employee fairness perceptions* as cognitive factors and *positive mood states* as affective factors predicting OCB. Final section will be about relationship between these two antecedents and OCB.

2.2 ANTECEDENTS OF OCB

When literature on OCB is reviewed, there can be found many different relationship propositions suggested between OCB and its potential antecedents. It can be said that, the diversity in proposed alternatives as antecedents; and the suggested causality between them and OCB, usually make it hard to understand the true reasons of the motive of employees to perform such behaviors.

To make it easier to understand, these antecedents can be classified under four main categories which are *individual characteristics* (cf. Bateman & Organ, 1983; Organ, 1988b), *task characteristics*, *organizational characteristics* (cf. Podsakoff, MacKenzie, & Bommer, 1996a; Podsakoff, MacKenzie, & Hui, 1993) and *leadership behaviors* (cf. Podsakoff, MacKenzie, & Bommer, 1996b; Podsakoff P. M., MacKenzie, Moorman, & Fetter, 1990).

For individual-employee characteristics a sub-categorization can be made such as *employee attitudes* (job satisfaction, justice perceptions, organizational commitment etc.), *dispositional variables* (positive and negative affectivity, moods etc.), *role perceptions* (role ambiguity, role

conflict), *demographic variables* (gender, tenure etc.), *employee abilities and differences* (indifference to rewards, ability, experience etc.) (Podsakoff P. M., MacKenzie, Paine, & Bachrach, 2000). This categorization for individual characteristics can be found in Figure-1.

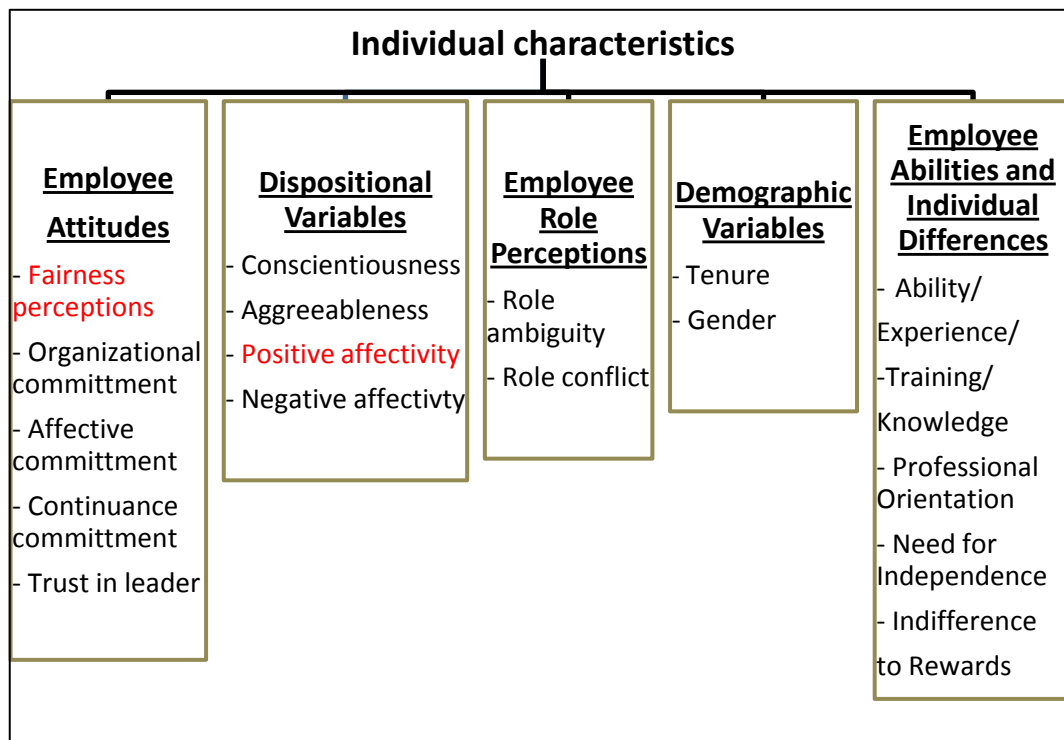


Figure 1. Subcategories for individual-employee characteristics, as antecedents of OCB

Source: Podsakoff P. M., MacKenzie, Paine, & Bachrach, 2000

Among all these antecedents, two of them are mostly studied: *general affective "morale" factors* such as employee satisfaction, organizational commitment, justice perceptions etc. and *dispositional factors* such as positive and negative affectivity, moods, agreeableness etc. (Organ & Ryan, 1995).

As mostly studied antecedents of OCB, "morale" factors were shown to be significantly related to citizenship behaviors (e.g. Moorman, Organ, & Niehoff, 1993; Piercy, Cravens, Lane, & Vorhies, 2006). Although dispositional factors too were shown to have significant relationship with OCB in several studies (e.g. George, 1991; George & Brief, 1992), it gained less attention than cognitive factors and the variety in results were explained by measurement difficulties of employee feelings (Judge & Kammeyer-Mueller, 2008). Also, studies can be found in literature focusing on these two factors separately to see relative strengths of each individual factor on predicting OCB (e.g. Moorman, 1993; Bachrach & Jex, 2000) or to show the existence of a joint effect of these two factors as antecedents of OCB (e.g. Cohen-Charash & Byrne, 2008).

The focus of the present study is individual/employee factors with an emphasis on fairness perceptions as cognitive factors, and positive mood states as dispositional factors. However, before continuing, the reasons behind choosing these variables as antecedents to be studied should be explained.

First of all, fairness perceptions (instead of job satisfaction) were chosen to refer to cognitive factors. The main reason for this is that

existing research (Moorman, 1991; Organ & Konovsky, 1989) argues that fairness perceptions are better predictors of OCB than job satisfaction (Organ & Ryan, 1995; Farh, Earley, & Lin, in press; Bettencourt & Brown, 1997). It was believed that job satisfaction measures include more cognitive components than affective variables (like moods). Since cognitive assessments were linked mainly to fairness idea, it can be said that job satisfaction measures include a large fairness component. This fairness component is believed to be the real reason behind the relationship between job satisfaction and OCB (Moorman, 1991). Thus job satisfaction-OCB link presented in literature was suggested to be *spurious* (Moorman, 1991) with predictability of job satisfaction of OCB depending on the extent to which it contains fairness arguments (Organ & Ryan, 1995). As job satisfaction was found not to be related with citizenship behaviors when job satisfaction and justice perceptions were measured separately (Moorman, 1991), in this thesis it was decided to explore the relationship between justice perceptions and OCB, instead of job satisfaction-OCB relationship.

Additionally, it was chosen to focus on positive mood states instead of negative mood states in this thesis. The major reason behind this idea is that in literature the results showing consequences of negative moods on employee behaviors are not reliable. They change across studies and the main reason behind this is the complexity of negative moods as a variable and complexity of its relationship with employee behaviors. As a result, most of the studies in extant literature focus on positive moods – OCB relationship. In the present study, to be safer in terms of the reliability and accuracy of results acquired, the focus will

be on positive moods as well, which is also expected to give more comparable results.

2.2.1 JUSTICE PERCEPTIONS

Employees are willingly or unwillingly in an observer position in their workplace, causing them to continuously make cognitive evaluations about their tasks, workplace, leaders or coworkers (Brown & Peterson, 1994.) This constant observation and cognitive analysis lead to employee perceptions about the job as a whole and are believed to influence their behaviors. More specifically, it was suggested that employees make cognitive evaluations of their relationship with the firm and according to the level of workplace fairness they perceive, they engage in various behaviors including OCB (Bettencourt & Brown, 1997).

The term “organizational justice” has been used in the literature to mention this influence of fairness perceptions in the workplace. The major aim of analyzing this concept was to understand the ways employees feel to be treated fairly in the workplace and see the effects of these feelings on work-related variables (Cropanzano & Greenberg, 1997). Performance is one of these work-related variables and it was suggested that employee performance is related to their perceptions on equity/inequity level of work outcomes (Randall, Birjulin, Borman, & Cropanzano, 1999). However, it was also mentioned that, this influence of perceptions on job performance may not be so clear due to daily life contingencies (Organ, 1977). This ambiguity in this relationship, which cannot be captured by “traditional job-descriptions”, are offered to be

better explained with non-traditional behaviors like OCB, since employees are more in-control of such behaviors (Moorman, 1991).

Adams (1965) suggested that with a belief of unfair treatment, employees may set themselves apart from the organization by only providing the service defined in their job-descriptions, which is the minimum amount necessary not to be in trouble. Thus, organizational citizenship behaviors, which were already mentioned to be extra-role behaviors that are not defined in the formal job description, can be used as “self-expression” mechanism by employees to present their dissatisfaction with the fairness level in the organization (Greenberg, 1993).

2.2.1.1 JUSTICE PERCEPTIONS AND OCB

Organ (1988b, 1990) provided two explanations for the link between fairness perceptions and OCB which are equity theory (Adams, 1965) and social exchange theory (Blau, 1964)(Moorman, 1991).

The first explanation, the *equity theory* (Adams, 1965), suggests that an employee who perceives unfair distribution of rewards relative to the input s/he provided, will have a tension within and try to solve this tension. It was claimed that an employee with unfair perceptions about the job will respond to this unfair situation by decreasing OCB level exhibited (Niehoff & Moorman, 1993; Greenberg, 1993). The reason behind this argument is that, when an employee perceives unfairness, s/he is more likely to respond with a change in OCB instead of changing in-role behaviors; since changing OCB is expected to be safer

than changing formal role requirements and is more in control of the person (Moorman, 1991).

The second explanation, Blau's (1964) *social exchange theory*, on the other hand, suggests that when employees define the relationship between them and their employers, as an economic exchange only, reciprocal behaviors of employees will be limited to in-role behaviors since economic exchange is based on more contractual duties and predefined terms, while social exchange is based on obligations of reciprocal trust (George, 1991). In a work environment where there is social exchange relationship, more ambiguity exists and this ambiguity causes more discretionary behaviors to be performed by employees since this kind of relationship was not set with strict contracts. When employees perceive fairness within an organization, they think the relationship more as a social exchange relationship than economic exchange and this will make them exhibit more OCB which is discretionary in nature (Moorman, 1991). Moreover, in such an environment employees will not be concerned about rewards given for extra-role behaviors; since they already believe in the existence of fair treatment in the organization (Konovsky & Organ, 1989).

Apart from these two most common explanations, there is also an identity-based explanation for the relationship between employees' fairness perceptions and OCB. According to this idea, employees who perceive fair treatment in work environment feel like a valued member of the group, which makes them engage in citizenship behaviors to protect this position in the group and to create value for the group they feel like a part of (Blader & Tyler, 2003).

Considering these explanations, it can be said that there is a positive relationship between fairness perceptions of employees and OCB. However, it was suggested that justice has distinct dimensions (Karriker & Williams, 2009) and the relationship between perceived justice and OCB differs based on these dimensions (Colquitt, Wesson, Porter, Conlon, & Ng, 2001). For this reason, next section is devoted to explaining different types of justice.

2.2.1.2 TYPES OF JUSTICE PERCEPTIONS AND OCB

When previous literature on justice-OCB link was reviewed, it can be seen that the major distinction was made between *distributive justice*, and *procedural justice*, as dimensions of fairness (Moorman, 1991; Moorman, Organ, & Niehoff, 1993). It was suggested that employee perceptions about 'fairness of outcomes' and employees perceptions about the 'fairness of decision making process for outcome allocation' will influence employees to engage in reciprocal behaviors which goes beyond their in-role behaviors and benefits the organization (Niehoff, & Moorman, 1993). The outcome-based fairness is defined as distributive justice; while procedural justice refers to fairness in decision making procedures, which are used to reach those outcomes (Blancero & Johnson, 1997).

"Fair formal procedures" and "interactional justice" were mentioned as sub dimensions of procedural justice which influence employee perceptions (Skarlicki & Folger, 1997). *Fair formal procedures* are defined as the existence of procedures that helps fair distribution of rewards in an organization (Levental, 1980); while *interactional justice*

refers to the treatment from organizational authorities that employee faces when formal procedures are being applied or explained (Biess, 1986). Also, providing the necessary explanations for those procedures are mentioned under interactional justice (Greenberg, 1993). In the end, it was suggested that formal procedures, interactional justice or both can affect employee perceptions about procedural justice, which in turn influence employee behaviors (Niehoff & Moorman, 1993).

Although both distributive and procedural justice concepts were highly studied in previous researches, when literature on justice perceptions and OCB relation is reviewed, it is easy to see an inclination towards procedural justice as the main cause of citizenship behaviors (Konovsky & Pugh, 1994). The explanation for this idea can be first found in studies of political science. In literature on legal and political contexts, procedural justice was suggested to be more about organizational characteristics and system evaluation; while distributive justice was explained to be more related to specific outcomes and their evaluations. Tyler and Caine (1981) found that perceived procedural justice significantly accounted for the variation in evaluations of government leaders, while this was not true for distributive justice (Folger & Konovsky, 1989).

Adapting this explanation to work environment, procedural justice was claimed to affect trust in supervisor (Moorman, 1991); which is one of the key components of social exchange. Such a social exchange developed between employees and their supervisors based on fairness of supervisor was expected to lead to employee citizenship behaviors (Konovsky, & Pugh, 1994). It was suggested that, when supervisor

behaviors are supportive, more procedural justice was perceived, which leads to OCB to pay for this fair treatment (Tepper & Taylor, 2002).

Looking from the opposite side, it was also mentioned that “procedural injustice” is likely to be perceived as a longer-term, systematic justice violation (i.e., an unfair organizational policy) than a distributive injustice, which is likely to be perceived as a more unique, one-time violation (i.e., a particular episode of an unfair decision). Based on this explanation, it was suggested that an employee who faces unfair policies and procedures would respond by withdrawal of citizenship duties while a perception of unfair distributive decision would not lead to such an extreme action (Greenberg, 1993).

Another distinction was made between sub-dimensions of procedural justice regarding their relationship with OCB. Comparing interactional justice and fair formal procedures, the former was suggested to be a better predictor for OCB. For fair formal procedures the focus was said to be more on the organization as a whole, while in interactional justice it was focused on if the supervisor put formal procedures into action fairly. Thus, employees receive more idea on trust and equity from the perceptions of “fairness of their interactions” with the supervisors. With these interactions an employee has with his/her supervisor; a belief can be created such that organization values him/her and s/he is important for the organization; which in turn motivates him/her to exhibit OCB in a way that was suggested in social exchange theory. Such feelings of trust and equity can be created in employees with fair formal procedures as well; but supervisor behaviors were thought to be

more effective to communicate these values as “actions speak louder than words” (Moorman, 1991, p.852).

Three studies from previous literature were cited as a support for this idea by Moorman (1991). First of all, Greenberg, (1988b) found that when supervisors actively get into interactions with employees, they are seen to be fairer causing employees to perform OCB. Secondly, it was shown that when the reasons behind pay-cuts in an organization were explained sensitively by supervisors, theft rates in that organization fell (Greenberg, 1990). Considering employee theft as a negative organizational citizenship behavior, this explanation can be said to be consistent with previous explanation. Finally, Podsakoff et al. (1990) showed in their study that “trust in leadership” has a mediating role between “transformational leader behaviors” and citizenship. Thus, trust to supervisor and OCB was found to be related and interactional justice was said to be important in creating this trust.

2.2.2 EMPLOYEE MOODS

Although studies on affect have started with a big interest in 1930s, later, till 1990s, there was little attention with few numbers of studies focusing on affects in terms of job satisfaction and largely ignoring dispositional and extra-work factors (Brief & Weiss, 2002). However after the so called “affective revolution” (Barsade, Brief, & Spataro, 2003), affective factors and their influence in a work environment have again gained substantial importance in organizational behavior literature by which affects were considered as influential on different contexts of organizational life (in Ashkanasy & Cooper, 2008, p.349).

With this “rediscovery” of affect (Brief, & Weiss, 2002), many studies have investigated the potential effect of affective factors on attitudes and behaviors (e.g. Greenberg, 1990; Millar & Tesser, 1990; Organ & Ryan, 1995; Hoffman & Kelly, 1997; Lavine et al., 1998; Weiss, et al., 2008; Youssef, Luthans, & Avey, 2009); on decision making and thinking (Isen, 1984; Schwarz & Clore, 1996; Haidt, 2000; George & Forgas, 2001; Isen, 2001; Isen, 2002; Fredrickson, 2004) and on work outcomes such as service quality (e.g. Hoffman & Kelly, 1997) and performance (Judge & Kammeyer-Mueller, 2008).

Considering findings of many relevant studies, it is easier to understand the reason behind mentioning organizations as “affectively laden environments” (Amabil, Barsade, Mueller, & Staw, 2005, p.367). So, as affective factors were shown to be an inseparable part of organizations, it was suggested to analyze these factors (and not only cognitive variables), to be able to truly understand the motives behind employee behaviors in organizations (Millar & Tesser, 1990). Affective factors were also shown to be influential on performing of organizational citizenship behaviors (Organ & Ryan, 1995).

Based on these explanations, affective factors were decided to be included in this thesis as potential antecedents of OCB. However, before getting into detail, some controversial issues in the literature about these factors were mentioned in the following sections with the explanations for supported ideas. These issues include definition confusion in literature between moods and emotions, and between moods as states and moods as traits; together with discussions on dimensionality of affective dispositions. After these explanations, a

narrowed down literature review will be provided with a focus on positive mood states and its relationship with OCB.

2.2.2.1 MOODS vs. EMOTIONS

When studies on affective dispositions are analyzed, it can be seen that the meaning and the scope of the term “affect” can vary among different studies. It is more like a broad category covering moods and emotions (Fisher, 1998; Kelly & Barsade, 2001), which were usually confused and used interchangeably despite their different meanings.

Moods were usually seen as “barometers of the ego” (Jacobsen, 1957) like a reflection of “the general state of the organism” (Nowlis & Nowlis, 1956) (All in Schwarz, 2002); and defined as affective states of feelings that are subjectively perceived by individuals and are not directed towards anyone or anything in particular (George, & Brief, 1992). On the other hand, emotions were defined as

episodic, relatively short-term, biologically based patterns of perception, experience, physiology, action, and communication that occur in response to specific physical and social challenges and opportunities” (Keltner & Gross, 1999, p.468)

Moods and emotions have very different characteristics and these differences were explained many times in literature (Isen, 1984; George & Forgas, 2001; Brief & Weiss, 2002; Cohen-Charash & Byrne, 2008); which can be grouped as difference in duration, intensity, specificity, reasons and directions (Cohen-Charash & Byrne, 2008).

First of all when durational differences were considered, moods were shown to be longer-lasting and more frequent than emotions. In this term, moods were mentioned to be always present unlike emotions, which occur in short time intervals and then disappear. Due to this reasoning, moods can be said to be less noticeable. Secondly, moods were claimed to be less intense than emotions, while emotions were intense enough to be even influential on cognitive processes.

Apart from these, moods were used to refer a broader category with mostly two dimensions such as positive and negative (e.g. Watson, Clark, & Carey, 1988); while emotions were discrete with many different forms like anger, fear and joy (Plutchik, 1994). Also moods and emotions were told to differ in terms of the "eliciting events" such that, moods occur without a major source or stimulus, while emotions are consequences of major occurrences. Finally, moods were suggested not to be directed to any specific object unlike emotions, which were said to have particular causes (Cohen-Charash, & Byrne, 2008; Brief, & Weiss, 2002).

In the present thesis, it was preferred to focus on moods rather than emotions as antecedents of OCB. The first and major reason behind this choice is the methodological difficulty of studying emotions in an organizational environment. As it was suggested, both emotions and moods have to be measured at the real time of their occurrence for accuracy as they are "transient phenomena" (Fisher, 1998). It has been shown that in self-reports of employees that were obtained after some time, there was tendency to exaggerate the frequency of experiencing emotions compared to the reports obtained in real time

(Myers & Diener, 1995). Since collecting real-time data is a very difficult task in an organizational context, more accurate results are expected to be collected from self-reports for moods which are relatively longer-lasting than episodic emotions. Also, due to their discrete nature, there can be hundreds of different types of emotions, which make it difficult to measure them accurately and cover all emotions (Kelly & Barsade, 2001).

The only concern here is the proposition for relative intensity of emotions and moods (Brief & Weiss, 2002). However, although emotions were mentioned to be more intense and influential on behaviors, research has shown that moods, as "low level general feeling states", can also be affective on performance and behavior since they are relatively more frequent with their continuous existence (Isen, 1984). Also, it was told that even though employees are not aware, moods unnoticeably influence behaviors due to their pervasive and subtle nature (George & Brief, 1992). Finally, considering the studies supporting the existence of relationship between moods and organizational behavior (Bettenhausen & George, 1990; George, 1991; George & Brief, 1992; Brief, & Weiss, 2002; Ilies, Scott, & Judge, 2006) it was decided to use moods to refer to dispositional factors.

2.2.2.2 MOODS AS TRAIT VERSUS MOODS AS STATE

Another controversial issue in literature is about the definition of moods itself; based on the durability, stability and variability of those moods in time. This discussion is very important; because it was suggested that the definition used can affect the results showing relationship

between moods and organizational behaviors (George, 1991). A detailed four level trait-state continuum was offered in literature. The suggested four levels of traits and states were “pure positive traits”, “trait-like constructs”, “state-like constructs” and “positive states” like mentioned below (Youssef, Luthans, & Avey, 2009).

- *Pure positive traits* were used to refer stability over time and across situations, including traits that are believed to be “hardwired,” such as intelligence or hereditary characteristics.
- *Trait-like constructs* were mentioned as closer to the trait end of the continuum and refer to relatively stable psychological characteristics such as conscientiousness, extroversion, and core self-evaluations.
- *State-like constructs* were told to include efficacy, hope, optimism, and resiliency, which tend to be malleable and thus open to development and are particularly relevant to the workplace.
- *Positive states* were suggested to include momentary and highly variable states such as moods and emotions which are at the extreme point of trait-state continuum

As it can be seen from this explanation, moods as traits and moods as states have different meanings, which makes it logical to expect them to have different effects on employee behaviors. This fact is seen in the literature with many studies showing contradicting results (e.g. Organ, & Ryan, 1995; vs. George, & Brief, 1992). As it will be explained in more detail in the following sections, there are unsatisfactory results of empirical research on mood-OCB relationship compared to cognitive

factors; and these negative results were believed to be due to this definitional difference of moods. It was claimed that supportive results for cognitive factors over dispositional factors, were due to the measurement of mood as a *trait* rather than a *state* (George, 1991).

In the literature there is a tendency to collect information about employee feelings in general, with questions asking employees to indicate their feelings over long periods of time (Judge & Kammeyer-Mueller, 2008); probably because of the concerns about measurement simplicity. Mood ratings for such a long period were told to reflect stability that makes them used as trait measures of moods (Watson, Clark, & Tellegen, 1988). These moods as traits show stable differences among individuals based on the positive mood level experienced during that time (Hoffman & Kelly, 1997) and the results collected from self-reports indicate an average value obtained in that given period (Brief & Weiss, 2002). On the other hand, unlike trait positive moods, state positive moods represent how an individual feels at a given point in time. So moods as states were said to be fluctuating as time passes due to specific roles employees undertake during their lives (Hoffman & Kelly, 1997) and reflect only experiences in the short term (Watson & Pennebaker, 1989).

As an example, Konovsky and Organ (1989) have measured moods by using respondents' answers for their typical mood at work for the preceding six months. As mood ratings for such long period are considered to be trait measures of moods (Watson, Clark, & Tellegen, 1988), the results favoring cognitions in the study may have been due to their choice of measurement of moods as traits rather than states.

It was decided to use moods as states rather than moods as traits in this thesis. Support for this decision can be found in the literature. First of all, results from measurements of moods as traits reflect average value of feeling states accumulated in a given time period. However, it was suggested that moods can fluctuate dramatically even during the day (Brief, & Weiss, 2002) and this “process of aggregation” of fluctuating feeling states causes misleading results, as different mood states cancel each other out in that given time period (Judge & Kammeyer-Mueller, 2008). Considering this fact, although few in number, there are even studies (Alliger & Williams, 1993; Hormuth, 1986; Larson & Csikszentmihalyi, 1983; Wheeler & Reis, 1991) using a method called “Experience Sampling Methodology (ESM)” in which data is collected at the time moods are being experienced throughout the day (Fisher, 1998). It was said that such designs are better at operationalizing affective states as they catch the “immediate affect processes” (Brief, & Weiss, 2002).

Moreover, trait positive moods were questioned to have influence on employee behaviors; and concluded that, even though they have some influence, positive mood states were expected to be more influential due to the effects of situational factors and employees’ interaction with environment (George, 1991), which change momentarily.

As a result of these explanations, it was suggested that organizational behavior is more likely to be affected by employee feelings “on a moment-to-moment basis” rather than “stable belief systems or previously formed attitudes about those workplace events” (Ashton-

James & Ashkanasy, 2008, p.10). Thus, in this thesis, the focus will be on the relationship of mood states with OCB.

2.2.2.3 POSITIVE vs. NEGATIVE MOODS

When literature on moods has been analyzed, it can be easily seen that there is a dimensionality. Although previously, moods were considered not to be dimensional within a range between positive to negative, or good to bad; this thought has changed and they were suggested to be dimensional with two distinct dimensions: positive mood and negative mood (Watson, Clark, & Carey, 1988). According to research results, these two dimensions of moods were empirically proved to be highly distinctive dimensions that can be "represented as orthogonal dimensions in factor analytic studies" (Watson, Clark, & Tellegen, 1988); and this distinction was mentioned as "bi-dimensional conceptualization of mood", which refers to distinct relationships of positive and negative mood with personality traits and daily activities (Tellegen, 1985).

In literature, several examples were mentioned for the validity of this bi-dimensionality. For instance, "social interaction" has relationship with positive moods, though it's not the case for negative moods. Other supporting examples exist in studies of facial expressions and tones of voice (Clark & Watson, 1988). Also negative moods were found to be positively related to aggression, while positive moods were not (Berkowitz, 1989).

It was told that, positive and negative moods are also different in terms of engagement, including cognitive processes and relationship with the environment (Tellegen, 1985). To give example, high positive moods were told to create "positive engagement" and pleasure such as being active, elated, enthusiastic, excited, peppy and strong; while low positive moods were told to cause being drowsy, dull, sleepy, and sluggish (Watson & Tellegen, 1985). Similarly, high negative moods were claimed to be bringing "un-pleasurable engagement" such as being distressed, fearful, hostile, jittery, nervous, and scornful; while calmness and serenity feelings like calm, at rest, placid and relaxed come with low negative moods (Watson, Clark, & Tellegen, 1988).

Also another support for the bi-dimensionality was proposed based on types of "brain-activity." "Hemispheric specialization" theory by Tucker and Williamson (1984) has suggested that positive and negative mood experiences are associated with different sides of arousal system.

Based on the explanations mentioned above, it can be suggested that positive and negative moods are distinct dimensions with different effects. However, in literature it's not easy to find consequences of negative moods on employee behaviors. Usually, the relationship either does not exist or changes across studies. Thus, finding reliable conclusions is very hard. For this reason, in most of the previous studies positive mood states were told to be the reason behind organizational citizenship behaviors (George & Brief, 1992). Considering this suggestion, in this thesis it was also decided to focus on positive mood states and their relationship with OCB.

2.2.2.4 POSITIVE MOODS AND OCB

Mood states are suggested to be always present (Cohen-Charash, & Byrne, 2008) and fluctuating constantly during the day (Hoffman and Kelley, 1997), with environmental interactions and situational occurrences (George, 1991). It was also suggested that, although not noticed, mood states have influence on employees' behaviors (George, & Brief, 1992).

As one of those studies showing this influence, Affective Events Theory (Weiss & Cropanzano, 1996) has suggested that situational factors at work create affective states which influence "episodic" behaviors (Ilies, Scott, & Judge, 2006). According to this theory, employees experience different things in a work environment and "these affective experiences have direct influences on behaviors and attitudes" (Weiss and Cropanzano, 1996, p. 11). Additionally, it was shown that positive mood states have an effect on behaviors not only on the same day, but also the day after; which increase employees' interaction with environment and stimulate proactive behaviors (Fritz & Sonnentag, 2009).

In the literature, the influence of mood states on behaviors was studied both for in-role and extra-role behaviors, supporting the existence of mood states' effect on both (George, 1991). Focusing on extra-role behaviors, there can be found many studies showing effects of mood states on different aspects of organizational citizenship behaviors like helping behavior, problem solving or variety seeking in negotiations

(George, 1990; George, 1991; Brief, & Weiss, 2002; Ilies, Scott, & Judge, 2006).

According to the evidence gathered from social psychological experiments (reviewed by Brown, 1985), it was claimed that experiences that create positive mood states are followed by helping behaviors (Konovsky & Organ, 1989). Supporting this idea, altruism, one of the OCB dimensions related to helping behavior, was suggested to be affected by moods (Smith, Organ, & Near, 1983). In his study, George (1991) has shown the positive relationship between supervisor ratings of altruism and employee self-reports of positive mood. Similarly, it was mentioned that positive moods of both employees (Hoffman & Kelly, 1997) and leaders (Bettenhausen & George, 1990) are related with helping behaviors directed to customers.

Similar to helping behaviors, cooperative behaviors were also told to be influenced by positive mood states (Weiss, Dalal, Lam, & Welch, 2008). With optimistic belief in reaching to positive outcomes, having a positive perception for negotiating partners (George, Jones, & Gonzales, 1998) and willingness to find creative solutions as a result of positive moods, cooperation is enhanced (Brief, & Weiss, 2002). Moreover, as positive moods were expected to decrease hostile behaviors in negotiations, they were told to help cooperativeness as well (Isen & Carnevale, 1986), and lead to "constructive bargaining" (George, & Brief, 1992).

In addition, employees in positive mood states were shown to be better at problem solving due to being more creative (Amabil, Barsade,

Mueller, & Staw, 2005), looking at problems from a broader perspective (Fredrickson, 2004) and offering more integrative solutions (Isen & Carnevale, 1986). It was proposed that, positive moods help employees to come up with more innovative solutions as they make better connections among divergent stimuli and understand relationship among them (George, & Brief, 1992). These suggestions were also supported with experimental findings in the study of Estrada, Isen and Young, (1997), such that physicians who were given creativity test had higher scores when in positive mood; and also in the study of (Isen, 1999), in which long standing laboratory findings showed that creative problem solving has increased with positive moods (Brief, & Weiss, 2002).

As another explanation behind OCB – positive moods relationship employees tendency to protect positive mood states were shown. Problems that can hurt organization like theft and vandalism were told to be seen by employees as a threat of their self-positive emotions. Thus, they protect the organization to guarantee maintenance of their positive mood states (Carlson, Charlin, & Miller, 1988 in George, & Brief, 1992) and they do this by acting in ways supporting their positive feelings (George, Jones, & Gonzales, 1998).

Finally, the last explanation was based on “approach behavior” according to which, positive mood helps employees to engage with their environments more with proactive behaviors (Fritz & Sonnentag, 2009). This idea was supported that employees get in more interaction with the environment and co-workers and enjoy social interaction more (George, Jones, & Gonzales, 1998) when they are feeling positive; and,

this “attraction” was shown as a mediator between helping behaviors and positive mood, since people in positive mood have more chance to be attracted by other people (George, & Brief, 1992).

Based on all these explanations, it is possible to suggest a positive relationship between positive mood states and employee behaviors benefiting the company, which are not defined in formal job description; such that helping coworkers (Smith, Organ, & Near, 1983), cooperation (Weiss, Dalal, Lam, & Welch, 2008); creative problem solving (Amabil, Barsade, Mueller, & Staw, 2005), protecting the organization (Carlson, Charlin, & Miller, 1988 in George, & Brief, 1992), setting higher goals (Fritz & Sonnentag, 2009), and enhanced social interaction (George, Jones, & Gonzales, 1998).

2.2.2.5 THE REASON BEHIND WEAK SUPPORT FOR THE RELATIONSHIP BETWEEN MOOD STATES AND OCB

Considering all the explanations mentioned above, it is hard to ignore a possible relationship between mood states and citizenship behaviors. Although in some of the studies fairness perceptions were told to be more effective on extra-role behaviors than moods (Konovsky & Organ, 1996); it was also mentioned that this may be due to the measurement technique, mainly the mood induction technique used in studies showing joint effect of moods and cognitions on OCB (Cohen-Charash & Byrne, 2008). In this technique, people are put in a room in groups and simply tried to be put in a certain mood by making them read statements that would trigger certain feeling before filling the survey on categorization of in-role and extra-role behaviors (Bachrach & Jex,

2000). As the results are obtained in a laboratory setting instead of a natural workplace atmosphere, validity of negative findings for moods in predicting OCB have to be discussed.

Additionally, it was claimed that experimental pre-post designs have to be adopted to see relative effects of these two variables on OCB (Messer & White, 2006). As a result, it can be concluded that there is a gap in literature on defining the true relationship between positive mood states, fairness perceptions and OCB; which will be addressed in the present thesis.

2.3 RELATIONSHIP BETWEEN JUSTICE PERCEPTIONS, MOODS AND OCB

Although fairness perceptions and moods were explained separately so far; there is a discussion in the literature on the possibility of a mediating relationship between these two variables (Bachrach & Jex, 2000). Due to the complex relationship between fairness perceptions and moods, there can be found studies comparing these two factors as two independent variables (Fisher, 1998); as well as studies focusing on mediating role of moods and fairness perceptions in their relationship with citizenship behaviors (Ashton-James & Ashkanasy, 2008). For this reason, this section is divided into two sub-sections, showing different views regarding this discussion.

2.3.1 JUSTICE PERCEPTIONS AND MOODS AS INDEPENDENT ANTECEDENTS OF OCB

In the literature, it can be found many different studies mentioning fairness perceptions and moods as independent variables. Given that fairness perceptions are cognitive and moods are affective factors, this independence can be seen in more detail in studies comparing relative strength of cognitive and affective factors (e.g. Konovsky & Organ, 1989).

Research on attitudes showed that it has “at least” two components: the cognitive one, like judgments and perceptions; and the affective one, like emotions and moods. These components were told to have different contribution to attitudes, different causes and different links with behaviors (Millar & Tesser, 1990). Additionally, it was confirmed by research that affective and cognitive components have equal influence on determination of attitudes and attitudes are formed by combination of cognitive and affective evaluations, both of which add their own values (Lavine, Thomsen, Zanna, & Borgida, 1998). Similarly, in the Affective Events Theory (Weiss & Cropanzano, 1996), job satisfaction was divided into two such that affective elements of job satisfaction such as moods and emotions, and cognitive components of job satisfaction like judgments and comparison (Fisher, 1998).

Although some studies strictly take cognitive and affective factors as two independent variables like mentioned before, some others were cautious about this approach due to the complex and hard to understand relationship between these two variables. In those studies

the direction of influence between moods and fairness perceptions could not be decided on; such that it was not clear which one is causing which or do they have any facilitating or complicating effect on each other. Even in those studies, these two factors were taken as independent variables to eliminate the complexity (Bachrach & Jex, 2000).

2.3.2 MEDIATING ROLE OF JUSTICE PERCEPTIONS IN THE RELATIONSHIP BETWEEN MOOD STATES AND OCB

Discussions on independence of affective and cognitive factors, led to studies supporting an interrelated effect of these two variables on OCB (e.g. Isen, 1984; Isen, 2001; Isen, 2002; Schwarz, 2002; Messer & White, 2006).

The extant literature draws from the Affect Infusion Model (George, & Forgas, 2001), Affect as Information Model (Schwarz & Clore, 1996), Uncertainty Management Model (Van den Bos, 2003) and Broaden-and-Build Model (Fredrickson, 2004) to explain the relationship between justice perceptions and mood states.

Although complex, it was shown both theoretically and practically that moods and fairness perceptions have a strong relationship and with this relationship they affect organizational attitudes and behaviors (Cohen-Charash & Byrne, 2008). Usually, to explain such relationship, cognitions were shown as having a mediating effect between affective states and citizenship behaviors (e.g. George, & Forgas, 2001). To put simply, moods were said to be effective on employees' cognitive evaluations, which affect their attitudes and behaviors.

2.3.2.1 AFFECT INFUSION MODEL

In Affect Infusion Model (George, & Forgas, 2001) it was suggested that there are two ways that affect can influence judgments: by influencing "process of thinking" (how people deal with a given task) or by influencing "content of thinking" (what kind of information people recall). According to the first expression, positive moods were told to cause more "top-down, flexible and generative processing style" meaning that people tend to use internally preexisting knowledge instead of using newly generated situational information in case of positive mood (Fiedler, 2000). According to second expression, people tend to recall "similarly-toned materials" from memory, meaning that for people with positive feelings, positive consequences of events will be more accessible.

To be more specific, according to this model affective states are influential on the items called back from memory, which are used in cognitive processes to evaluate complex situations in organizations. Thus, it was claimed that affective states are influential on judgments and behaviors through a cognitive process. This model was based on the thought that types of information processing strategies determine the relationship between affective states, cognitions and organizational behavior. Four different strategies were mentioned (i.e. direct access of a preexisting response, motivated processing in service of a preexisting goal, a heuristic processing relying on prevailing affective state; a substantive, generative processing, strategy); among which only the latter two were told to necessitate interaction of affects with cognitive processes to influence behaviors (George, & Forgas, 2001).

“Substantive” processing was defined as those

cognitive tasks that involve the active elaboration and transformation of the available stimulus information, require the activation and use of previous knowledge structures, and result in the creation of new knowledge from the combination of stored information and new stimulus details” (George, & Forgas, 2001, p.9).

Thus, this theory only supported the mediating role of cognitions between affective states and organizational behavior for complex tasks. However, other studies showed that such a relationship does not only exists for complex tasks; but also for simple tasks such as “recall of positive words from word lists” (e.g., Isen, Shalcker, Clark, & Karp, 1978; Teasdale & Fogarty, 1979), and also for the tasks that are combination of complex and simple tasks such as integrative bargaining (e.g., Isen & Carnevale, 1986; Isen, Shalcker, Clark, & Karp, 1978; Isen, Niedenthal, & Cantor, 1992) (Isen, 2002).

Based on these explanations, it can be suggested that employees with positive feeling are expected to recall positive memories, which makes them perceive their environment more positively.

2.3.2.2 AFFECT AS INFORMATION MODEL

According to “affect as information model” (Schwarz & Clore, 1996), feelings of people are used in “heuristic fashion” while making judgments if feelings are perceived to be related with the object of judgment (Schwarz, & Clore, 1996). According to this view, feeling states are the reason behind positive and negative judgments in a way that, people evaluate their environments based on the cognitive

processes that are activated by feelings and so these feelings led to judgments and choices until “emotion-eliciting event” is resolved (Lerner & Keltner, 2000).

Similarly, it was told that moods create different messages such that when in positive mood people tend to perceive their environment as safe and relax, and so give less effort on information processing. Taking this idea to fairness concept, it can be said that moods also have an effect on perceiving the environment as fair or not; and make the additional info processing if necessary (like in a case of unfairness) (Cohen-Charash & Byrne, 2008).

Additionally, (Sinclair & Mark, 1992) have mentioned the relationship between positive moods and “egalitarianism” and proposed that people in positive mood have greater “liking” for others which is associated with more egalitarianism. As people in positive mood would do less systematic info processing, judgments would be more egalitarian with less focus on equity (which requires less cognitive effort) (p.179).

2.3.2.3 UNCERTAINTY MANAGEMENT MODEL

The “uncertainty management model” was proposed according to which people were told to use their feelings when deciding if an event is just or not, in cases where there is information uncertainty like “outcomes of others of comparison are unknown” (p.488) or in the case “when procedures do not communicate voice information” (p.490). To simplify, it was suggested that people in positive mood tend to have

more positive justice perceptions compared to people in negative mood (Van den Bos, 2003).

These findings were supported by Byrne et al. (2003), who showed the existence of a positive relationship between all types of fairness perceptions (distributive, procedural and interactional) and positive feelings. According to their study, although it cannot be claimed that people feeling negative would perceive totally fair situation as unfair, it was shown that people feeling happy have tendency to rate all forms of justice higher compared to people feeling angry or resentful.

2.3.2.4 BROADEN-AND-BUILD MODEL

According to Broaden-and-Build Model positive moods cause broadening of employee's attention, cognition and action ranges (Fredrickson, 2004), which stimulates their physical, intellectual and social resources causing them to engage in proactive behaviors like hardworking and goal direction (Fritz, & Sonnentag, 2009). This idea was supported in literature with examples on helping behavior (Cohen-Charash, & Byrne, 2008), attraction toward another (Clark & Waddell, 1983), creative problem solving, innovation (Isen, 2001), variety seeking (Isen, 2002), and motivation (Isen & Erez, 2002).

First of all, in terms of helping, positive affective states were told to be influential due to its effect on cognitive processes. As it was already mentioned, moods cause "similarly-toned" materials from memory to be recalled. Thus, when people are in positive mood, they were expected to be involved in helping more as positive consequences of

helping will be more accessible and recalled more often (Cohen-Charash & Byrne, 2008). Moreover, attraction theory suggests that positive moods cause people to perceive co-workers more positively and make them attracted to those co-workers more, which also enhance helping behavior (Messer & White, 2006).

Secondly, it was told that broadening of cognitions, which is elicited with positive feelings, helps better organization of wider ranges of related thoughts and increase in capacity (Isen, 2001); which leads to creative problem solving (Brief, & Weiss, 2002). Additionally, positive affect causes flexible thinking with more careful and systematic cognitive processing, which leads to solving problems with innovative (Isen, 2002), through and efficient (Isen, 2001) solutions. Apart from these, it was proposed that positive affective states are influential on participants' motivation not through general effects like "response bias" or "general activation", but through its effect on cognitive process, which caused people to show more persistence, try harder and have higher ratings in motivation reports. It was believed that when people are in positive mood, they will relate invested effort levels with performance more (Isen & Erez, 2002).

CHAPTER III

THEORETICAL FRAMEWORK AND HYPOTHESES

The present study attempts to explain the motives behind citizenship behaviors with a focus on employee fairness perceptions and positive mood states as potential antecedents. Independent influences of both antecedents on OCB are tested, with further contribution by testing the mediating role of justice perceptions in the relationship between mood states and OCB.

In literature, it is possible to find studies analyzing these variables separately like papers focusing on justice-OCB relationship (e.g. Organ, 1988b; Moorman, 1991) or moods-OCB relationship (e.g. George, 1990; George, 1991; Brief & Weiss, 2002). However, studies focusing on mediating relationship between antecedents and OCB are very limited in number (e.g. George & Forgas, 2001). For this reason, this thesis will not only replicate previous studies analyzing OCB antecedents, but contribute to literature by providing a more complete picture.

3.1 HYPOTHESES REGARDING JUSTICE PERCEPTIONS AND OCB

In OCB literature justice issue is one of the mostly studied antecedents (e.g. Organ, 1988b; Niehoff & Moorman, 1993; Greenberg, 1993). Two theories were used to show the link between justice perceptions

and OCB, which are equity theory (Adams, 1965), and social exchange theory (Blau, 1964).

According to equity theory, when an employee perceives unfair distribution of rewards with respect to effort, they will respond by decreasing OCB level they perform as it's expected to be safer and more in employees' control (Moorman, 1991). According to social exchange theory, on the other hand, when employees perceive work environment as fair, they tend to have social exchange relationship with others. As social exchange brings ambiguity, it triggers more discretionary behaviors (George, 1991).

It was also shown that justice has discrete dimensions (Karriker & Williams, 2009) and different dimensions of justice have different relationship with OCB (Colquitt, Wesson, Porter, Conlon, & Ng, 2001). Two main dimensions were mentioned as distributive and procedural justice, with procedural justice having sub-dimensions: fair formal procedures and interactional justice (Moorman, Organ, & Niehoff, 1993). As explained before distributive justice is the outcome-based fairness, while procedural justice is the fairness in procedures used in reaching those outcomes (Blancero & Johnson, 1997). Additionally, fair formal procedures are related with the existence of fair distribution procedures, where interactional justice is related with organizational authorities and their fairness when applying these formal procedures (Biess, 1986).

Although dimensions of justice perceptions were proposed to have different relationships with OCB (Moorman, 1991), they were both

supported to have positive influence on OCB (Konovsky & Organ, 1989). For this reason, it was hypothesized that there exists a positive relationship between two dimensions (distributive justice, and procedural justice) of justice and OCB.

H1: Distributive justice and procedural justice both have positive relationship with OCB.

3.2 HYPOTHESES REGARDING EMPLOYEE MOODS AND OCB

Although studies on affective factors like moods and emotions did not gain enough attention like justice as antecedents of OCB, the importance of these variables were rediscovered in more recent studies (Barsade, Brief, & Spataro, 2003).

Mood states are influential on employee behaviors (George & Brief, 1992); since they are always present (Cohen-Charash & Byrne, 2008) and fluctuating during the day (Hoffman & Kelley, 1997). This was explained by Affective Events Theory (Weiss & Cropanzano, 1996), which proposed that environmental factors create affective states and these states lead to "episodic" behaviors (Ilies, Scott, & Judge, 2006). Also, it was suggested that positive mood states lead to helping behaviors (Konovsky & Organ, 1989), namely altruism (Smith, Organ, & Near, 1983), which is one of the dimensions of OCB (Organ, 1988b).

In addition to these, it was proposed that when an employee is in positive moods, s/he is expected to perform behaviors that would protect the organization to also protect these positive feelings (George,

Jones, & Gonzales, 1998). Similarly optimistic perceptions caused by positive mood states were told to motivate employees to set higher targets as they have higher expectations due to these positive feelings (Fritz & Sonnentag, 2009). Finally, according to the Approach Behavior Theory (Cacioppo, Gardner, & Berntson, 1999), employees were proposed to interact more with their environment with more proactive actions when they are in positive mood (George, Jones, & Gonzales, 1998), as when in positive mood they have more chance to be attracted by others (George & Brief, 1992).

Considering all these explanations, it is also expected in this thesis to see a positive relationship between positive mood states and OCB. Basically, employees who have positive mood states were expected to act proactively and engage in extra-role behaviors that will benefit the organization.

H2: Positive mood states are expected to have a positive relationship with OCB.

3.3 HYPOTHESIS REGARDING THE RELATIONSHIP BETWEEN JUSTICE PERCEPTIONS, MOODS AND OCB

In literature it can be both found studies supporting an independent relationship between fairness perceptions and mood states (Fisher, 1998) and studies analyzing a potential mediation among them (Ashton-James & Ashkanasy, 2008).

In studies claiming independence of these two antecedents, it was told that in terms of their causes, and influence on attitudes and behaviors,

these two variables have to be different (Millar, & Tesser, 1990). There are studies in literature supporting both cognitions (e.g. Konovsky & Organ, 1989) and affective factors (e.g. George, 1992) as antecedents of OCB. But, in general it can be suggested that there is an inclination towards cognitions (Organ & Ryan, 1995). In most of the studies, cognitive factors were shown to have a stronger relationship with OCB, than moods (Konovsky & Organ, 1989).

The reason behind this inclination can be explained with the proposed mediating role of cognitions in the relationship between mood states and OCB. It was suggested that affective states are influential on fairness perceptions, which influence OCB (Cohen-Charash & Byrne, 2008). Such a mediating relationship means that when fairness perceptions are taken into account the effects of moods on OCB would be nullified or significantly reduced. Thus by showing existence of such a mediating relationship, the ideas supporting cognitions over moods can also be understood.

Mediating role of fairness perceptions in the relationship between mood states and OCB was explained by several models in literature. Starting with Affect Infusion Model (George, & Forgas, 2001), two ways were suggested that affect can influence judgments: by influencing "process of thinking" (how people deal with a given task) or by influencing "content of thinking" (what kind of information people recall). According to this model what is called back from memory depends on moods and since these items taken from memory are used in cognitive processes, affective states were said to be affective on judgments and behaviors. Although this theory only supported the mediating role of

cognitions between affective states and organizational behavior for complex tasks, the existence of such relationship for simple tasks were shown in other studies (e.g., Isen, Shalcker, Clark, & Karp, 1978; Teasdale & Fogarty, 1979).

Moreover, according to "broaden-and-build model," positive moods broaden employees' attention and cognition ranges (Fredrickson, 2004), which lead them to engage in more proactive behaviors like hardworking and goal direction (Fritz & Sonnentag, 2009). Examples for this idea exist in literature (helping behavior (Cohen-Charash & Byrne, 2008), attraction toward another (Clark, & Waddell, 1983), creative problem solving, innovation (Isen, 2001), variety seeking (Isen, 2002), and motivation (Isen, & Erez, 2002). In all these examples, it was suggested that mood states are influential on behaviors through a cognitive process.

To give example, it was proposed that people are more likely to engage in helping behavior when in positive mood, since these positive feelings recall similarly-toned" materials from memory which are the positive consequences of helping in this case (Cohen-Charash & Byrne, 2008). In addition to these, as positive feelings were told to help more flexible thinking, more systematic cognitive processing (Isen, 2002), and broadening of cognitions which helps better organization of wider ranges of related thoughts (Isen, 2001), employees are expected to be able to find more creative solutions to problems (Brief & Weiss, 2002). Finally, it was suggested that positive moods help people to relate invested effort levels with performance more and through this cognitive

process, they become more motivated which lead them to set higher goals and work harder (Isen, & Erez, 2002).

Based on these explanations, in the present thesis an integrative model was suggested, such that cognitive processes are thought to have a mediating role between positive mood states and citizenship behaviors. It was believed that positive mood states have an influence on OCB, but this suggested influence can also be due to the possible mediation of cognitions, in this case fairness perceptions. This argument is tested with a final hypothesis mentioned below.

H3: Employees' fairness perceptions are expected to have a mediating role between positive mood states and OCB.

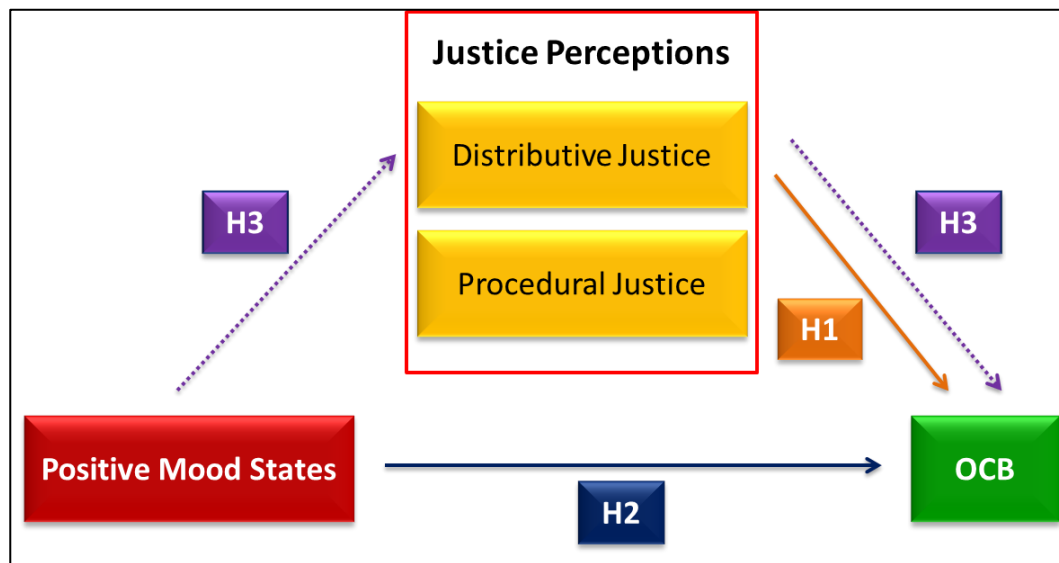


Figure 2. Proposed Model

CHAPTER IV

METHODOLOGY

In this section, the methods and procedures, which were used for analyzing the relationship between employee fairness perception, positive mood states and organizational citizenship behaviors, will be explained. First of all, operationalization of the latent variables will be presented. (Results for factor analysis and reliability analysis can be found in the next chapter.) Then, characteristics of the sample, sample size and data collection methods will be discussed in the following section. Finally, procedures, preliminary analysis and statistical method selected will be discussed.

4.1 MEASURES AND OPERATIONALIZATION

In this study the interrelationship between organizational citizenship behavior, justice perceptions and employee moods was investigated. Scales used to operationalize these constructs are presented below in detail.

4.1.1 ORGANIZATIONAL CITIZENSHIP BEHAVIOR

In this study, the instrument developed by Podsakoff et al. (1990) was used to operationalize OCB construct. This scale is based on Organ's model (1988a) and composed of 24-items to measure extra-role behaviors of employees. A five-point rating scale was used ranging from 1="Strongly Disagree" to 5="Strongly Agree." Some of the items

were reverse scored such as "I consume a lot of time complaining about trivial matters" and these items were transformed during the data entry. Since the original scale developed by Podsakoff et al. (1990) was in English, Turkish translated version was used in this study. The instrument was back translated for Ünüvar's (2006) doctoral dissertation.

Based on previous studies in literature, in this study OCB was taken as a latent variable with five dimensions; which are altruism (AT), civic virtue (CV), courtesy (CT), conscientiousness (CN), and sportsmanship (ST).

Suggested five-dimensions of OCB are as below:

- *Altruism*: was measured by 5 items: #1, #10, #13, #15 and #23. A sample item for altruism was "I help others who have heavy workloads."
- *Conscientiousness*: was measured by 5 items: #3, #18, #21, #22 and #24. A sample item for conscientiousness was "I believe in giving an honest day's work for an honest day's pay."
- *Sportsmanship*: was measured by 5 items: #2, #4, #7, #16 and #19. A sample item for conscientiousness was "I am the classic "squeaky wheel" that always needs greasing."
- *Courtesy*: was measured by 5 items: #5, #8, #14, #17 and #20. A sample item for courtesy was "I try to avoid creating problems for co-workers."

- *Civic virtue*: was measured by 4 items: #6, #9, #11 and #12. A sample item for civic virtue was "I keep abreast of changes in the organization."

4.1.2 JUSTICE PERCEPTIONS

In this study, "organizational justice" instrument developed by Niehoff and Moorman (1993) was used to operationalize justice perceptions construct. This scale is composed of 20 items to measure employee fairness perceptions in the work environment. A five-point rating scale was used ranging from 1="Strongly Disagree" to 5="Strongly Agree." Since the original scale developed by Niehoff and Moorman (1993) was in English, it was backtranslated to Turkish.

Based on study of Niehoff and Moorman (1993), in this study justice perceptions variable was taken as a latent variable with three dimensions; one measuring perceptions of distributive justice (DJ) and two measuring perceptions of procedural justice (PJ). 5 items out of 20 were used to assess perceptions of distributive justice, which include fairness perceptions for outcomes like of pay level, work schedule, work load and job responsibilities. Other 15 items were designed to measure procedural justice, who has two sub categories as formal procedures and interactional justice. Fair formal procedures meaning belief in existence of mechanisms that guarantee fair distribution of rewards in an organization was measured by 6 of the 15 items. On the other hand, interactional justice meaning the fairness level of treatment from organizational authorities that employee faces when

formal procedures are being applied or explained was measured by 9 items.

Suggested three-dimensions of justice perceptions are as below:

- *Distributive Justice*: was measured by 5 items: #1, #2 #3, #4 and #5. A sample item for distributive justice was "I consider my work load to be quite fair."
- *Formal Procedures*: was measured by 6 items: #6, #7, #8, #9, #10 and #11. A sample item for formal procedures was "To make job decisions, my general manager collects accurate and complete information."
- *Interactional Justice*: was measured by 9 items: #12, #13, #14, #15, #16, #17, #18, #19 and #20. A sample item for interactional justice was "When decisions are made about my job, the general manager is sensitive to my personal needs."

4.1.3 EMPLOYEE MOODS

There is a controversy in literature for using moods as a trait or as a state. Keeping these arguments in mind, in this study PANAS scale, which was developed by Watson, Clark and Tellegen (1988), was preferred to be used (Gençöz, 2000). The most important reason behind this choice is the proof given by Watson, Clark and Tellegen (1988) that this scale is sensitive to fluctuations over mood when used with short-term instructions, which makes it an appropriate scale for this thesis. After their detailed analysis they proposed that, PANAS is a

reliable, valid and efficient scale for measuring both dimensions of moods which are positive and negative with 10-items assigned to each.

Although data is collected both for positive and negative moods, for the purpose of this thesis only 10 positive mood items will be used in data analysis, which are enthusiastic, interested, determined, excited, inspired, alert, active, strong, proud, and attentive. A five-point rating scale was used ranging from 1="Strongly Disagree" to 5="Strongly Agree." The original English scale was backtranslated to Turkish.

4.1.4 DEMOGRAPHIC VARIABLES

In this study, research for some demographic variables was also included in the final section of the survey, which can be found in Appendix G. The questionnaire includes questions about respondents' age, gender, educational background, length of employment in that company and total work experience. The reason behind investigating demographic variables is that they are potential control variables for this study and need to be taken under consideration.

It was suggested in literature that, external factors, which are not directly related to work, may also affect OCB (Fahr, Zhong, & Organ, 2004). It was shown that age and tenure has effect on OCB, while gender lead to controversial results (Chou, & Pearson, 2011). Based on these arguments, demographic variables listed above were included in the analyses not to exclude variables that can be effective on study results.

4.2 SAMPLE

Data were collected from a Turkish company, İller Bank. The bank was a public company since its establishment in 1933. It was privatized recently in 2011. As this privatization was very new at the time data was collected, participants attended the survey can all be considered as public workers, though their titles have now changed. With a total number of 2971 employees, İller Bankası operates in Ankara in its head office and in 18 other branches located in different cities of Turkey, which are İstanbul, Bursa, Konya, Ankara, Adana, Kayseri, Gaziantep, Diyarbakir, Elazığ, Van, Erzurum, Sivas, Samsun, Trabzon, Kastamonu. Among these 2971 employees, 1285 of them were from the head quarter and 1686 were from branches. The detailed distribution of employees can be found in the Table 1.

Table 1. Personnel Structure of İller Bank

	Head Office	Branches	TOTAL
Administrative Personnel	633	736	1369
Technical Personnel	384	674	1058
Blue-collar Workers	248	260	508
Contract Employee	20	16	36
TOTAL	1285	1686	2971

While collecting data, the major focus was on the head office in Ankara because of because of accessibility. However, data were also collected from branches, where a contact person could be found to convince employees to participate to this study.

A total amount of 350 surveys were sent to participants, of which 57% were sent to employees working in the head office and 43% were sent to employees working in different branches. A total amount of 245 surveys were returned. 160 of them were from head office with a return rate of 80% and 85 of them were from branches with a return rate of 57%. 20 surveys coming from branches were excluded from the study as they were copy of each other with major parts missing. Additional 2 surveys coming from head quarter were excluded as they were totally blank. Finally, 8 surveys coming from head quarter, whose major parts were missing, were excluded from the study. As a result 215 surveys were usable and after missing value and outlier analysis 210 surveys were left for making analysis.

The questionnaire is consisted of scales which are in English originally. Since the participants' native language is Turkish, all the scales were translated into Turkish with back translation method and Turkish questionnaire was applied to participants. According to this method, original scales were translated to Turkish first, and then translated back to English by a native speaker. The original versions were compared with the translated version and necessary modifications were made until it was assured that meaning is the same. Turkish version of the questionnaire can be seen in Appendix G.

4.3 PROCEDURES

The data for this study were collected from employees working in İller Bank. Subjects were from different departments in head office and also from branches located in 18 different cities. The unit of analysis was the individual. Data were collected from the subjects with a single questionnaire, which is in Turkish. Since subjects were from different hierarchical levels, all of them were asked to answer questions considering the manager that they are reporting to and the organization as a whole.

This study was conducted as a survey in electronic format, which was sent to participants via e-mail. The questionnaire was 17 pages long with one cover page and one introduction page, on which the aim of the study was provided with contact information for any questions or comments. The reason behind the decision to collect data via e-mail was to speed up the collection process and reach employees working in branches, which consists of 57% of total employees in İller Bank. Although, there was a concern for low return rate due to this data collection method and voluntary participation, this problem was overcome by finding contact people in head office and in branches with voice to convince his/her colleagues. Also additional contact information was provided in e-mails for guidance in filling the questionnaire. The questions of participants were responded via e-mail and phone immediately, which contributed to have better response rates. Finally, participants were assured for their identities to be held confidential.

4.4 PRELIMINARY ANALYSIS

Before starting to statistical analysis, the data was examined carefully. For eliciting the accuracy of data entry, results were controlled by two different people at different times and necessary corrections were made. Missing values were excluded from the data using the default option of SPSS, the software used for statistical analysis. Assumptions of multivariate analysis were also checked.

After making sure data set is accurate for analysis, hierarchical regression technique was used to acquire results. This technique was chosen to test all hypotheses including mediation hypothesis. While using this technique, the order of entering the variables was determined based on the extant literature.

CHAPTER V

RESULTS

In this section, first of all the results of factor and reliability analysis were shown. Then, preliminary results for data screening and outlier analysis are presented. Afterwards, subsequent to the descriptive information and intercorrelation, the demographic characteristics of the sample are shown. Next, the determination of control variables is mentioned. In the final part of this chapter, main regression analyses regarding the hypotheses testing are provided with one additional test, which was for exploratory purposes.

5.1 FACTOR AND RELIABILITY ANALYSIS

5.1.1 ORGANIZATIONAL CITIZENSHIP BEHAVIOR

To test five-factor model of OCB (Organ, 1988b), which was used mostly in the literature, the principle axis factoring method with varimax rotation has been applied. Unexpectedly, a preliminary investigation of the scree-plot suggested one global factor; therefore PAF was initially conducted through one-factor solution. As can be seen in Table 2, the global score of OCB explained 34.21 % of the variance and revealed an eigenvalue of 8.21. The loadings of the items ranged between .24 and .79.

Table 2. Varimax Rotated Factor Loadings and Cronbach Alpha for the Organizational Citizenship Behavior Scale Items

	I	II	III	IV	V	Global
<u>I.Courtesy</u>						
Ocb 17	.74	.01	.16	.11	.09	.57
Ocb 20	.49	.10	.22	.28	.45	.67
Ocb 8	.32	.35	.35	.27	.42	.74
Ocb 14	.17	.41	.14	.14	.12	.45
Ocb 5	.14	.52	.29	.19	.19	.58
<u>II.Civic Virtue</u>						
Ocb12	.44	.52	.14	.39	.06	.74
Ocb11	.44	.50	.07	.26	.14	.67
Ocb9	.43	.48	.28	.27	-.05	.69
Ocb 6	.28	.22	.34	.37	.24	.65
<u>III.Conscientiousness</u>						
Ocb 3	.22	.24	.67	.10	.15	.62
Ocb21	.27	.16	.48	.22	.16	.59
Ocb 18	.28	.07	.47	.21	.22	.56
Ocb 24	.08	.20	.36	.16	.01	.37
Ocb22	.53	.21	.32	.11	.13	.64
<u>IV.Altruism</u>						
Ocb10	.30	.24	.27	.72	.01	.68
Ocb13	.36	.06	.11	.43	.19	.52
Ocb15	.42	.22	.16	.40	.33	.68
Ocb23	.62	.18	.39	.29	.14	.78
Ocb1	.49	.26	.15	.19	.12	.59

Table 2. (Cont'd) Varimax Rotated Factor Loadings and Cronbach Alpha for the Organizational Citizenship Behavior Scale Items

	I	II	III	IV	V	Global
<u>V.Sportsmanship</u>						
Ocb 16 (R)	.19	.29	-.06	-.09	.49	.31
Ocb 19 (R)	.02	.04	.20	.12	.35	.27
Ocb 2 (R)	-.03	.38	.17	-.07	.11	.24
Ocb 7	.06	.53	.08	.18	.09	.41
Ocb 4 (R)	.18	.40	.43	-.09	-.01	.43
Eigenvalues	3.24	2.48	2.27	1.90	1.25	8.21
Explained Variance (%)	13.50	10.33	9.45	7.93	5.19	34.21
Cronbach alpha (α)	.74	.83	.74	.81	.49	.91

However, in order to test the proposition that OCB includes five factors which are altruism, civic virtue, courtesy, conscientiousness, and sportsmanship the items of OCBS were subjected to PAF, with varimax rotated five-factor solution. Although the explained variance increased to 46.39 %, with eigenvalues ranging from 1.25-3.24, there were many crossloadings among the items and the general item distribution were not decent considering the original suggestions. Therefore, the main analyses were conducted with one-factor solution.

Although, this application is different from what original scale refers, support can be found in literature for an aggregate OCB variable as well. This idea was mentioned by LePine et al. (2002) who suggested existence of a strong relationship among OCB dimensions and proposed those dimensions having similar relationships with predictors. According to their analysis, five OCB dimensions were shown to be "imperfect indicators of the same underlying construct." For this

reason, aggregate variable of OCB was used in regression analysis, and relationships between its dimensions and other variables were not investigated.

Table 2 also presents reliability information regarding OCB. Although the Cronbach alpha coefficients of the subscales were reasonable (except for sportsmanship, which had an alpha value of .49), relatively higher internal consistency value of the global score ($\alpha = .91$) supports the decision to continue the main analyses with this global score.

5.1.2 JUSTICE PERCEPTIONS

To test three-factor model of justice perceptions, which was suggested by Niehoff and Moorman (1993), items of JP scale were subjected to the principle axis factoring. A preliminary investigation of the scree-plot suggested two factors; therefore PAF was initially conducted through two-factor solution. As can be seen in Table-3, the two-factor solution explained 70.31 % of the variance and revealed eigenvalues of 10.87 and 3.19 for procedural justice and distributive justice, respectively. While the item loadings of procedural justice ranged from .65 and .90, the item loadings of distributive justice ranged from .23 and .78. Table 3 also presents reliability information regarding JP scale. Cronbach alpha values were substantially high ($\alpha = .97$ for the global score, and .79 and .98 for distributional justice and procedural justice respectively).

Table 3. Varimax Rotated Factor Loadings and Cronbach Alpha for the Justice Perception Scale Items

	I	II	Global
<u>I.Procedural Justice</u>			
JP13	.90	.14	.87
JP12	.89	.19	.89
JP14	.89	.19	.89
JP15	.89	.27	.92
JP19	.89	.22	.90
JP16	.88	.26	.91
JP17	.87	.20	.87
JP18	.85	.25	.88
JP20	.85	.24	.87
JP9	.80	.36	.88
JP8	.79	.39	.89
JP7	.73	.44	.85
JP6	.71	.41	.81
JP10	.67	.46	.80
JP11	.65	.28	.70
<u>II.Distributive Justice</u>			
JP3	.20	.77	.48
JP5	.41	.70	.65
JP4	.47	.63	.68
JP2	.01	.47	.20
JP1	.48	.23	.54
Eigenvalues	10.87	3.19	12.80
Explained Variance (%)	54.36	15.95	63.99
Cronbach alpha (α)	.98	.79	.97

Contrary to the literature which suggests three-factor solution (distributive justice (DJ), fair formal procedures (FFP) and interactional justice(IJ)) taking into account the suggestion of scree-plot, eigenvalues, explained variance, item distribution, and reliability coefficients, two-factor solution (DJ and PJ) were utilized in the main analyses. This decision is also logically supported, since justice perceptions were told to have two main types which are distributive and procedural. FFP and IJ are only sub-dimensions of procedural justice.

Table 4. Factor Loadings and Cronbach Alpha for the Positive Mood State Scale Items

	Global
EPM1	.80
EPM2	.80
EPM3	.77
EPM8	.77
EPM4	.76
EPM5	.76
EPM7	.70
EPM10	.70
EPM9	.62
EPM6	.61
Eigenvalue	5.42
Explained Variance (%)	54.19
Cronbach alpha (α)	.92

5.1.3 EMPLOYEE MOODS

The items of EPM were subjected to Principle Axis Factoring (PAF). A preliminary investigation of the scree-plot confirmed one factor solution as expected. As can be seen in Table 4, the global score of EPM explained 54.19 % of the variance and revealed an eigenvalue of 5.42. The loadings of the items ranged between .62 and .81.

As can also be seen in Table 4, items of EPM revealed a substantially high reliability coefficient ($\alpha = .92$).

5.2 SAMPLE DEMOGRAPHICS

The sample included 210 participants, 43.8 % female ($N = 92$) and 55.7 % male ($N = 117$), who were personnel of İller Bank. Ages of the participants ranged between 23 and 59, with a mean of 40.44 and SD of 9.15. When the education levels of the participants were examined, it was observed that 9.6 % of the participants were high school graduates ($N = 20$), 71.9 % were university graduates ($N = 151$), and 15.8 % of the participants had either master's or doctoral degree ($N = 33$). Finally, participants' experiences in the company ranged between 3-420 months (Mean = 158.66, SD = 109.05), and their total work experiences ranged between 3-500 months (Mean = 184.37, SD = 113.13) (see Table 5).

5.3 DATA SCREENING AND OUTLIER ANALYSIS

350 surveys were distributed to employees of İller Bank. The collected data were examined before starting statistical analysis to prevent any

inaccurate results. For a start, data entry was checked for accuracy by using statistical software. Since all the variables in the study were discrete variables, it was checked that all the numbers are within range.

Table 5. Demographic Characteristics of Participants

Characteristics	Category	Frequency	Percentage
Age	20-30	38	18,4%
	31-40	60	29,0%
	41-50	81	39,1%
	51-60	28	13,5%
Gender	Male	117	55.7%
	Female	92	43.8%
Education Level	High School	20	9.6%
	University	151	71.9%
	Master's Degree	31	14,8%
	Doctoral Degree	2	1,0%
	Other	5	2,4%
Experience in the Company (in months)	0-60	49	23,7%
	61-120	45	21,7%
	121-240	53	25,6%
	241-300	36	17,4%
	301-500	24	11,6%

Notes: Age was measured in terms of years; experience in the company and total work experience were measured in terms of months.

Table 5 (Cont'd) Demographic Characteristics of Participants

Total Work Experience (in months)	0-60	37	17,9%
	61-120	36	17,4%
	121-240	56	27,1%
	241-300	44	21,3%
	301-500	34	16,4%

Notes: Age was measured in terms of years; experience in the company and total work experience were measured in terms of months.

After verifying data accuracy, data were investigated for missing values. As also mentioned before, 20 surveys were totally same with each other and almost blank; and 2 were totally blank. It was found out that 8 subjects have left all the parts other than OCB blank. It means that they only filled the very first part and this may be because of getting bored due to the length of the questionnaire. These 8 subjects were excluded from the study as well.

After excluding these invaluable surveys, missing values were detected for each remaining subject and existence of a possible pattern in these missing values was searched. Cases that included more than 10% missing in a certain scale are excluded from the analyses. By this way another 3 subjects were excluded from the study. Besides, the data was screened for possible univariate and multivariate outliers. Considering z-values and mahalanobis distance, 2 cases which exceeded the acceptable limits (in excess of 3.29 according to Tabachnick & Fidell (2001)) were excluded. After all these controls, 210 subjects were left for statistical analysis.

Apart from these, the data was tested for normality assumption and it was observed that skewness and kurtosis values were within acceptable limits. Finally, multicollinearity was not observed. High correlations observed among dimensions of aggregate variables were as expected, since these variables are defining different dimensions of the same construct and highly related with each other.

In the end, from 350 surveys distributed 245 questionnaires were received, 35 of them were excluded and 210 were left.

5.4 DESCRIPTIVE STATISTICS AND INTER-CORRELATIONS

The descriptive information of the scales and subscales, together with the descriptive information regarding the demographic variables and intercorrelation are displayed in Table 6 and Table 7.

When the relationships between the demographic variables and the study variables were examined, it was seen that age had a significant positive association with organizational citizenship behavior ($r = .23$, $p < .001$), global score of justice perception ($r = .19$, $p < .01$), and procedural justice ($r = .23$, $p < .001$). Besides, experience in company and total work experience are found to be related with global score of justice perception (for both $r = .25$, $p < .001$), and procedural justice ($r = .28$, $p < .001$ and $r = .29$, $p < .001$, respectively).

Considering the intercorrelations among the study variables, organizational citizenship behavior was found to be related with positive mood states ($r = .56$, $p < .001$), global score of justice perception ($r = .32$, $p < .001$), distributive justice ($r = .26$, $p < .001$),

and procedural justice ($r = .31, p < .001$). Positive mood states on the other hand was observed to be positively associated with global score of justice perception ($r = .55, p < .001$), distributive justice ($r = .52, p < .001$), and procedural justice ($r = .51, p < .001$).

Table 6. Descriptive Statistics Concerning the Variable of Interest

Var.	# of items	Mean	SD	Min-Max
Age	-	40.44	9.15	23-59
Gen.	-	-	-	-
Edu.	-	-	-	-
EIC	-	158.66	109.05	3-420
TWE	-	184.37	113.13	3-500
OCB	24	4.10	.57	2.38-5
EPM	10	3.33	.70	1.60-5
JP	20	3.55	.98	1.35-5
DJ	5	3.53	.92	1.60-5
PJ	15	3.61	1.08	1-5

Notes: Gen: Gender, Edu: Education, EIC: Experience in company, TWE: Total work experience, OCB: Organizational citizenship behavior, EPM: Positive mood states, JP: Justice perception, DJ: Distributive justice, PJ: Procedural justice.

Table 7. Intercorrelation Matrix

Var	Gen.	Edu.	EIC	TWE	OCB	EPM	JP	DJ	PJ
Age	.12	-.01	.77***	.80***	.23***	.11	.19**	-.01	.23***
Gen.		-.08	.09	.08	-.05	-.04	-.01	-.01	-.01
Edu.			-.05	-.05	.06	.04	.02	-.02	.04
EIC				.89***	.09	.09	.25***	.08	.28***
TWE					.14*	.07	.25***	.02	.29***
OCB						.56***	.32***	.26***	.31***
EPM							.55***	.52***	.51***
JP								.77***	.98***
DJ									.65***
PJ									1

Notes: *p < .05, **p < .01, ***p < .001. Gen: Gender, Edu: Education, EIC: Experience in company, TWE: Total work experience, OCB: Organizational citizenship behavior, EPM: Positive mood states, JP: Justice perception, DJ: Distributive justice, PJ: Procedural justice.

5.5 DETERMINATION OF CONTROL VARIABLES

Before hypothesis testing all potential control variables were checked for their effects on dependent variable and mediator variables. Potential control variables investigated were age, gender, education level, length of employment in that company and total work experience. As described in section 5.2, the only demographic variable that was associated with the major dependent variable (organizational citizenship behavior) was age. Therefore, age was treated as the control variable and was entered in the first step in all regression analyses testing for the hypotheses.

5.6 HYPOTHESES TESTING

The major dependent variable of the present study was organizational citizenship behavior. In order to test the roles of justice perception (JP), and positive mood states (EPM), two separate mediation models were investigated. The mediator role of JP between EPM and OCB was investigated in two separate hierarchical regression analyses, where the global score of JP and the factors of JP were taken into account. With these hierarchical regression analyses all the hypothesis were tested.

5.6.1 JUSTICE PERCEPTIONS As ANTECEDENT of OCB

Starting with Hypothesis 1, which proposed that distributive justice and procedural justice both have positive relationship with OCB, hierarchical regression analysis was used for testing. In the first step of hierarchical regression, age was entered as a control variable and explained 5 % of

the variance on OCB ($F [1, 205] = 11.59, p < .001$). Besides, age was found to have a significant association with OCB ($\beta = .23, t [205] = 3.40, p < .001$), indicating that older participants tended to report more organizational citizenship behavior.

When factors of JP (distributive justice and procedural justice) were entered in the second step, the explained variance increased to 14 % ($F\text{-change} [2, 203] = 10.42, p < .001$). However, distributive justice and procedural justice were not observed to be associated with OCB. Thus, Hypothesis 1 could not be supported for factors of justice perception. The results can be found in Table 8.

Table 8. Summary of Regression Models Testing for the Relationship between dimensions of JP and OCB

Variable	R²	R² Change	F	β
Step 1.	.05	.05	11.59*	
Age				.23
Step 2.	.14	.09	10.42*	
Age				.19
JP (factors)				
DJ				.16
PJ				.17

Note:* $p < .001$.

When global score of JP was entered in the second step, the explained variance increased to 14 % ($F\text{-change} [1, 204] = 19.75, p < .001$). Moreover, when age was controlled, global score of JP was found to be significantly associated with OCB ($\beta = .17, t [204] = 4.44, p < .001$).

.001), indicating that aggregate variable of justice perception contributes positively to the organizational citizenship behavior. The results can be found in Table 9.

Table 9. Summary of Regression Models Testing for the Relationship between aggregate variable of JP and OCB

Variable	R ²	R ² Change	F	β
Step 1.	.05	.05	11.59*	
Age				.23
Step 2.	.14	.09	19.75*	
Age				.17
JP (global score)				.30

Note: * $p < .001$.

5.6.2 POSITIVE MOOD STATES AS ANTECEDENT OF OCB

To test the second hypothesis, which proposed that positive mood states are expected to have a positive relationship with OCB, again hierarchical regression analysis was used. As previously described in section 5.6.1; age, which was entered in the first step as a control variable, explained 5 % of the variance and was significantly associated with OCB.

When EPM was entered in the second step, the explained variance increased to 35 % (F-change [1, 204] = 90.89, $p < .001$). Besides, a significant association was observed between EPM and OCB ($r = .54$, $\beta = .44$, $t [204] = 9.53$, $p < .001$), indicating that when age was controlled, positive mood states contributed positively to the

organizational citizenship behavior. These results supported Hypothesis 2 as shown in Table 10.

Table 10. Summary of Regression Models Testing for the Mediator Role of JP between EPM and OCB

Variable	R²	R² Change	F	β
Step 1.	.05	.05	11.59*	
Age				.23
Step 2.	.35	.30	90.89*	
Age				.17
EPM				.54

Note: * $p < .001$.

5.6.3 MEDIATOR ROLE OF JP BETWEEN EPM AND OCB

5.6.3.1 MEDIATOR ROLE OF FACTORS OF JP BETWEEN EPM AND OCB

Hypothesis 3, which proposed that employees' fairness perceptions are expected to have a mediating role between positive mood states and OCB, was tested using Baron and Kenny's method (1986). According to their method, for such a mediating relationship to exist some conditions need to hold, which are mentioned below.

1. Variations in employee positive moods must significantly account for the variations in OCB.

2. Variations in positive mood states must significantly account for the variations in justice perceptions.
3. Variations in justice perceptions must significantly account for the variations in OCB.
4. When the effect of justice perception on OCB is controlled for, the strength of the previously significant relationship between employee positive mood states and OCB should significantly decrease.

As previously described in section 5.6.1; age, which was entered in the first step as a control variable, explained 5 % of the variance and was significantly associated with OCB.

When EPM was entered in the second step, the explained variance increased to 35 % ($F\text{-change } [1, 204] = 90.89, p < .001$). Besides, a significant association was observed between EPM and OCB ($r = .54, \beta = .44, t [204] = 9.53, p < .001$), indicating that when age was controlled, positive mood states contributed positively to the organizational citizenship behavior.

However, when factors of JP were entered in the third step, the explained variance did not increase and the factors were not observed to. Since this contradicts with the conditions of Baron and Kenny's (1986) method, the mediator role of JP factors between EPM and OCB was not supported be associated with OCB. Thus, Hypothesis 3 was rejected for the factors of Justice Perception (see Table 11.b.).

Table 11. Summary of Regression Models Testing for the Mediator Role of JP between EPM and OCB

	R²	R² Change	F	β
11.a				
Step 1.	.05	.05	11.59*	
Age				.23
Step 2.	.35	.30	90.89*	
Age				.17
EPM				.54
Step 3.	.35	-	.01	
Age				.17
EPM				.55
JP (global score)				-.01
11.b				
Step 1.	.05	.05	11.59*	
Age				.23
Step 2.	.35	.30	90.89*	
Age				.17
EPM				.54
Step 3.	.35	-	.04	
Age				.17
EPM				.55
JP (factors)				
DJ				-.02
PJ				.01

Note: * $p < .001$.

5.6.3.2 MEDIATOR ROLE OF GLOBAL SCORE OF JP BETWEEN EPM AND OCB

As previously described in section 5.6.1; age, which was entered in the first step as a control variable, explained 5 % of the variance and was

significantly associated with OCB. Again, as described in section 5.6.3.1 EPM was entered in the second step and the explained variance increased to 35 %. Besides, EPM was observed to be associated with OCB.

When global score of JP was entered in the third step, the explained variance did not increase and JP was not observed to be associated with OCB. Based on the same conditions mentioned above, the mediator role of global score of JP between EPM and OCB was not supported and Hypothesis 3 was rejected for the aggregate variable of Justice Perception (see Table 11.a).

5.6.4 SUMMARY OF THE RESULTS OF HYPOTHESIS TESTS

Based on the results explained above, a summary can be found in Table 12.

5.7 AN EXPLORATORY ANALYSIS

Based on the results of hierarchical regression analysis, hypothesis for mediating role of justice perceptions between mood states and OCB was rejected. However, considering the extant literature supporting an interrelation between justice perceptions and mood states, it was thought that mediating relationship can have a different direction, and mood states may be the mediator between justice perceptions and OCB. For this reason, a possible mediating role of EPM was tested as an exploratory analysis to understand the true relationship between OCB, EPM and JP better.

Table 12. Summary of the Results of Hypothesis Testing

HYPOTHESIS	RESULT	EXPLANATION
HYPOTHESIS 1	REJECTED	It was found that aggregate variable of JP is positively associated with OCB, but same relationship could not be supported for factors of JP.
HYPOTHESIS 2	SUPPORTED	EPM was found to be significantly associated with OCB.
HYPOTHESIS 3	REJECTED	JP was not found to have a mediating role between EPM and OCB.

5.7.1 MEDIATOR ROLE OF EPM BETWEEN GLOBAL SCORE OF JP AND OCB

As previously described in section 5.6.1; age, which was entered in the first step as a control variable, explained 5% of the variance and was significantly associated with OCB.

Global score of JP was entered in the second step and the explained variance increased to 14 % ($F\text{-change } [1, 204] = 19.75, p < .001$). Moreover, when age was controlled, global score of JP was found to be significantly associated with OCB ($p = .029, \beta = .17, t [204] = 4.44, p < .001$).

.001), indicating that in addition to age, justice perception also contributed positively to the organizational citizenship behavior.

When EPM was entered into the equation in the third step, the explained variance increased to 35% ($F\text{-change } [1, 203] = 64.56, p < .001$). Besides, a significant association was observed between EPM and OCB ($\beta = .46, \beta = .44, t [203] = 8.04, p < .001$), indicating that when age and justice perception were controlled, positive mood states contributed positively to the organizational citizenship behavior (see Table 13.a in Appendix H).

Moreover, it was observed that after controlling for EPM, global score of JP lost its significance, ($\beta = -.01, \beta = -.01, t [203] = -.12, p = \text{n.s.}$). The sobel test confirmed this significant decrease ($z = 5.91, p < .001$).

In order to support the mediation model, the association between JP and EPM were further analyzed. Regression equation suggested that, global score of JP accounted for 31% of the variance on EPM. Moreover, a significant association between JP and EPM was observed, ($\beta = .55, \beta = .40, t [208] = 9.55, p < .001$) (see Table 14). Therefore, the mediator role of positive mood states between justice perception and organizational citizenship behavior was shown for the sample chosen in this study (see Table-13.a, Table-14 and Figure 3 in Appendix H). In extant literature, support can be found for this result (Latham, 2007, p. 224; Cohen-Charash & Byrne, 2008) and they will be explained in detail in the discussion section.

5.7.2 MEDIATOR ROLE OF POSITIVE MOOD STATES (EPM) BETWEEN FACTORS OF JP AND OCB

As previously described in section 5.5.1; age, which was entered in the first step as a control variable, explained 5 % of the variance and was significantly associated with OCB.

When factors of JP (distributive justice and procedural justice) were entered in the second step, the explained variance increased to 14 % (F-change [2, 203] = 10.42, $p < .001$). However, distributive justice and procedural justice were not observed to be associated with OCB. Since the conditions of Baron and Kenny's method (1986) could not be supported with this result, the mediation model with justice perception factors was not supported.

When EPM was entered into the equation in the third step, the explained variance increased to 35 % (F-change [1, 202] = 62.93, $p < .001$). Besides, a significant association was observed between EPM and OCB ($\rho = .45$, $\beta = .45$, $t [202] = 7.93$, $p < .001$), indicating that when age and factors of justice perception were controlled, positive mood states contributed positively to the organizational citizenship behavior (see Table-13.b in Appendix H).

CHAPTER VI

DISCUSSION AND CONCLUSION

This section is devoted for the discussion and conclusion for the results of the analysis. Later, limitations of the study will be explained and implications for management will be discussed. In the final part of this section, implications for future studies will be mentioned.

6.1 DISCUSSION

6.6.1 DISCUSSION FOR THE MAIN STUDY

In this study, the major aim was to analyze the individual influences of fairness perceptions and employee positive mood states on OCB, while testing the mediating role of justice perceptions in the relationship between mood states and OCB. Fairness perceptions were taken as a cognitive factor influencing OCB, and employee positive mood states were taken as the affective factor. By this way, it was aimed to find the true relationship between these factors and OCB.

The results of the study showed that the aggregate variable of justice perception is positively related with OCB. This means that when employees perceive their environment as fair, they are more likely to work in favor of their organizations by involving in citizenship behaviors. Reasons behind this relationship were explained in previous research with two different theories: Equity Theory (Adams, 1965) and Social Exchange Theory (Blau, 1964). According to Equity Theory

(Adams, 1965) employees use citizenship behaviors to show their reactions to fairness level in organization, since it is safer for them. Social Exchange Theory (Blau, 1964) on the other hand proposes that when employees believe existence of fairness in work environment they think the relationship between them and their leaders are social exchange relationship and this cause them engage more in citizenship behaviors.

Unexpectedly, the results also showed that none of the dimensions (distributive justice and procedural justice) are significantly related with OCB unless they exist simultaneously. Thus, distributive justice and procedural justice have to exist at the same time for employees to behave in an organizational citizenship manner. This can be implied as, even if employees think that their outcomes are fair, if they believe the decision making procedures for allocation of those outcomes or the treatment from the authorities are unfair, they do not appreciate OCB.

Although each dimension of justice perception was proposed to be significantly related to OCB, this proposition was based on the assumption that different types of justice are independent with unique variances. However, this thinking was questioned ever since the very first studies on justice (Walker, Latour, Lind, & Thibaut, 2006) and the idea that procedural and distributive justice measures were correlated were always present (see, Tyler, 1994), although the exact relationship was not clearly agreed on (Lind, 2001). This uncertainty was mainly because of the overlap between classification of events as procedures or outcomes. It was suggested that in some situations, an event can be

perceived either as an outcome or as a process (Cropanzano & Ambrose, 2001).

In more recent studies, this concern has risen again and a return to earlier fairness conceptualization occurred, where Levental (1980) mentioned procedural and distributive fairness as playing equally large roles in determining overall justice judgments. He proposed that procedural and distributive justice were (together) the "foundation of overall justice judgments" (Ambrose & Arnaud, 2005). Based on this idea, a shift occurred in recent justice studies, from consideration of different justice types independently to an overall justice judgment consideration (Ambrose & Schminke, 2009).

Support for this shift can be found in the literature in different studies. First of all, it was suggested that previous research, which investigated procedural and distributive justice separately, focus on certain aspects of justice while ignoring the rest (Lind, Van den Bos, & Wilke, 2001). For this reason, it was proposed that "specific types of justice may not capture the depth and richness of individuals' justice experiences" and only by focusing on overall justice which provides a more complete understanding, this limitation in previous studies may be overcome (Ambrose & Schminke, 2009). Also, it was mentioned that what is effective on people's justice perceptions is "holistic judgment" (Greenberg, 2001) although they are aware of the different sources of their justice experiences (Lind, 2001b).

These arguments were also supported by statistical explanations. In a simple study where both distributive and procedural justice were put

into a regression equation, the explanatory power of overlapping portion (interaction of procedural and distributive justice) was reflected in overall R^2 , while the explanatory power of non-overlapping portions were reflected in individual t-statistics. These individual t-statistics were told to explain only a small portion of variance in outcome. Thus, it was suggested to look at the overall justice to cover full impact of fairness on outcome variable (Ambrose & Arnaud, 2005). Similarly, it was argued that overall fairness which was operationalized through "shared variance among different types of justice", explains more variation in OCB dimensions than "the sum of unique effects of individual types of justice" (Fassina, Jones, & Uggerslev, 2008).

"Fairness heuristic theory" was introduced in line with these explanations, which suggested that people use "overall impressions of fair treatment" as decision heuristic to decide on trusting or not trusting the organizational authorities, especially when less information is available (Lind, 2001). Again, in this theory it is possible to see that distributive and procedural justice are overlapping, such that when information on others' outcome is not available, people lean on procedural fairness and use it as a "heuristic substitute" to assess their outcomes (Lind, Van den Bos, & Wilke, 2001).

Based on all these explanations, the findings of this study can be justified. Although in literature procedural justice, and mostly the interactional justice, was shown to be more effective on OCB, these results showed that none of the dimensions of justice perception is stronger against each other in terms of their relationship with OCB. Thus, we can conclude that justice perception of employees is

positively associated with their tendency to engage in citizenship behaviors and for them to behave in this manner working environment should include all aspects of fairness, distributive and procedural, together.

The results of the study supported a positive relationship between employee positive mood states and OCB. The meaning of this is that when employees feel positive it influences their behavior and make them engage more in citizenship behavior. This finding is in-line with what was proposed in literature for EPM-OCB relationship. As mentioned before; feeling states are present all the time (Cohen-Charash & Byrne, 2008) and fluctuate constantly during the day (Hoffman & Kelley, 1997). When employees have positive feelings like being enthusiastic, energetic or strong, they engage in activities which benefit the company. As mentioned by Affective Events Theory "affective experiences have direct influences on behaviors and attitudes" (Weiss and Cropanzano, 1996, p. 11).

Based on the results of this study it can be said that, if conditions can be elicited by the organization to create a positive environment for employees where they would have positive feelings, they can experience better results for the company as well. Because, as explained in the literature, an employee with positive feelings is expected to help his or her coworkers willingly (Smith, Organ, & Near, 1983), be more cooperative (Weiss, Dalal, Lam, & Welch, 2008), find more creative ideas for problems (Amabil, Barsade, Mueller, & Staw, 2005), try to protect the organization to protect his or her own positive mood (George, Jones, & Gonzales, 1998), and has more interaction

with its environment (George, Jones, & Gonzales, 1998). Moreover, even though they are not noticed (George & Brief, 1992), these positive feelings do not be effective on employees' behavior only on the day they appear, but keep OCB level high also on the following days (Fritz & Sonnentag, 2009) with behaviors like helping others, problem solving or variety seeking in negotiations (George, 1990; George, 1991; Brief & Weiss, 2002; Ilies, Scott, & Judge, 2006).

As mentioned before, unsupportive findings in the literature for moods-OCB relationship were claimed to be due to definitional difference of moods, like taking moods as a trait instead of a state (George, 1991). Present study supports this idea, since moods were taken as a state rather than a trait and found out to have positive association with OCB.

Supportive results found in this study for JP-OCB relationship and EPM-OCB relationship, were in-line with the explanations in the literature. However, these explanations were based on the assumption that JP and EPM were independent variables. In studies based on this assumption (e.g. Konovsky & Organ, 1989) both variables were analyzed separately or relative strengths of each variable over each other were investigated. However, this assumption was questioned by other studies as the causality between moods and fairness perceptions was not clear and possible facilitating or complicating effect on each other was uncertain (Bachrach & Jex, 2000).

In literature, there are studies supporting JP to have a mediating role between EPM and OCB (George & Forgas, 2001) as mentioned in previous sections. In those studies, the major idea was that, when

employees are feeling positive, this has an effect on the way they see their environment and they decide on fairness level of the environment based on these feelings (Lerner & Keltner, 2000).

According to Affect Infusion Model, since people tend to recall “similarly-toned materials” from memory, an employee with positive feelings will think more about positive consequences of events (Amabil, Barsade, Mueller, & Staw, 2005), which will again help them to perceive their environment as fairer. Also in Affect as Info Model, it was suggested that people evaluate their environments based on the cognitive processes that are activated by feelings. Uncertainty theory supports this idea for situations where there is information uncertainty (Van den Bos, 2003). Finally, according to Broaden and Build Model (Fredrickson, 2004), positive feelings cause broadening of cognitions of employees and this helps better organization of wider ranges of related thoughts and increase in capacity (Isen, 2001); which leads to creative problem solving (Brief, & Weiss, 2002).

Unexpectedly, support for such a mediation relationship could not be found in this study. Based on the result of this study, it can be said that sample chosen for data analysis is effective on the mediation relationship between OCB antecedents and OCB. Although, mediating role of justice perceptions between mood states and OCB could not be supported in the present study, the support in the extant literature shows that this may be due to sample selected in the current thesis.

As mentioned before, İller Bank was a public company (although it was privatized in July 2011) and employees were public workers until very

recently. Since in public companies rules and regulations are more standardized than private companies, employees generally have similar rights with their colleagues in the same hierarchical level and these rights were settled with permanent procedures. For this reason, the participants of the study may not be facing unfair events in the organization regularly and not considering unfairness as a threat. As they already have certain perception about the level of fairness in the organization, it is logical that this perception does not change based on their mood states.

Finally, in terms of demographic variables only age and in some cases experience were found to be significantly related with OCB level. The results showed that there are no difference between females and males in terms of inclination towards citizenship behaviors. Also, such a difference could not be found for employees with different educational backgrounds. These findings were in line with the study of Konovsky and Organ (1989), as they also could not find any significant correlation between demographic factors and OCB.

As a conclusion, this study has contributed to the literature by showing the positive relationship between justice perceptions and OCB; and positive relationship between positive mood states and OCB for a Turkish bank. Also, the present thesis rejected the proposed mediating role of justice perceptions in the relationship between mood states and OCB for the chosen sample.

6.6.2 DISCUSSION FOR THE EXPLORATORY ANALYSIS

Considering conflicting results in the literature, it was decided to go further with an exploratory analysis and a possible mediating role of EPM between JP and OCB was tested. Surprisingly, this mediating effect was found by the results of the study for the aggregate variable of JP (but not for the dimensions of JP). This can be implied as, employees who perceive their working environment as fair in all terms (distributive and procedural) would feel better and have more positive feelings due to this perception. As a result of these feelings, they engage in more citizenship behaviors and are more supportive towards their organizations.

Although not mentioned in this study before, support for this result can be found in previous studies as well. It was mentioned by (Latham, 2007, p. 224) that feelings have a mediating role between environmental events and behavior. Affective Events Theory (Weiss & Cropanzano, 1996) supported this idea with its proposition that, as a result of employee's appraisal of the organizational events different emotions come up and these emotions affect attitudes and behaviors of employees. Although "fairness" was not mentioned specifically in this theory, it was proposed in literature that based on appraisals of organizational events employees acquire perceptions about fairness or unfairness of the company (Weiss, Nicholas, & Daus, 1999). Thus fairness of an event was also told to be appraised by employees and create different feelings (Cohen-Charash & Byrne, 2008), which later lead to behaviors based on these feelings.

6.2 LIMITATIONS

Although the present study contributed to the literature and helped understanding conflicting findings from different studies, it is not without limitations. As one of the limitations, the present study was cross-sectional, due to the difficulty of conducting a longitudinal analysis, both in terms of time and money. This means that the observed relationships between variables were captured on a single point in time. Since the study is not longitudinal, in which participants are observed over a period of time, it is not possible to comment on a causal relationship among variables. Moreover, if the present study was longitudinal the results would be more accurate as it would be possible to observe changes within time.

Additionally, e-mails were preferred as data collection method to be able to reach branches and shorten data collection period. This is a limitation for the study, since it had a negative effect on return rates. As there was no control on participant while they are responding to questions, some of the questionnaires had returned empty or with mistakes. If the surveys were conducted with paper and pencil, with someone helping respondents while they are answering questions, the number of usable surveys would be much higher. Another problem of collecting data via e-mail was about convincing people for the confidentiality of their responses. Since, this guarantee could only be provided by the contact people found in most of the branches it was not for sure that employees had believed this promise. Thus, this might had a negative effect on return rate as well.

Another limitation based on the data collection method is that self-reports were used to measure OCB scale, instead of reports from managers or colleagues as suggested with the original scale. The reason behind this was the managers of the İller Bankası and their unwillingness to fill questionnaires for their employees. Also, participants did not want to answer questions for their colleagues, due to time concerns. For this reason, there can be problem of common method variance in this study, which influenced the relationship between variables.

Considering factor analysis, the method chosen can be seen as a limitation as well. In this study exploratory factor analysis was used and principle axis factoring was chosen as factor extraction method. However, confirmatory factor analysis would be more appropriate since it is a technique designed to verify the factor structure of a set of observed variables. Thus in the future, present study can be repeated by using confirmatory factor analysis for operationalization of constructs.

Another limitation of the present study is that it only focuses on positive mood states as affective factors influencing OCB. However, to understand the true relationship between affective factors and OCB, both positive and negative states should be analyzed in the study. Since negative mood states may have different relationship with OCB, results of the present study can change dramatically with the inclusion of negative mood states.

There are also limitations about the company chosen. As mentioned before, İller Bankası was a public company until very recently. However, original scales used in this study were not developed based on non-profit companies. Thus, the results found may not be accurate and other measures developed for non-profit organizations may lead to different results. Also, since data was collected from only one company, the generalizability of the study should be questioned. To be able to generalize the findings of the present study, it has to be repeated with data collected from different companies on a longitudinal manner.

6.3 IMPLICATIONS FOR MANAGEMENT

The literature proposed that OCB is very important for the companies as it is effective on outcomes and success of the organizations. For this reason, as mentioned before, it is very important to know the antecedents of OCB for managerial success. The present study is helpful for managers to have an idea about potential reasons behind citizenship behaviors.

It was shown that employees' perceptions about the fairness of the organization are positively associated with citizenship behaviors. It means that, managers should be careful about providing a working environment in which outcomes, procedures for distribution of those outcomes and approach of authorities are all fair. By this way, the level of OCB in the company can be increased, which will help increasing effectiveness and success of the organization (Podsakoff P. M., MacKenzie, Paine, & Bachrach, 2000). Thus, managing citizenship behaviors necessitates playing with the outcomes or giving relevant

explanations to affect employees' outcome evaluations (Konovsky & Organ, 1989).

Additionally, positive mood states of employees were also found to be associated with OCB. This implies that, the employee selection is also important for companies. Because, in long term, moods were told to become stable dispositional constructs with accumulated experience over time (Watson, Clark, & Tellegen, 1988). Thus, they may be considered as traits. For this reason, managers can manage OCB levels in the company by choosing right people for their organizations.

Finally, as the result of exploratory analysis held in this study, the mediating role of mood states between justice perceptions and OCB was found. This finding shows that, employees' perceptions of fair outcomes, situations etc. will cause positive feelings and these feelings will be reflected by OCB. Thus, if managers can create a fair environment, this will also affect mood states of employees and lead to OCB.

6.4 IMPLICATIONS FOR FUTURE RESEARCH

The present study investigates an integrative model of fairness perceptions, positive mood states and OCB. This study can be a foundation for further analyses to search the exact relationship between these variables, to fill the gap in the literature.

As there are many antecedents mentioned in the literature, this study is limited in terms of the number of relationships investigated. Thus future research should also focus on relationship of OCB with other

potential determinants. Since there are conflicting results in the literature for a mediating relationship between OCB antecedents, alternative mediating relationships should be investigated in future studies.

Another area that the study can be improved is inclusion of negative moods to this integrative model. Since only positive mood states were considered in this thesis, the results can be checked for negative moods as well. Additionally, the analysis can be repeated while taking moods as trait and the difference can be reported between mood states and mood traits.

An important contribution to literature can be made by providing a comparison between two models: justice perception as mediator between positive mood states and OCB or positive mood states as mediator between justice perceptions and OCB. Since there is support for both models in the extant literature, such a study can be used to understand the true relationship for a company in Turkey.

As mentioned before the present study was conducted in a public bank. As the results can be different in a private company, the study can be repeated in different companies and in different sectors. Also, same study can be done in a different country with a different public bank to measure cultural differences across countries.

REFERENCES

- Adams, J. S. (1965). Inequity in Social Exchange. In L. (. Berkowitz, *Advances in Experimental Social Psychology* (Vol. 2, pp. 267-299). New York: Academic Press.
- Alliger, G., & Williams, K. (1993). Using Signal-Contingent Experience Sampling Methodology To Study Work In The Field: A Discussion and Illustration Examining Task Perceptions and Mood. *Personnel Psychology*, 46, 525-549.
- Amabil, T. M., Barsade, S. G., Mueller, J. S., & Staw, B. M. (2005). Affect and Creativity at Work. *Administrative Science Quarterly*, 50, 367-403.
- Ambrose, M. L., & Arnaud, A. (2005). Distributive and Procedural Justice: Construct Distinctiveness, Construct Interdependence, And Overall Justice. In J. Greenberg, & J. (. Colquitt, *The Handbook Of Organizational Justice* (pp. 59-84). Mahwah, NJ: Erlbaum.
- Ambrose, M. L., & Schminke, M. (2009). The Role of Overall Justice Judgments in Organizational Justice Research: A Test of Mediation. *Journal of Applied Psychology*, 94(2), 491-500.
- Ashkanasy, N. M., & Cooper, C. L. (2008). *Research Companion to Emotion in Organizations*. UK: Edward Elgar Publishing.
- Ashton-James, C. E., & Ashkanasy, N. M. (2008). Affective Events Theory: A Strategic Perspective. In W. Zerbe, C. Hartel, & N. M. Ashkanasy, *Research on Emotion on Organizations*. (Vols. Volume 4: Emotions, Ethics, and Decision-Making, pp. 1-34). Bingley, UK: Emerald Group Publishing/JAI Press.

- Bachrach, D. G., & Jex, S. M. (2000). Organizational Citizenship and Mood: An Experimental Test of Perceived Job Breadth. *Journal of Applied Social Psychology, 30*(3), 641-663.
- Barksdale, K., & Werner, J. M. (2001). Managerial Ratings Of In-Role Behaviors, Organizational Citizenship Behaviors and Overall Performance: Testing Different Models of Their Relationship. *Journal of Business Research, 51*, 145- 155.
- Barnard, C. I. (1938). *The Functions of The Executive*. Cambridge, MA.: Harvard University Press.
- Barney, J. (1991). Firm Resources and Sustained Competitive Advantage. *Journal of Management, 17*(1), 99-120.
- Barney, J., Wright, M., & Ketchen Jr, D. J. (2001). The Resource-Based View of The Firm: Ten Years After 1991. *Journal of Management, 27*, 625-641.
- Baron, R. M., & 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*, 1173-1182.
- Barrick, M. R., Mount, M. K., & Judge, T. A. (2001). Personality and Performance at the Beginning of the New Millenium: What Do We Know and Where Do We Go Next? *Personality and Performance, 9*(1/2), 9-29.
- Barsade, S. G., Brief, A. P., & Spataro, S. E. (2003). The affective revolution in organizational behavior:the emergence of a paradigm. In J. Greenberg, *Organizational Behavior: The State of the Science, ed.* (pp. 3-52). Mahwah, NJ: Erlbaum.
- Bateman, T. S., & Organ, D. W. (1983). Job Satisfaction and The Good Soldier: The Relationship Between Affect and Employee Citizenship. *Academy of Management Journal, 26*, 587-595.

- Berkowitz, L. (1989). Frustration-Aggression Hypothesis: Examination and Reformulation. *Psychological Bulletin*, 106(1), 59-73.
- Bettencourt, L. A., & Brown, S. W. (1997). Contact Employees: Relationship Among Workplace Fairness, Job Satisfaction and Prosocial Service Behaviors. *Journal of Retailing*, 73(1), 39-61.
- Bettenhausen, K., & George, J. M. (1990). Understanding Prosocial Behavior, Sales Performance, and Turnover: A Group-Level Analysis in A Service Context. *Journal of Applied Psychology*, 75(6), 698-709.
- Biess, R. J. (1986). Interactional Justice: Communication Criteria of Fairness. *Research on Negotiation in Organizations*.
- Blader, S. L., & Tyler, T. R. (2003). What Constitutes Fairness in Work Settings? A Four-Component Model of Procedural Justice. *Human Resource Management Review*, 13, 107-126.
- Blancero, D. M., & Johnson, S. A. (1997). *Customer service employees and discretionary service behavior: A psychological contract model*. Retrieved April 22, 2011, from <http://digitalcommons.ilr.cornell.edu/cahrswp/149>
- Blau, P. M. (1964). *Exchange and Power in Social Life*. Wiley, New York.
- Borman, W. C. (2004). The Concept of Organizational Citizenship. *American Psychological Society*, 13(6), 238-241.
- Borman, W. C., & Motowidlo, S. (1993). Expanding the Criterion Domain to Include Elements of Contextual Performance. In N. S. (eds.), *Personnel Selection in Organizations*. San Francisco : Jossey-Bass.
- Borman, W. C., & Motowidlo, S. J. (1997). Task Performance and Contextual Performance: The Meaning for Personnel Selection Research. *Human Performance*, 10(2), 99-109.

- Borman, W. C., Penner, L. A., Allen, T. D., & Motowidlo, S. J. (2001). Personality Predictors of Citizenship Performance. *International Journal of Selection and Assessment*, 9(1,2) , 52-69.
- Brief, A. P., & Motowidlo, S. J. (1986). Prosocial Organizational Behaviors. *Academy of Management Review*, 11(4), 710-725.
- Brief, A. P., & Weiss, H. M. (2002). Organizational Behavior: Affect in Workplace. *Annual Review of Psychology*, 53, 279-307.
- Brown, R. (1985). *Social psychology*. New York: Free Press.
- Brown, S. P., & Peterson, R. A. (1994). The effect of effort on sales performance and job satisfaction. *Journal of Marketing*, 58(2), 70-80.
- Brown, S. P., & Robert, A. P. (1993). Antecedents and Consequences of Salesperson Job Satisfaction: Meta Analysis and Assessment of Causal Effects. *Journal of Marketing Research*, 30, 63-77.
- Byrne, Z. S., Rupp, D. E., & Eurich, T. (2003). Effects of Discrete Emotions on Distributive, Procedural, and Interactional Justice. *Annual Conference of the Society for Industrial and Organizational Psychology*. Orlando: FL.
- Cacioppo, J. T., Gardner, W. L., & Berntson, G. G. (1999). The Affect System Has Parallel and Integrative Processing Components: Form Follows Function. *Journal of Personality and Social Psychology*, 76, 839-855.
- Carlson, M., Charlin, V., & Miller, N. (1988). Positive Mood and Helping Behavior: A Test of Six Hypotheses. *Journal of Personality and Social Psychology*, 55, 211-229.
- Castro, C. B., Armario, E. M., & Ruiz, D. M. (2004). The Influence of Employee Organizational Citizenship Behavior on Customer Loyalty. *International Journal of Service Industry Management*, 15, 27-53.

- Clark, L. A., & Watson, D. (1988). Mood and The Mundane: Relations Between Daily Life Events and Self-Reported Mood. *Journal of Personality and Social Psychology*, 54, 296-308.
- Clark, M. S., & Waddell, B. A. (1983). Effects of Moods on Thoughts About Helping, Attraction and Information. *Social Psychology Quarterly*, 46(1), 31-35.
- Clayton, S. D. (1992). The Experience of Injustice: Some Characteristics and Correlates. *Social Justice Research*, 5, 71-92.
- Cohen-Charash, Y., & Byrne, Z. S. (2008). Affect and Justice: Current Knowledge and Future Directions . In N. M. Ashkanasy, & C. L. Cooper, *Research Companion to Emotion in Organizations*. UK: Edward Elgar Publishing Limited.
- Colquitt, J. A., Wesson, M. J., Porter, C. O., Conlon, D. E., & Ng, K. Y. (2001). Justice at the Millenium: A Meta-Analytic Review of 25 Years of Organizational Justice Research. *Journal of Applied Psychology*, 86(3), 425-445.
- Cropanzano, R., & Ambrose, M. L. (2001). Procedural and Distributive Justice Are More Similar Than You Think: A Monistic Perspective and a Research Agenda. In J. Greenberg, & R. (. Cropanzano, *Advances in organizational justice* (pp. 119–151). Stanford,CA: Stanford University Press.
- Cropanzano, R., & Greenberg, J. (1997). Progress in Organizational Justice: TunnelingThrough the Maze. In C. L. Cooper, & I. T. Robertson, *International Review of Industrial and Organizational Psychology*. New York: John Wiley & Sons.
- Cropanzano, R., Goldman, B., & Folger, F. (2003). Deontic Justice: The Role of Moral Principles in Workplace Fairness. *Journal of Organizational Behavior*, 24(8), 1019-1024.
- Estrada, C. A., Isen, A. M., & Young, M. J. (1997). Positive Affect Facilitates Integration of Information and Decreases Anchoring in

- Reasoning Among Physicians. *Organizational Behavior Human Decision Processes*, 72, 117-135.
- Farh, J. L., Earley, P. C., & Lin, S. (in press). Impetus For Action: A Cultural Analysis of Justice and Organizational Citizenship Behavior In Chinese Society. *Administrative Science Quarterly*.
- Farh, J. L., Zhong, C. B., & Organ, D. W. (2004). Organizational citizenship behavior in People's Republic of China. *Organization Science*, 15(2), 241-253.
- Fassina, N. E., Jones, D. A., & Uggerslev, K. L. (2008). Relationship Clean-Up Time: Using Meta-Analysis and Path Analysis to Clarify Relationships Among Job Satisfaction, Perceived Fairness, and Citizenship Behaviors. *Journal of Management*, 34(2), 161-188.
- Fiedler, C. R. (2000). *Making a difference: Advocacy Competencies for Special Education Professionals*. Boston: Allyn & Bacon.
- Fisher, C. D. (1998). Mood and Emotions While Working – Missing Pieces of Job Satisfaction. *School of Business Discussion Papers*, 64.
- Folger, R., & Konovsky, M. A. (1989). Effects of Procedural and Distributive Justice on Reactions to Pay Raise Decisions. *The Academy of Management Journal*, 32(1), 115-130.
- Forest, D., Clark, M., Mills, J., & Isen, A. M. (1979). Helping as a function of feeling state and nature of the helping behavior. *Motivation and Emotion*, 3, 161-169.,.
- Fredrickson, B. L. (2004). The Broaden-and-Build Theory of Positive Emotions. *The Royal Society*, 359, 1367-1377.
- Fritz, C., & Sonnentag, S. (2009). Antecedents of Day-Level Proactive Behavior: A Look at Job Stressors and Positive Affect During the Workday. *Journal of Management*, 35(1), 94-111.

- Gençöz, T. (2000). Pozitif ve negatif duygu ölçeği: Geçerlik ve güvenirlik çalışması [Positive and Negative Affect Schedule: A study of Validity and Reliability]. *Türk Psikoloji Dergisi*, 15(46), 19-26.
- George, J. M. (1990). Personality, Affect, and Behavior in Groups. *Journal of Applied Psychology*, 75(2), 107-116.
- George, J. M. (1991). Journal of Applied Psychology. *State or Trait: Effects of Positive Mood on Prosocial Behaviors at Work*, 76(2), 299-307.
- George, J. M., & Brief, A. P. (1992). Feeling Good-Doing Good: A Conceptual Analysis of The Mood At Work-Organizational Spontaneity Relationship. *Psychological Bulletin*, 112(2), 310-329.
- George, J. M., & Forgas, J. P. (2001). Affective Influences on Judgments and Behavior in Organizations: An Information Processing Perspective. *Organizational Behavior and Human Decision Processes*, 86(1), 3-34.
- George, J. M., & Jones, G. R. (1997). Experiencing Work: Values, Attitudes, and Moods. *Human Relations*, 30, 393-416.
- George, J. M., Jones, G. R., & Gonzales, J. A. (1998). Personality, affect, and behavior in groups. *Journal of Applied Psychology*, 75(2), 107-116.
- Graham, J. W. (1991). An Essay On Organizational Citizenship Behavior. *Employee Responsibilities and Rights Journal*, 4, 249-270.
- Greenberg, J. (1988b). Equity and Workplace Status: A Field Experiment. *Journal of Applied Psychology*, 73, 606-613.
- Greenberg, J. (1990). Organizational Justice: Yesterday, Today, and Tomorrow. *Journal of Management*, 16(2), 399-432.

- Greenberg, J. (1993). Justice and Organizational Citizenship: A Commentary on the state of the Science. *Employee Responsibilities and Rights Journal*, 6(3), 249-256.
- Greenberg, J. (2001). Setting The Justice Agenda: Seven Unanswered Questions About "What, Why, and How". *Journal of Vocational Behavior*, 58, 210-219.
- Greenberg, J., & Cropanzano, R. (2001). *Advances in Organizational Justice*. Stanford: Stanford University Press.
- Haidt, J. (2000). Dialogue between my head and my heart:" Affective influences on moral judgment. In C. p. Forgas, *Feeling and Doing: Affective Influences on Interpersonal Behavior*.
- Hitt, M. A., Kochhar, R., Bierman, L., & Shimizu, K. (2000). Direct and Moderating Effects of Human Capital On Strategy and Performance in Professional Service Firms: A Resource-Based Perspective. *Academy of Management Journal*, 2-44.
- Hoffman, K. D., & Kelly, S. W. (1997). An Investigation of Positive Affect, Prosocial Behaviors and Service Quality. *Journal of Retailing*, 73, 407-427.
- Hoffman, K. D., Blair, C. A., Meriac, J. P., & Woehr, D. J. (2007). Expanding the Criterion Domain? A Quantitative Review of the OCB Literature. *Journal of Applied Psychology*, 92(2), 555-566.
- Hormuth, S. (1986). The sampling of experiences in situ. *Journal of Personality*, 54, 262-293.
- Ilies, R., Scott, B. A., & Judge, T. A. (2006). The Interactive Effects of Personal Traits and Experienced States on Intraindividual Patterns of Citizenship Behavior. *Academy of Management Journal*, 49(3), 561-575.
- Isen, A. M. (1984). The Influence Of Positive Affect On Decision Making And Cognitive Organization. In T. C. Kinnear, *Advances in*

Consumer Research (Vols. 11, eds., pp. 534-537). Provo: UT : Association for Consumer Research.

- Isen, A. M. (1999). Positive affect and creativity. In S. (. Russ, *Affect, Creative Experience, and Psychological* (pp. 3-17). Philadelphia: Bruner/Mazel.
- Isen, A. M. (2001). An Influence of Positive Affect on Decision Making in Complex Situations: Theoretical Issues With Practical Implications. *Journal Of Consumer Psychology*, 11(2), 75-85.
- Isen, A. M. (2002). Missing in Action in the AIM: Positive Affect's Facilitation of Cognitive Flexibility, Innovation, and Problem Solving. *Psychological Inquiry*, 13(1), 57-65.
- Isen, A. M., & Carnevale, P. J. (1986). Organizational Behavior And Human Decision Processes. *The Influence of Positive Affect and Visual Access on the Discovery of Integrative Solutions in Bilateral Negotiation*, 37, 1-13.
- Isen, A. M., & Daubman, K. A. (1984). The Influence of Affect on Categorization. *Journal of Personality and Social Psychology*, 47, 1206-1217.
- Isen, A. M., & Erez, A. (2002). The Influence of Positive Affect on the Components of Expectancy Motivation. *Journal of Applied Psychology*, 87(6), 1055-1067.
- Isen, A. M., & Levin, A. F. (1972). Effects of feeling good on helping: Cookies and kindness. *Journal of Personality and Social Psychology*, 21, 384-388.
- Isen, A. M., & Simmonds, S. F. (1978). The Effect of Feeling Good on a Helping Task that is Incompatible with Good Mood. *Social Psychology*, 41(4), 346-349.

- Isen, A. M., Niedenthal, P., & Cantor, N. (1992). The Influence of Positive Affect on Social Categorization. *Motivation and Emotion*, 16, 65-78.
- Isen, A. M., Shalker, T., Clark, M., & Karp, L. (1978). Affect, Accessibility of Material in Memory, and Behavior: A Cognitive Loop? *Journal of Personality and Social Psychology*, 36, 1-12.
- Jacobsen, E. (1957). Normal and pathological moods: Their nature and function. In R. S. Eisler, A. F. Freud, H. Hartman, & E. (. Kris, *The Psychoanalytic Study of the Child* (pp. 73-113). New York: International University Press.
- Judge, T. A., & Kammeyer-Mueller, J. D. (2008). Affect, satisfaction, and performance. Research companion to emotion in organizations. In N. M. Ashkanasy, & C. L. Cooper. UK: Edward Elgar Publishing Limited.
- Karriker, J. H., & Williams, M. L. (2009). Organizational Justice and Organizational Citizenship Behavior: A Mediated Multifoci Mode. *Journal of Management*, 35(1), 112-135.
- Katz, D. (1964). The Motivational Basis of Organizational Behavior. *Behavioral Science*, 9(2), 131-146.
- Katz, D. (1964). The Motivational Basis of Organizational Behavior. *Behavioral Science*, 9(2), 131-146.
- Katz, D., & Kahn, R. L. (1978). *The Social Psychology of Organizations*. NY: Wiley.
- Kelly, J. R., & Barsade, S. G. (2001). Mood and Emotions in Small Groups and. *Organizational Behavior and Human Decision Processes*, 86(1), 99-130.
- Keltner, D., & Gross, J. J. (1999). Functional Accounts of Emotions. *Cognition and Emotion*, 13(5), 467-480.

- Konovsky, M. A., & Pugh, S. D. (1994). Citizenship behavior and social exchange. *Academy of Management Journal*, 37, 656–669.
- Konovsky, M., & Organ, D. W. (1989). Cognitive Versus Affective Determinants of Organizational Citizenship Behavior. *Journal of Applied Psychology*, 74, 157-164.
- Larson, R., & Csikszentmihalyi, M. (1983). The Experience Sampling Method. In Reis, & H. T. (Ed.), *Naturalistic Approaches to Studying Social Interaction. New Directions for Methodology of Social and Behavioral Science* (Vol. 15, pp. 41-56). San Francisco: Jossey-Bass.
- Latham, G. P. (2007). *Work motivation: History, theory, and practice*. Thousand Oaks, CA: Sage.
- Lavine, H., Thomsen, C. J., Zanna, M. P., & Borgida, E. (1998). On the Primacy of Affect in the Determination of Attitudes and Behavior: The Moderating Role of Affective-Cognitive Ambivalence. *Journal Of Experimental Social Psychology*, 34, 398–421.
- LePine, J. A., Erez, A., & Johnson, D. E. (2002). The Nature and Dimensionality of Organizational Citizenship Behavior: A Critical Review and Meta-Analysis. *Journal of Applied Psychology*, 87(1), 52–65.
- Lerner, J. S., & Keltner, D. (2000). Beyond valence: Toward a Model of Emotion-Specific Influences on Judgment and Choice. *Cognition And Emotion*, 14(4), 473-493.
- Levental, G. S. (1980). What Should Be Done With Equity Theory? In K. J. Gergen, M. S. Greenberg, & R. H. Willis, *Social Exchange: Advances in Theory and Research* (pp. 27-55). New York: Plenum Press.
- Lind, E. A. (2001). Fairness Heuristic Theory: Justice Judgments As Pivotal Cognitions In Organizational Relations. In J. Greenberg,

- Cropanzano, & R. (Eds.), *Advances in Organizational Justice* (pp. 56-88). Stanford, CA: Stanford University Press.
- Lind, E. A. (2001b). Thinking Critically About Justice Judgments. *Journal of Vocational Behavior*, 58, 220-226.
- Lind, E. A., Van den Bos, K., & Wilke, H. A. (2001). The Psychology of Procedural and Distributive Justice Viewed From the Perspective of Fairness Heuristic Theory. In R. Cropanzano, *Justice in the Workplace: From Theory to Practice* (pp. 49-66). Routledge: Lawrence Erlbaum Associations.
- Messer, B. A., & White, F. A. (2006). Employees' Mood, Perceptions of Fairness, and Organizational Citizenship Behavior. *Journal of Business and Psychology*, 21(1), 65-82.
- Mikula, G. (1986). The Experience of Injustice: Towards a Better Understanding of it Phenomenology. In H. W. Bierhoff, R. L. Cohen, & J. (. Greenberg, *Justice in Social Relations* (pp. 103-123). New York: Plenum.
- Millar, M. G., & Tesser, A. (1990). Attitudes and Behavior: The Cognitive-Affective Mismatch Hypothesis. *Advances in Consumer Research*, 17, 86-90.
- Moorman, R. H. (1991). Relationship Between Organizational Justice and Organizational Behavior: Influence Employee Citizenship. *Journal of Applied Psychology*, 76(6), 845-855.
- Moorman, R. H. (1993). The Influence of Cognitive and Affective Based Job Satisfaction Measures on the Relationship Between Satisfaction and Organizational Citizenship Behavior. *Human Relation*, 46(6), 759-775.
- Moorman, R. H., Organ, D. W., & Niehoff, B. P. (1993). Treating Employees Fairly and Organizational Citizenship Behavior: Sorting the Effects of Job Satisfaction, Organizational

Commitment, and Procedural Justice. *Employee Responsibilities and Rights Journal*, 6(3), 209-225.

- Munene, J. C. (1995). Institutional Pathology and Personal and Professional Accountability in Rural Health and Education in Uganda. In E. A. Brett, J. C. Munene, & R. (. Regan, *Uganda: Landmarks in Rebuilding a Nation*. Kampala, Uganda: Fountain Publishers.
- Myers, D. G., & Diener, E. (1995). Who Is Happy? *Psychological Science*, 6(1), 9-19.
- Niehoff, B. P., & Moorman, R. H. (1993). Justice as a Mediator of The Relationship Between Methods of Monitoring and Organizational Citizenship Behavior. *Academy of Management Journal*, 36, 527-556.
- Nowlis, V., & Nowlis, H. H. (1956). The description and analysis of mood. *Annals of the New York Academy of Sciences*, 65, 345-355.
- O'Reilly, C. A., & Chatman, J. (1986). Organizational Commitment and Psychological Attachment: The Effects of Compliance, Identification and Internalization of Prosocial Behavior. *Journal of Applied Psychology*, 71, 492-499.
- Organ, D. W. (1977). A Reappraisal and Reinterpretation of the Satisfaction Causes Performance Hypothesis. *Academy of Management Review*, 2, 46-53.
- Organ, D. W. (1988a). *Organizational Citizenship Behavior: The Good Soldier Syndrome*. Lexington, MA.: Lexington Books.
- Organ, D. W. (1988b). A Restatement of the Satisfaction-Performance Hypothesis. *Journal of Management*, 14, 547-557.
- Organ, D. W. (1990). The Motivational Basis of Organizational Citizenship Behavior. In B. M. Staw, & L. L. Cumming, *Research*

in Organizational Behavior (Vol. 12, pp. 43-72). Greenwich, CT: JAI Press.

- Organ, D. W., & Ryan, K. (1995). A Meta-Analytic Review of Attitudinal and Dispositional Predictors of Organizational Citizenship Behavior. *Personnel Psychology*, 48, 775-801.
- Piercy, N. F., Cravens, D., Lane, N., & Vorhies, D. W. (2006). Driving Organizational Citizenship Behaviors and Salesperson In-Role Behavior Performance: The Role of Management Control and Perceived Organizational Support. *Journal of the Academy of Marketing*, 34(2), 244-262.
- Plutchik, R. (1994). *The psychology and biology of emotion*. New York, NY, US: HarperCollins College Publishers.
- Podsakoff, N. P., Podsakoff, P. M., Blume, B. D., & Whiting, S. W. (2009). Individual- and Organizational-Level Consequences of Organizational Citizenship Behaviors: A Meta-Analysis. *Journal of Applied Psychology*, 94(1), 122-141.
- Podsakoff, P. M., & MacKenzie, S. B. (1997). Impact of Organizational Citizenship Behavior on Organizational Performance: A Review and Suggestion for Future Research. *Human Performance*, 10(2), 133-151.
- Podsakoff, P. M., MacKenzie, S. B., & Ahearne, M. (1998). Some Possible Antecedents and Consequences of In-Role and Extra-Role Salesperson Performance. *Journal of Marketing*, 62: 87-98.
- Podsakoff, P. M., MacKenzie, S. B., & Bommer, W. H. (1996a). A Meta-Analysis of the Relationships Between Kerrand Jermier's Substitutes for Leadership and Employee Job Attitudes, Role Perceptions, and Performance . *Journal of Applied Psychology*, 81, 380-399.
- Podsakoff, P. M., MacKenzie, S. B., & Bommer, W. H. (1996b). Transformational Leader Behaviors and Substitutes for

Leadership as Determinants of Employee Satisfaction,
Commitment, Trust, and Organizational Citizenship Behaviors.
Journal of Management, 22, 259–298.

Podsakoff, P. M., MacKenzie, S. B., & Hui, C. (1993). Organizational
Citizenship Behaviors and Managerial Evaluations of Employee
Performance: A Review and Suggestions for Future Research. In
G. R. Ferris, & K. M. (Eds.), *Research in Personnel and Human
Resources Management* (Vol. 11, pp. 1-40). Greenwich, CT: JAI
Press.

Podsakoff, P. M., MacKenzie, S. B., Moorman, R. H., & Fetter, R.
(1990). Transformational Leader Behaviors and Their Effects on
Followers' Trust in Leader, Satisfaction and Organizational
Citizenship Behavior. *Leadership Quarterly*, 1(2), 107-142.

Podsakoff, P. M., MacKenzie, S. B., Paine, J. B., & Bachrach, D. G.
(2000). Organizational Citizenship Behaviors: A Critical Review
of the Theoretical and Empirical Literature and Suggestions for
Future Research. *Journal of Management*, 26 (3), 513-563.

Porter, L. W., & Lawler, E. E. (1968). *Managerial Attitudes and
Performance*. R. D. Irwin (Homewood, Ill).

Randall, M. L., Birjulin, A., Borman, C. A., & Cropanzano, R. (1999).
Organizational Politics and Organizational Support as Predictors
of Work Attitudes, Job Performance, and Organizational
Citizenship Behavior. *Journal of Organizational Behavior*, 20,
159-174.

Scher, S. J., & Heise, D. (1993). Affect and The Perception of Injustice.
Advances in Group Process, 10, 223-252.

Schwarz, N. (2002). Situated Cognition and the Wisdom of Feelings:
Cognitive Tuning. In L. F. Barrett, & P. (. Salovey, *The Wisdom
In Feeling* (pp. 144-166). New York: Guilford Press.

- Schwarz, N., & Clore, G. L. (1996). Feelings and Phenomenal Experiences. In A. W. Kruglanski, & E. T. Higgins, *Social psychology: Handbook of basic principles* (pp. 385-407). Guilford Press.
- Sheridan, J. E., & Slocum Jr, J. W. (1975). The Direction of The Causal Relationship Between Job Satisfaction and Work Performance. *Organizational Behavior and Human Performance*, 14(2), 159-172.
- Sinclair, R. C., & Mark, M. M. (1992). The Influence of Mood State on Judgment and Action: Effects on Persuasion, Categorization, Social justice, Person Perception, and Judgmental Accuracy. In L. Martin, & A. (. Tesser, *The Construction of Social Judgment* (pp. 165-193). Hillsdale, NJ: Lawrence Erlbaum.
- Skarlicki, D. P., & Folger, R. (1997). Retaliation in the Workplace: The Roles of Distributive, Procedural, and Interactional Justice. *Journal of Applied Psychology*, 82(3), 434-443.
- Smith, C. A., Organ, D. W., & Near, J. P. (1983). Organizational Citizenship Behavior: Its Nature and Antecedents. *Journal of Applied Psychology*, 68, 653-663.
- Tabachnick, B. G., & Fidell, L. S. (2001). *Using Multivariate Statistics* (4th ed.). Boston: Allyn & Bacon.
- Teasdale, J. D., & Fogarty, S. J. (1979). Differential Effects of Induced Mood on Retrieval of Pleasant and Unpleasant Events from Episodic Memory. *Journal of Abnormal Psychology*, 88, 248-257.
- Tellegen, A. (1985). Structures Of Mood and Personality and Their Relevance To Assessing Anxiety, With An Emphasis On Self-Report. In A. H. Tuma, & J. D. Maser, *Anxiety and The Anxiety Disorders* (pp. 681-706). Hillsdale, NJ: Erlbaum.

- Tepper, B. J., & Taylor, E. C. (2002). Relationships Among Supervisors' and Subordinates' Procedural Justice Perceptions And Organizational Citizenship Behaviors. *In Press – AMJ*.
- Tucker, D. M., & Williamson, P. A. (1984). Asymmetric Neural Control Systems In Human Self-Regulation. *Psychological Review*, 91, 185-215.
- Tyler, T. R. (1994). Psychological Models of The Justice Motive: Antecedents of Distributive and Procedural Justice. *Journal of Personality and Social Psychology*, 67(5), 850-863.
- Tyler, T. R., & Caine, A. (1981). The Influence of Outcomes and Procedures on Satisfaction with Formal Leaders. *Journal of Personality and Social Psychology*, 41, 642-655.
- Van den Bos, K. (2003). On the Subjective Quality of Social Justice: The Role of Affect as Information in the Psychology of Justice Judgments. *Journal of Personality and Social Psychology*, 85(3), 482-498.
- Van Dyne, L., & LePine, J. A. (1998). Helping and Voice Extra-Role Behaviors: Evidence of Construct and Predictive Validity. *The Academy of Management Journal*, 41(1), 108-119.
- Van Scotter, J. R. (2000). Relationship of Task Performance and Contextual Performance with Turnover, Job Satisfaction and Affective Commitment. *Human Resource Management Review*, 16(1), 79-95.
- Van Scotter, J., & Motowidlo, S. J. (1996). Interpersonal Facilitation and Job Dedication as Seperate Facets of Contextual Performance. *Journal of Applied Psychology*, 81, 525-531.
- Vroom, V. H. (1964). *Work and Motivation*. Oxford, England: Wiley.

- Walker, L., Latour, S., Lind, A., & Thibaut, J. (2006). Reactions of Participants and Observers to Modes of Adjudication. *Journal of Applied Psychology, 4*(4), 295-310.
- Watson, D., & Pennebaker, J. W. (1989). Health Complaints, Stress, and Distress: Exploring the Central Role of Negative Affectivity. *Psychological Review, 96*(2), 234-254.
- Watson, D., & Tellegen, A. (1985). Toward a Consensual Structure of Mood. *Psychological Bulletin, 98*(2), 219-235.
- Watson, D., Clark, L. A., & Carey, G. (1988). Positive and Negative Affectivity and Their Relation to Anxiety and Depressive Disorders. *Journal of Abnormal Psychology, 97*(3), 346-333.
- Watson, D., Clark, L. A., & Tellegen, A. (1988). Development and Validation of Brief Measures of Positive and Negative Affect: The PANAS Scale. *Journal of Personality and Social Psychology, 54*(6), 1063-1070.
- Weiss, H. M. (2002). Deconstructing job satisfaction: separating evaluations, beliefs and affective. *Human Resource Management Review, In press.*
- Weiss, H. M., & Cropanzano, R. (1996). Affective Events Theory: a theoretical discussion of the structure, causes and consequences of affective experiences at work. In B. M. Staw, & L. L. Cummings, *Research in Organization Behavior: An Annual Series of Analytical Essays and Critical Reviews* (Vol. 18, pp. 1-74). Greenwich,CT: JAI.
- Weiss, H. M., Dalal, R. S., Lam, H., & Welch, E. R. (2008). *Temporal Investigations Into the Relationship Between Affect and Discretionary Work Behavior*. U.S. Army Research Institute for the Behavioral and Social Sciences: Technical Report 1243.
- Weiss, H. M., Nicholas, J. P., & Daus, C. (1999). An Examination of The Joint Effects of Affective Experiences and Job Beliefs on Job

- Satisfaction and Variations in Affective Experiences Over Time. *Organizational Behavior and Human Decision Processes*, 78, 1-24.
- Wheeler, L., & Reis, H. (1991). Self-recording of everyday life events: Origins, types, and uses. *Journal of Personality*, 59, 339-354.
- Williams, L. J., & Anderson, S. E. (1991). JOB Satisfaction and Organizational Commitment As Predictors of Organizational Citizenship and In-Role Behaviors. *Journal of Management*, 17, 601-617.
- Yoon, M. H., & Suh, J. (2003). Organizational Citizenship Behaviors and Service Quality as External Effectiveness of Contact Employees. *Journal of Business Research*, 56, 597-611.
- Youssef, C. M., Luthans, F., & Avey, J. B. (2009). Additive Value of Positive Psychological Capital in Predicting Work Attitudes and Behavior. *Journal of Management*, 36(2), 430-452.
- Zajonc, R. B. (1984). On the Primacy of Affect. *American Psychologist*, 39(2), 117-123.

APPENDICES

APPENDIX A. ORGANIZATIONAL CITIZENSHIP BEHAVIOR SCALE

The questions below are to understand your feelings, thoughts and behaviors in your work environment. There is no right or wrong answer to questions. Considering the company you are currently working in, please indicate to what extent you agree with the sentences below and for each question please circle the number indicating your level of agreement.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. I help others who have heavy workloads.	1	2	3	4	5
2. I am the classic "squeaky wheel" that always needs greasing.	1	2	3	4	5
3. I believe in giving an honest day's work for an honest day's pay.	1	2	3	4	5
4. I consume a lot of time complaining about trivial matters.	1	2	3	4	5
5. I try to avoid creating problems for my colleagues.	1	2	3	4	5

6. I keep abreast of change in the organization.	1	2	3	4	5
7. I do not tend to make "mountains out of molehills."	1	2	3	4	5
8. I consider the impact of my actions on my colleagues.	1	2	3	4	5
9. I attend meetings that are not mandatory, but are considered important.	1	2	3	4	5
10. I am always ready to lend a helping hand to those around me.	1	2	3	4	5
11. I attend functions that are not required but help the company image.	1	2	3	4	5
12. I read and keep up with organization announcements, memos and so on.	1	2	3	4	5
13. I help others who have been absent.	1	2	3	4	5
14. I do not abuse the rights of others.	1	2	3	4	5

15. I willingly help others who have work related problems.	1	2	3	4	5
16. I always focus on what's wrong, rather than the positive side.	1	2	3	4	5
17. I take steps to try to prevent problems with other workers.	1	2	3	4	5
18. My attendance at work is above the norm.	1	2	3	4	5
19. I always find fault with what the organization is doing.	1	2	3	4	5
20. I am mindful of how my actions on my colleagues.	1	2	3	4	5
21. I do not take extra breaks.	1	2	3	4	5
22. I obey company rules and regulations even when no one is watching.	1	2	3	4	5
23. I help orient new people even though it is not required.	1	2	3	4	5
24. I am one of the most conscientious employees.	1	2	3	4	5

APPENDIX B. ÖRGÜTSEL VATANDAŞLIK DAVRANIŞI ÖLÇEĞİ

Aşağıdaki maddeler iş ortamındaki duygu, düşünce ve davranışlarınızı anlamaya yöneliktir. Sorular için doğru ya da yanlış cevap yoktur. Lütfen şu anda çalıştığınız firmayı göz önüne alarak, aşağıdaki cümlelere ne ölçüde katıldığınızı belirtiniz ve her soru için katılım derecenizi belirten rakamı daire içine alınız.

	Kesinlikle katılımı-yorum	Kısmen katılımı-yorum	Tarafsızım	Kısmen katılımı-yorum	Kesinlikle katılımı-yorum
1. İş yükü ağır olan kişilere yardım ederim.	1	2	3	4	5
2. İş yerinde istediklerimi elde edebilmek için yakınıp, sızlanmak gerektiğine inanırım (ağlamayan çocuğa meme vermezlermiş)	1	2	3	4	5
3. Aldığım paranın hakkını vermem gerektiğine inanırım.	1	2	3	4	5
4. Önemsiz konular hakkında yakınen çok zaman harcarım.	1	2	3	4	5
5. Çalışma arkadaşlarıma sorun çıkartmaktan kaçınırım.	1	2	3	4	5

6. Gelişmeleri düzenli olarak takip eder ve haberdar olurum.	1	2	3	4	5
7. Pireyi deve yapma eğiliminde değilimdir.	1	2	3	4	5
8. Hareketlerimin iş arkadaşlarımda üzerinde yaratabileceği etkiyi göz önünde bulundururum.	1	2	3	4	5
9. Zorunlu olmasa da önemli olan toplantılara katılırım.	1	2	3	4	5
10. İş arkadaşlarıma yardım etmeye her zaman hazırım.	1	2	3	4	5
11. Katılmam zorunlu olmadığı halde firma imajının yararına olacak faaliyetlere katılırım.	1	2	3	4	5
12. Firmayla ilgili duyuruları, mesajları ve diğer yazılı materyalleri takip eder ve okurum.	1	2	3	4	5
13. İşe gelememiş arkadaşlarıma yardım ederim.	1	2	3	4	5
14. Başkalarının hakkını ihlal etmem.	1	2	3	4	5

15. İşle ilgili sorunları olan iş arkadaşlarıma kendi isteğimle yardım ederim.	1	2	3	4	5
16. Olumlu şeyler yerine daima yanlışlıklar üzerine odaklanırım.	1	2	3	4	5
17. Diğer çalışanlarla ilgili olabilecek sorunları engellemek için önlemler alırım.	1	2	3	4	5
18. İşe devamlılığım ortalamanın üstündedir.	1	2	3	4	5
19. Firmanın yaptıkları ile ilgili daima bir kusur bulurum.	1	2	3	4	5
20. Davranışlarımın diğer insanların işlerini nasıl etkilediğini göz önüne alırım.	1	2	3	4	5
21. Fazladan molalar vermem.	1	2	3	4	5
22. Kimse görmese de firmanın kurallarına ve düzenlemelerine uyarım.	1	2	3	4	5
23. Zorunlu olmadığım halde işe yeni başlayanların uyum sağlamalarına	1	2	3	4	5

yardımcı olurum.					
24. En vicdanlı çalışanlardan biriyimdir.	1	2	3	4	5

APPENDIX C. EMPLOYEE JUSTICE PERCEPTION SCALE

The following sentences reflect the feelings and opinions of employees about the company they are working in. Considering the company you are currently working in, please indicate to what extent you agree with the sentences below and for each question please circle the number indicating your level of agreement.

(*): “General Manager” expression refers to the upper level manager that you are directly reporting to. (For example: chief, branch manager, deputy general manager.)

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. My work schedule is fair.	1	2	3	4	5
2. I think that my level of pay is fair.	1	2	3	4	5
3. I consider my work load to be quite fair.	1	2	3	4	5
4. Overall, the rewards I receive here are quite fair.	1	2	3	4	5
5. I feel that my job responsibilities are fair.	1	2	3	4	5

6. Job decisions are made by the general manager (*) in an unbiased manner	1	2	3	4	5
7. My general manager (*) makes sure that all employee concerns are heard before job decisions are made.	1	2	3	4	5
8. To make job decisions, my general manager (*) collects accurate and complete information.	1	2	3	4	5
9. My general manager (*) clarifies decisions and provides additional information when requested by employees.	1	2	3	4	5
10. All job decisions are applied consistently across all affected employees.	1	2	3	4	5
11. Employees are allowed to challenge or appeal job decisions made by the general manager (*).	1	2	3	4	5
12. When decisions are made about my job, the general manager (*) treats me with kindness and consideration.	1	2	3	4	5

13. When decisions are made about my job, the general manager (*) treats me with respect and dignity.	1	2	3	4	5
14. When decisions are made about my job, the general manager (*) is sensitive to my personal needs.	1	2	3	4	5
15. When decisions are made about my job, the general manager (*) deals with me in a truthful manner.	1	2	3	4	5
16. When decisions are made about my job, the general manager (*) shows concern for my rights as an employee.	1	2	3	4	5
17. Concerning decisions made about my job, the general manager (*) discusses the implications of the decisions with me.	1	2	3	4	5
18. The general manager (*) offers adequate justification for decisions made about my job.	1	2	3	4	5
19. When making decisions about my job, the general manager (*) offers explanations that make sense to me.	1	2	3	4	5

20. My general manager (*) explains very clearly any decision made about my job.	1	2	3	4	5
--	---	---	---	---	---

APPENDIX D. ÇALIŞAN ADALET ALGISI ÖLÇEĞİ

Aşağıdaki cümleler kişilerin çalıştıkları firma hakkındaki duygu ve fikirlerini yansıtmaktadır. Lütfen şu anda çalıştığınız firmayı göz önüne alarak, aşağıdaki cümlelere ne ölçüde katıldığınızı belirtiniz ve her soru için katılım derecenizi belirten rakamı daire içine alınız.

(*): "Amir" ibaresi ile kastedilen, doğrudan bağlı olduğunuz üst yöneticidir (örneğin: şef, şube müdürü, genel müdür yardımcısı vb.).

	Kesinlikle Katılmıyorum	Kısmen Katılmıyorum	Tarafsızım	Kısmen Katılıyorum	Kesinlikle Katılıyorum
1. İş yeri çalışma saatlerim adildir.	1	2	3	4	5
2. Maaş seviyemin adil olduğunu düşünüyorum.	1	2	3	4	5
3. İş yükümün adil olduğunu düşünüyorum.	1	2	3	4	5
4. Genel olarak, burada aldığım ödüller (karşılık, mükafat) oldukça adildir.	1	2	3	4	5
5. Görev sorumluluklarımın adil olduğuna inanıyorum.	1	2	3	4	5

6. Amirim (*), iş kararlarını tarafsız bir şekilde verir.	1	2	3	4	5
7. Amirim (*), iş kararları almadan önce, tüm çalışanların endişelerinin dinlendiğinden emin olur.	1	2	3	4	5
8. Amirim (*), iş kararları alırken tam ve doğru bilgi toplar.	1	2	3	4	5
9. Amirim (*), alınan kararlara netlik getirir ve çalışanlar tarafından talep edilen ek bilgileri sağlar.	1	2	3	4	5
10. Her iş kararı etkilenen tüm çalışanlara tutarlı bir şekilde uygulanır.	1	2	3	4	5
11. Çalışanların, amileri (*) tarafından verilen iş kararlarını sorgulama veya itiraz etme hakkı vardır.	1	2	3	4	5
12. Amirim (*) işim hakkında karar alırken, bana karşı iyi niyetli ve düşünceli davranır.	1	2	3	4	5

13. Amirim (*) işim hakkında karar alırken, bana karşı saygılı ve hassas davranır.	1	2	3	4	5
14. Amirim (*) işim hakkında karar alırken, benim kişisel ihtiyaçlarıma karşı saygılı davranır.	1	2	3	4	5
15. Amirim (*) işim hakkında karar alırken, bana karşı açık sözlü davranır.	1	2	3	4	5
16. Amirim (*) işim hakkında karar alırken, bir çalışan olarak sahip olduğum haklara karşı duyarlı olur.	1	2	3	4	5
17. Amirim (*) işim hakkında alınan kararların sonuçlarını benimle tartışır.	1	2	3	4	5
18. Amirim (*) işim hakkında alınan kararlar için yeterli gerekçe sunar.	1	2	3	4	5
19. Amirim (*) işim hakkında karar alırken, bana mantıklı gelen açıklamalar yapar.	1	2	3	4	5

20. Amirim (*) işim hakkında alınan her türlü kararı çok net bir şekilde bana açıklar.	1	2	3	4	5
---	---	---	---	---	---

APPENDIX E. EMPLOYEE MOOD STATES SCALE

The question below was designed to measure people's temporary/momentary feelings in their working environment. There is no right or wrong answer to this question. Please read the question and answer it considering the company you are currently working in, following the direction mentioned below.

How did you feel in your working environment "last week?"

Please, indicate to what extent the expressions below reflect your mood state in your working environment last week, by circling the degree reflecting your level of agreement most.

	Very slightly/ not at all	A little	Moderately	Quite a bit	Extremely
1. Enthusiastic	1	2	3	4	5
2. Interested	1	2	3	4	5
3. Determined	1	2	3	4	5
4. Excited	1	2	3	4	5
5. Inspired	1	2	3	4	5
6. Alert	1	2	3	4	5
7. Active	1	2	3	4	5

8. Strong	1	2	3	4	5
9. Proud	1	2	3	4	5
10. Attentive	1	2	3	4	5
11. Scared	1	2	3	4	5
12. Afraid	1	2	3	4	5
13. Upset	1	2	3	4	5
14. Distressed	1	2	3	4	5
15. Jittery	1	2	3	4	5
16. Nervous	1	2	3	4	5
17. Ashamed	1	2	3	4	5
18. Guilty	1	2	3	4	5
19. Irritable	1	2	3	4	5
20. Hostile	1	2	3	4	5

APPENDIX F. ÇALIŞAN DUYGU DURUMU ÖLÇEĞİ

Aşağıdaki soru, kişilerin şirket içindeki **geçici/anlık** ruhsal durumlarını ölçmek üzere hazırlanmıştır. Bu soru için doğru ya da yanlış cevap yoktur. Lütfen, soruyu okuyunuz ve şu anda çalıştığınız firmayı göz önüne alarak aşağıda belirtilen şekilde cevaplayınız.

“Geçtiğimiz hafta içerisinde” iş yerinde kendinizi nasıl hissediyordunuz?

Lütfen, aşağıdaki ifadelerin **geçtiğimiz hafta içerisinde** iş yerindeki ruh halinizi ne oranda yansıttığını, yanlarında bulunan derecelerden size en uygun olanı daire içine alarak belirtiniz.

	Asla	Çok az	Ortalama	Pek çok	Aşırı
1. Hevesli	1	2	3	4	5
2. İlgili	1	2	3	4	5
3. Kararlı	1	2	3	4	5
4. Heyecanlı	1	2	3	4	5
5. İlhamlı	1	2	3	4	5
6. Uyanık	1	2	3	4	5
7. Faal	1	2	3	4	5

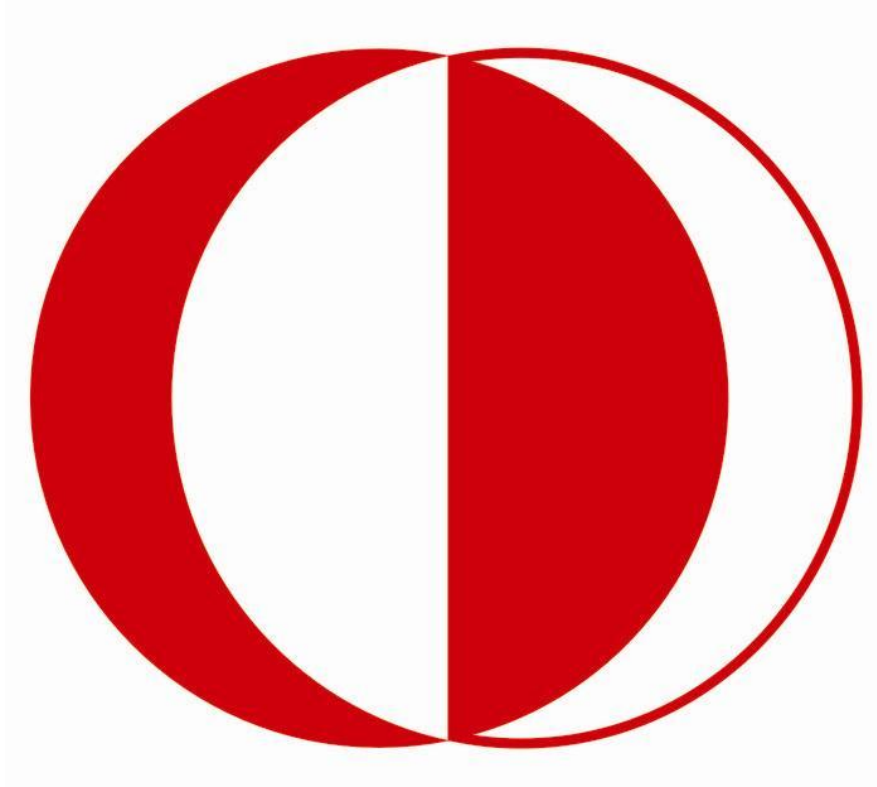
8. Güçlü	1	2	3	4	5
9. Gururlu	1	2	3	4	5
10. Özenli	1	2	3	4	5
11. Tedirgin	1	2	3	4	5
12. Korkak	1	2	3	4	5
13. Üzgün	1	2	3	4	5
14. Sıkıntılı	1	2	3	4	5
15. Gergin	1	2	3	4	5
16. Sinirli	1	2	3	4	5
17. Utanmış	1	2	3	4	5
18. Suçlu	1	2	3	4	5
19. Asabi	1	2	3	4	5
20. Saldırgan	1	2	3	4	5

APPENDIX G. ARAřTIRMA KİTAPÇIĐI

ORTA DOĐU TEKNİK ÜNİVERSİTESİ
İKTİSADİ VE İDARİ BİLİMLER FAKÜLTESİ

İřLETME BÖLÜMÜ

2011



İş Tutumları Çalışması

GİRİŞ

Bu anket Orta Doğu Teknik Üniversitesi İşletme Bölümü öğretim üyesi Yrd.Doç.Dr. Pınar ACAR tarafından yürütülen **çalışanların işleri ile tutumve davranışları arasındaki ilişkiyi** araştıran bir çalışmasının parçasıdır.

Anketteki soruların/ifadelerin doğru veya yanlış cevabı yoktur.Sizlerin çalışmakta olduğunuz firmada işinizle ilgili olarak edindiğiniz duygu ve düşünceleri araştırmaktayız.Bu duygu, düşünce ve davranışlarla ilgili bilgileri sizlerden anketler yoluyla toplamayı amaçlıyoruz.

Anketin araştırmamıza katkı sağlayabilmesi için sizden istenen bilgileri eksiksiz, tarafsız ve doğru olarak doldurmanız önem taşımaktadır.Bunu gerçekleştirebilmek için sizden beklenen gerçektüşüncelerinizi açık olarak ifade etmenizdir. Araştırmada anketdolduranın **kim olduğu değil, sorulara verilen cevaplar önemlidir. Bu nedenle isim belirtmenize gerek yoktur.**

Dolduracağınız anketler ODTÜ İşletme Bölümündeki ilgili araştırmacılara ulaştırılacak ve burada bilgisayara girilerek sonuçlar sayısal tablolar ve rakamlar haline dönüştürülecektir.Bu şekilde elde edilen sonuçlar bilimsel amaçla kullanılacak ve yanıtlar sadece ilgili araştırmacılar tarafından görülecektir.

Anket katılımcıları eğer isterlerse araştırma koordinatörü Pınar ACAR'a aşağıda belirtilen elektronik posta adresinden mesaj atarak araştırma sonuçlarının bir özetini temin edebilirler. Ayrıca ankete yönelik sorularınızı ve görüşlerinizi aşağıda verilen telefon numarası ve elektronik posta adresi yoluyla Dr. ACAR'a ulaştırabilirsiniz.

Bu araştırmanın gerçekleştirilmesine zaman ayırarak destek olduğunuz ve katkıda bulunduğunuz için şimdiden teşekkür eder, çalışmalarınızda başarılar dileriz.

Araştırma Koordinatörü

Yrd.Doç. Dr. Pınar ACAR

İşletme Bölümü

Orta Doğu Teknik Üniversitesi

Tel: +90 312 2102052

pacar@metu.edu.tr

I. BÖLÜM

Aşağıdaki maddeler iş ortamındaki duygu, düşünce ve davranışlarınızı anlamaya yöneliktir. Sorular için doğru ya da yanlış cevap yoktur. Lütfen şu anda çalıştığınız firmayı göz önüne alarak, aşağıdaki cümlelere ne ölçüde katıldığınızı belirtiniz ve her soru için katılım derecenizi belirten rakamı daire içine alınız.

	Kesin- likle Katıl- mıyorum	Kısmen Katıl- mıyorum	Taraf- sızım	Kıs- men Katılı- yorum	Kesin- likle Katılı- yorum
1. İş yükü ağır olan kişilere yardım ederim.	1	2	3	4	5
2. İş yerinde istediklerimi elde edebilmek için yakınıp, sızlanmak gerektiğine inanırım (ağlamayan çocuğa meme vermezlermiş)	1	2	3	4	5
3. Aldığım paranın hakkını vermem gerektiğine inanırım.	1	2	3	4	5
4. Önemsiz konular hakkında yakınlarak çok zaman harcarım.	1	2	3	4	5
5. Çalışma arkadaşlarıma sorun çıkartmaktan kaçınırım.	1	2	3	4	5
6. Gelişmeleri düzenli olarak takip eder ve haberdar olurum.	1	2	3	4	5

7. Pireyi deve yapma eğiliminde değildir.	1	2	3	4	5
8. Hareketlerimin iş arkadaşlarımla üzerinde yaratabileceği etkiyi göz önünde bulundururum.	1	2	3	4	5
9. Zorunlu olmasa da önemli olan toplantılara katılırım.	1	2	3	4	5
10. İş arkadaşlarıma yardım etmeye her zaman hazırım.	1	2	3	4	5
11. Katılmam zorunlu olmadığı halde firma imajının yararına olacak faaliyetlere katılırım.	1	2	3	4	5
12. Firmayla ilgili duyuruları, mesajları ve diğer yazılı materyalleri takip eder ve okurum.	1	2	3	4	5
13. İşe gelememiş arkadaşlarıma yardım ederim.	1	2	3	4	5
14. Başkalarının hakkını ihlal etmem.	1	2	3	4	5
15. İşle ilgili sorunları olan iş arkadaşlarıma kendi isteğimle yardım ederim.	1	2	3	4	5

16. Olumlu şeyler yerine daima yanlışlıklar üzerine odaklanırım.	1	2	3	4	5
17. Diğer çalışanlarla ilgili olabilecek sorunları engellemek için önlemler alırım.	1	2	3	4	5
18. İşe devamlılığım ortalamanın üstündedir.	1	2	3	4	5
19. Firmanın yaptıkları ile ilgili daima bir kusur bulurum.	1	2	3	4	5
20. Davranışlarımın diğer insanların işlerini nasıl etkilediğini göz önüne alırım.	1	2	3	4	5
21. Fazladan molalar vermem.	1	2	3	4	5
22. Kimse görmese de firmanın kurallarına ve düzenlemelerine uyarım.	1	2	3	4	5
23. Zorunlu olmadığım halde işe yeni başlayanların uyum sağlamalarına yardımcı olurum.	1	2	3	4	5
24. En vicdanlı çalışanlardan biriyimdir.	1	2	3	4	5

II.BÖLÜM

Aşağıda verilen maddeler işinizi farklı yönleriyle ele almaktadır.Lütfen, şu anda çalıştığınız firmayı göz önüne alarak, kendinize “İşimin bu yönünden ne kadar tatmin oluyorum?” sorusunu sorunuz ve size en uygun olan tatmin derecesini belirten rakamı daire içine alınız.

(*): “Amir” ibaresi ile kastedilen, doğrudan bağlı olduğunuz üst yöneticidir (örneğin: şef, şube müdürü, genel müdür yardımcısı vb.).

	Hiç tatmin etmiyor	Pek tatmin etmiyor	Ne ediyor ne etmiyor	Oldukça tatmin ediyor	Çok tatmin ediyor
1. Sürekli bir şeylerle meşgul olabilme imkanı.	1	2	3	4	5
2. Kendi kendime çalışma imkanı.	1	2	3	4	5
3. Zaman zaman farklı şeylerle meşgul olma imkanı.	1	2	3	4	5
4. Toplumda bir yer edinme imkanı.	1	2	3	4	5
5. Amirimin (*) elemanlarına karşı davranış tarzı.	1	2	3	4	5
6. Amirimin (*) karar verme konusundaki					

yeterliliği.	1	2	3	4	5
7. Vicdanıma ters düşmeyen şeyleri yapabilme imkanı.	1	2	3	4	5
8. Sürekli bir işe sahip olma imkanı (iş güvenliği).	1	2	3	4	5
9. Başkaları için bir şeyler yapabilme imkanı.	1	2	3	4	5
10. Başkalarına ne yapacaklarını söyleme imkanı.	1	2	3	4	5
11. Yeteneklerimi kullanabilme imkanı.	1	2	3	4	5
12. Firma politikasını uygulama imkanı.	1	2	3	4	5
13. Aldığım ücret.	1	2	3	4	5
14. Bu işte ilerleme imkanım.	1	2	3	4	5
15. Kendi kararımı verme özgürlüğü.	1	2	3	4	5
16. İş yaparken kendi yöntemlerimi deneme imkanı.	1	2	3	4	5

17. Çalışma koşulları.	1	2	3	4	5
18. Çalışma arkadaşlarının birbiriyle anlaşması.	1	2	3	4	5
19. Yaptığım işten dolayı aldığım övgü.	1	2	3	4	5
20. İşimden elde ettiğim başarı duygusu.	1	2	3	4	5

III.BÖLÜM

Aşağıdaki cümleler kişilerin çalıştıkları firma hakkındaki duygu ve fikirlerini yansıtmaktadır.Lütfen şu anda çalıştığınız firmayı göz önüne alarak, aşağıdaki cümlelere ne ölçüde katıldığınızı belirtiniz ve her soru için katılım derecenizi belirten rakamı daire içine alınız.

(*): “Amir” ibaresi ile kastedilen, doğrudan bağlı olduğunuz üst yöneticidir (örneğin: şef, şube müdürü, genel müdür yardımcısı vb.).

	Kesinlikle Katılımı-yorum	Kısmen Katılımı-yorum	Tarafsı-zım	Kıs-men Katılıyo-rum	Kesin-likle Katılıyo-rum
1. İş yeri çalışma saatlerim adildir.	1	2	3	4	5
2. Maaş seviyemin adil olduğunu düşünüyorum.	1	2	3	4	5
3. İş yükümün adil olduğunu düşünüyorum.	1	2	3	4	5
4. Genel olarak, burada aldığım ödüller (karşılık, mükafat) oldukça adildir.	1	2	3	4	5
5. Görev sorumluluklarımın adil olduğuna inanıyorum.	1	2	3	4	5
6. Amirim (*), iş kararlarını tarafsız bir şekilde verir.	1	2	3	4	5

7. Amirim (*), iş kararları almadan önce, tüm çalışanların endişelerinin dinlendiğinden emin olur.	1	2	3	4	5
8. Amirim (*), iş kararları alırken tam ve doğru bilgi toplar.	1	2	3	4	5
9. Amirim (*), alınan kararlara netlik getirir ve çalışanlar tarafından talep edilen ek bilgileri sağlar.	1	2	3	4	5
10. Her iş kararı etkilenen tüm çalışanlara tutarlı bir şekilde uygulanır.	1	2	3	4	5
11. Çalışanların, amileri (*) tarafından verilen iş kararlarını sorgulama veya itiraz etme hakkı vardır.	1	2	3	4	5
12. Amirim (*) işim hakkında karar alırken, bana karşı iyi niyetli ve düşünceli davranır.	1	2	3	4	5
13. Amirim (*) işim hakkında karar alırken, bana karşı saygılı ve hassas davranır.	1	2	3	4	5

14. Amirim (*) iřim hakkında karar alırken, benim kiřisel ihtiyalarımaya karřı saygılı davranır.	1	2	3	4	5
15. Amirim (*) iřim hakkında karar alırken, bana karřı aık szl davranır.	1	2	3	4	5
16. Amirim (*) iřim hakkında karar alırken, bir alıřan olarak sahip olduėum haklara karřı duyarlı olur.	1	2	3	4	5
17. Amirim (*) iřim hakkında alınan kararların sonularını benimle tartıřır.	1	2	3	4	5
18. Amirim (*) iřim hakkında alınan kararlar iin yeterli gereke sunar.	1	2	3	4	5
19. Amirim (*) iřim hakkında karar alırken, bana mantıklı gelen aıklamalar yapar.	1	2	3	4	5
20. Amirim (*) iřim hakkında alınan her trl kararı ok net bir řekilde bana aıklar.	1	2	3	4	5

IV.BÖLÜM

Aşağıdaki cümleler kişilerin çalıştıkları firma hakkındaki genel düşüncelerini yansıtmaktadır.Lütfen şu anda çalıştığınız firmayı göz önüne alarak, aşağıdaki cümlelere ne ölçüde katıldığınızı belirtiniz ve her soru için katılım derecenizi belirten rakamı daire içine alınız.

	Kesinlikle katılmıyorum	Kısmen katılmıyorum	Taraf-sızım	Kısmen katılıyorum	Kesinlikle katılıyorum
1. Çalıştığım kurum genelde bana adil davranır.	1	2	3	4	5
2. Genel olarak, adil olmak konusunda bu kuruma güvenebilirim.	1	2	3	4	5
3. Genel olarak burada gördüğüm muamele adildir.	1	2	3	4	5
4. Çoğunlukla, bu organizasyonda işler adil yürümüyor.	1	2	3	4	5
5.Çoğunlukla, çalışanlara karşı tutum adildir.	1	2	3	4	5

6. Bu kurumda çalışan birçok kişi kendilerine adil davranılmadığını düşünüyor.	1	2	3	4	5
--	---	---	---	---	---

V.BÖLÜM

Aşağıdaki soru, kişilerin şirket içindeki **geçici/anlık** ruhsal durumlarını ölçmek üzere hazırlanmıştır.Bu soru için doğru ya da yanlış cevap yoktur.Lütfen, soruyu okuyunuz ve şu anda çalıştığınız firmayı göz önüne alarak aşağıda belirtilen şekilde cevaplayınız.

"Geçtiğimiz hafta içerisinde" iş yerinde kendinizi nasıl hissediyordunuz?

Lütfen, aşağıdaki ifadelerin **geçtiğimiz hafta içerisinde** iş yerindeki ruh halinizi ne oranda yansıttığını, yanlarında bulunan derecelerden size en uygun olanı daire içine alarak belirtiniz.

	Asla	Çok az	Ortalama	Pek çok	Aşırı
1. Hevesli	1	2	3	4	5
2. İlgili	1	2	3	4	5
3. Kararlı	1	2	3	4	5
4. Heyecanlı	1	2	3	4	5
5. İlhamlı	1	2	3	4	5
6. Uyanık	1	2	3	4	5
7. Faal	1	2	3	4	5
8. Güçlü	1	2	3	4	5

9. Gururlu	1	2	3	4	5
10. Özenli	1	2	3	4	5
11. Tedirgin	1	2	3	4	5
12. Korkak	1	2	3	4	5
13. Üzgün	1	2	3	4	5
14. Sıkıntılı	1	2	3	4	5
15. Gergin	1	2	3	4	5
16. Sinirli	1	2	3	4	5
17. Utanmış	1	2	3	4	5
18. Suçlu	1	2	3	4	5
19. Asabi	1	2	3	4	5
20. Saldırgan	1	2	3	4	5

VI.BÖLÜM

Aşağıdaki soru, kişilerin şirket içindeki **genel** ruhsal durumlarını ölçmek üzere hazırlanmıştır.Bu soru için doğru ya da yanlış cevap yoktur.Lütfen, soruyu okuyunuz ve şu anda çalıştığınız firmayı göz önüne alarak aşağıda belirtilen şekilde cevaplayınız.

“Genellikle” iş yerinde kendinizi nasıl hissedersiniz?

Lütfen, aşağıdaki ifadelerin iş yerindeki **genel** duygu ve ruh halinizi ne ölçüde yansıttığını, yanlarında bulunan derecelerden size en uygun olanı daire içine alarak belirtiniz.

	Asla	Çok az	Ortalama	Pek çok	Aşırı
1. Hevesli	1	2	3	4	5
2. İlgili	1	2	3	4	5
3. Kararlı	1	2	3	4	5
4. Heyecanlı	1	2	3	4	5
5. İlhamlı	1	2	3	4	5
6. Uyanık	1	2	3	4	5
7. Faal	1	2	3	4	5
8. Güçlü	1	2	3	4	5

9. Gururlu	1	2	3	4	5
10. Özenli	1	2	3	4	5
11. Tedirgin	1	2	3	4	5
12. Korkak	1	2	3	4	5
13. Üzgün	1	2	3	4	5
14. Sıkıntılı	1	2	3	4	5
15. Gergin	1	2	3	4	5
16. Sinirli	1	2	3	4	5
17. Utanmış	1	2	3	4	5
18. Suçlu	1	2	3	4	5
19. Asabi	1	2	3	4	5
20. Saldırgan	1	2	3	4	5

VII.BÖLÜM – DEMOGRAFİK BİLGİLER

Lütfen, aşağıdaki soruları gerekli bilgileri yazarak veya özelliklerinize uyan şıkka (X) işareti koyarak yanıtlayınız.

1. Doğum Tarihiniz (Yıl)?_____

2. Cinsiyetiniz? Erkek_____ Kadın _____

3. Eğitim durumunuz? (birini işaretleyiniz) Lise _____
Lisans _____
Yüksek Lisans _____
Doktora _____
Diğer _____

4. Bu firmadaki toplam hizmet süreniz (ay olarak)? _____

5. Toplam iş tecrübeniz (ay olarak)? _____

Yapılan bu araştırmayla ilgili paylaşmak istediğiniz düşünceleriniz varsa lütfen aşağıdaki boşluğa yazınız.

[illegible]

KATILIMIZ VE KATKILARINIZ İÇİN ÇOK TEŞEKKÜR EDERİZ.

APPENDIX H. RESULTS OF EXPLORATORY ANALYSIS

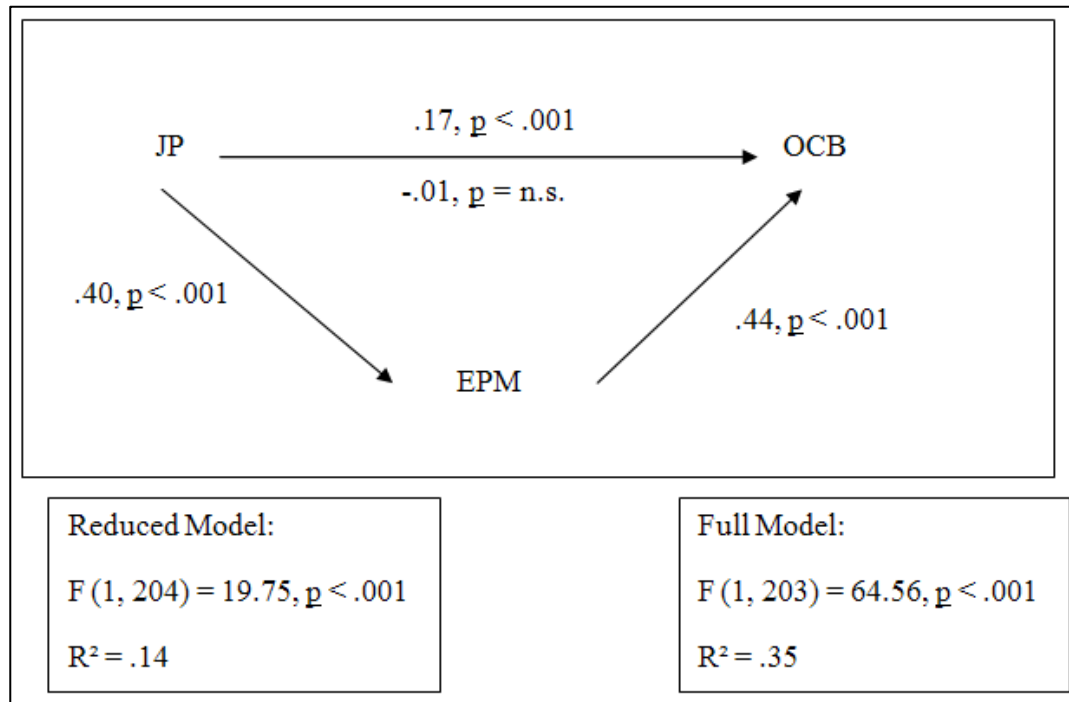
Table 13. Summary of Regression Models Testing for the Mediator Role of EPM between JP and OCB

IV	R²	R² Change	F	β
13.a				
Step 1.	.05	.05	11.59*	
Age				.23
Step 2.	.14	.09	19.75*	
Age				.17
JP (global score)				.30
Step 3.	.35	.21	64.56*	
Age				.17
JP				-.01
EPM				.44
13.b				
Step 1.	.05	.05	11.59*	
Age				.23
Step 2.	.14	.09	10.42*	
Age				.19
JP (factors)				
DJ				.16
PJ				.17
Step 3.	.35	.21	62.93*	
Age				.17
JP (factors)				
DJ				-.02
PJ				.01
EPM				.55

Note:* $p < .001$.

Table 14. Summary of Regression Model Testing for the Mediator Role of EPM between JP and OCB: The Role of JP on EPM

	R²	R² Change	F	β
Step 1. JP (global score)	.31	.31	91.23*	.40
<u>Note:</u> * $p < .001$.				



Note: Summary of the mediation analysis including beta-weights, F values, and R^2 's for the model before EPM is included (Reduced Model) and after the inclusion of EPM (Full Model). The initial path between JP and OCB is indicated by beta-weight and p values on the top of the line connecting these variables, while the beta-weight and p values after EPM is included as the mediator is indicated by the values beneath the path.

Figure 3. Mediator Role of EPM between global score of JP and OCB