

**Cultural and Hierarchical Differences in
Organizational Citizenship Behavior:
A Comparison among University Employees**

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ABSTRACT

The purpose of this study is to examine cultural and hierarchical differences in the perception of organizational citizenship behavior (OCB) and job satisfaction among Iranian, Turkish, Nigerian and Palestinian employees based on a survey of 150 academic and non-academic employees in the Eastern Mediterranean University in North Cyprus. The results indicate that there are differences in perception of OCB in various cultures. Culture was categorized by using the country of participants. Hofstede's research (1980, 1983, 1991, and 2009) provided scores of each country based on the five culture dimensions (Power Distance, Individualism, Masculinity, Uncertainty Avoidance and Long Term Orientation) for 53 countries. The survey was distributed via handouts among self selecting employees. Factor analysis, means, standard deviations, correlations, analyses of variance and t-tests were used to investigate a number of hypotheses. The analyses showed that Iranian, Turkish and Nigerian employees reported a higher level of personal support because their cultures score higher on collectivism and lower on masculinity; Turkish and Palestinian employees reported a higher and lower level of organizational support respectively as their cultures score high on collectivism and uncertainly avoidance. Also Iranian, Turkish, Nigerian and Palestinian employees based on a high level score of power distance culture reported difference in the level of conscientious initiative in this organization. In addition, the results indicate that perceptions of OCB dimensions positively vary according to job satisfaction. Also, job satisfaction varies according to national culture as there were significant differences between Iranian-Turks as compared to Iranian-Nigerians, Iranian-Palestinians, Turks-

Palestinians, Turks-Nigerians and Nigerians-Palestinians employees' job satisfaction. Finally, the results report that perceptions of OCB are a function of job/hierarchical level. Academic and non-academic employees have different perceptions in the dimensions of personal support and organizational support. Also, hierarchical level is negatively associated with all three dimensions of OCB.

Keywords: Cross Culture, Cultural Values, Job/Hierarchical Level, Job Satisfaction, Organizational Citizenship Behavior.

ÖZ

Bu çalımanın amacı Kuzey Kıbrıs'da bulunan Doğu Akdeniz Üniversite'sinde çalışan, Türk, Nijeryalı, ve Filistinli personel arasındaki farklı örgütsel vatandaşlık davranışları (ÖVD) algılamalarını ve iş memnuniyetini incelemektir. Buna göre 150 akademik ve akademik olmayan personel bu çalışma için hazırlanan bir ankete katılmışlardır. Sonuçlar, deyimli kültürler arasında farklı ÖVD algılamalarının bulunduğunu göstermektedir. Katılımcılar ülkelere göre kültürler sınıflandırılmıştır. Hofstede'nin çalışmaları 53 farklı ülke için (1980, 1983, 1991, 2009) be deyimli kültür boyutu için puan vermektedir (Güç Farkı, Bireysellik, Maskülnite, Belirsizlikten Kaçınma, ve Uzun Vadeli Yönelim). Anket deyimli ekollerde dağıtılıp, katılımcılar gönüllülük esasına dayalı sorulara cevap vermiştir. Faktör analizi, ortalamalar, standart sapmalar, korrelasyonlar, varyans analizleri, ve t testleri hipotezleri ölçmek için kullanılmıştır. Analizler sonucunda çalışan, Türk, ve Nijeryalı çalışanlarda kişisel destek faktörü ortaya çıkmıştır çünkü kültürleri kolektivist ve maskülin boyutlarında yüksek puanlara sahiptirler. Türk ve Filistinli çalışanlarda ise düşük seviyede örgütsel destek bulunmuştur çünkü bu kültürler kolektivist ve belirsizlikten kaçınma boyutlarında yüksek puanlara sahiptirler. Aynı zamanda çalışan, Türk, Nijeryalı, ve Filistinli kültürlerin hepsinde de güç farkı olmasına rağmen, özenli girişim faktöründe bu kurumda farklı sonuçlar ortaya çıkmıştır. Buna ek olarak da ÖVD algılama boyutlarının iş memnuniyetiyle pozitif bir ilişkileri vardır. Ayrıca, iş memnuniyeti ulusal kültürle de deyimlidir çünkü çalışan-Nijerya, çalışan-Filistin, Türk-Filistin, Türk-Nijerya, ve Nijerya-Filistin kültürlerine kıyasla çalışan-Türk kültürleri arasında önemli derecede farklılıklar gözlemlenmiştir. Son olarak da sonuçlar ÖVD algılamalarının iş/hiyerarşik kademeye

ba lı oldu unu göstermektedir. Akademik ve akademik olmayan personelin ki isel destek ve kurumsal destek boyutları için farklı algılamaları vardır. Ayrıca, hiyerar ik kademenin ÖVD'nin üç boyutu ile de negatif ili kisi bulunmaktadır.

Anahtar kelimeler: Kùltürler Arası, Kùltürel De erler, /Hiyerar ik Kademesi, Memnuniyeti, Örgütsel Vatanda lık Davranı ları.

This thesis is dedicated to my father, who taught me that the best kind of knowledge to have is that which is learned for its own sake. It is also dedicated to my mother, who taught me that even the largest task can be accomplished if it is done one step at a time.

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LIST OF ABBREVIATIONS

IDV	Individualism
KMO	Kaiser Meyer Olkin
LTO	Long Term Orientation
MAS	Masculinity
OCB	Organization Citizenship Behavior
PD	Power Distance
SPSS	Statistical Package for Social Sciences
UA	Uncertainty Avoidance
VSM	Value Survey Model

Chapter 1

INTRODUCTION

As regional educational and economic organizations are flourishing, it has lead to widespread relations between local and international organizations and workforces from various countries and cultures. A lot of these organizations attempt to fill their job vacancies by employing foreign employees, perhaps as a result of shortage in domestic competent personnel. What is problematic is that these foreign employees may probably encounter difficulties in adapting to a new cultural environment.

Recently, most of research has been conducted on organizational citizenship behavior in other related fields instead of focuses on clearly defining OCB. The objective of this study is to contribute to the growing number of international studies on organizational citizenship behavior by identifying variables which determine organizational citizenship behavior by taking into account the roles played by national culture, organizational hierarchy and job satisfaction.

Organizational citizenship behavior is a new concept in organizational performance and indeed an effective element in measuring it. It includes volunteer relations between employees which help make organizations more effective. As organizational citizenship behavior plays a crucial role in performance, organizations seeks to identify these behaviors as in-role or extra-role. Therefore, rewarding employees will increase

motivation which leads to improved organizational performance and organizational achievement. As a matter of fact, cultural values influence people's behavior and this may lead to distinct performances. People regarding their commitments, have different responsibility and behaviors, so organizations try to conform employees' cultural values to their norms.

Employees who are committed to their organizations feel they are more valued in the work environment and they show more attempt to improve the organizations' performance, while motivation and work environment play an important role in achieving this goal. Employees who experience positive exchanges with commitment objects will reciprocate with higher levels of commitment, which will motivate them to contribute to the organization in other ways, such as reduced turnover and absenteeism, and better performance (Cohen, 2003). Besides culture, within an organization there is an organizational hierarchy which can be divided into management and non-management or academic and non-academic. Employees' hierarchy level can cause different interpretations of organizational citizenship behavior.

This study is interested to local and international organizations and societies, as there is a growing necessity for recruiting professional and international employees in this era of globalization.

In trying to find answer to the suggestion posed above, the thesis investigates the perception of organizational citizenship behavior, the role of job/hierarchical level and job satisfaction in interpretation of organizational citizenship behavior, and the different

factors that affect the relationship between employee's perception of organizational citizenship behavior and job/hierarchical level and job satisfaction which are influenced by national culture.

This study will start with a review of the organizational citizenship behavior dimensions, focusing on nonprofit organizations. It follows with an explanation of the differences between Iranian, Turkish, Nigerian and Palestinian cultures. This study assumes that these cultures have different perceptions of organizational citizenship behavior.

The next part of this study, which briefly discusses the definition of cultural values, will be used to describe a foundation of individualism, power distance, masculinity, uncertainty avoidance and long term orientation, as this provides the basis for the reasoning behind the study hypotheses, and helps measure cultural differences in organizational citizenship behavior based on organizational hierarchy and job satisfaction.

Lastly, organizational citizenship behavior dimensions found in organizations to overcome the negative outcomes that perhaps are consequence of cultural and hierarchical differences will also be analyzed.

In accordance with the view that organizational citizenship behavior is an informal behavior, the hypotheses seek to test the linkage between cultural dimensions, organization hierarchy and job satisfaction. During the research, which was done by carrying out a survey through questionnaires distributed to employees, several

limitations were encountered. Primarily, as the survey was conducted only at the Eastern Mediterranean University, located in North Cyprus, comparing the results with other organizations may not be possible. Second, respondents who have engaged in OCB come from different nationalities but most of them had academic positions in the University.

Moreover, the completed questionnaires by participants were analyzed in order to yield results. Some of them were not completed correctly possibly caused by fear of consequences or lack of attention. However, these negative factors cannot significantly affect the analysis as in such studies always an error or bias percentage is considered.

In sum, studying cultural and hierarchical difference in organizational citizenship behavior leads to the understanding and identifying of various dimension of organizational citizenship behavior among employees of an organization. This issue has lead to the development of hypotheses used in this study and in the implication section, the results have been discussed. These results are helpful in improving organizational performance, increasing competitiveness, boosting organizational efficiency, and, of course, ultimately help decrease managemental costs.

Chapter 2

LITERATURE REVIEW & HYPOTHESIS

DEVELOPMENT

2.1 Development of OCB Dimensions

The organizational citizenship behavior concept was first observed in the work of Bateman & Organ (1983) and Smit, Organ & Near (1983) who established the term ‘Organizational Citizenship Behavior’, but the origin of the phenomena can be traced back to Chester Barnard (1930), the father of modern management, which he then labeled as “extra role behaviors” (Barnard, 1983). Similarly, Katz and Kahn (1966), explained supra role or innovative behaviors that increased the quality of the organization and, this “includes any gestures that lubricate the social machinery of the organization and do not directly adhere to the usual notion of task performance”(p. 489).

Organ (1988a) defined OCB as:

Individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system and that in the aggregate promotes the effective functioning of the organization. By discretionary, we mean that the behavior is not an enforceable requirement of the role or the job description, that is, the clearly specifiable terms of the person’s employment contract with the organization; the behavior is rather a matter of personal choice, such that its omission is not generally understood as punishable. (p.4)

In his example of a college professor, he describes what does and does not form OCB. He states, “Thus, college professors who prep for their courses, teach, do research and write are not by our construction exhibiting OCB, no matter how good their teaching and research is judged by others”(Organ, p.4). The professor is accomplishing his or her curriculum duties in agreement with his or her college and gratifying the in-role requirements of job. So, it is essential to illustrate the difference between in-role and extra-role behaviors in the work environment. In-role behavior is admissible behavior or expected and approved by the organization. Extra-role behavior, on the other side, is “behavior which benefits the organization and/or is intended to benefit the organization, which is discretionary and which goes beyond existing role expectations” (Van Dyne, Cummings & Parks, 1995, p.218). Some example of extra role behavior is helping to orient new workers in the organization, being fair with the co-workers, and not focusing on complaining about trivial issues. So a professor, who does supra role or innovative behavior such as rearranging the chairs for next class, protecting the university’s resources or participation in college activities and events that will improve it in positive manner, exhibits OCB for the college.

In (1990), Podsakoff and his colleagues developed OCB evidence in five dimensions based on Organ’s studies (1988a; 1990a; 1990b). This includes Altruism, Conscientious, Sportsmanship, Courtesy, and Civic Virtue. Altruism is discretionary behavior directed at helping another co-worker with a relevant problem is featured by volunteer activities such as orienting the new personnel. Generalized compliance or conscientiousness can be defined as exceeding the minimum requirement which is set as a pattern by the organization such as an employee who does not have a problem with staying after work

hours to finish his/her activities. Sportsmanship is the tolerance of grievances and unavoidable inconveniences on the job such as not focusing on complaining about trivial issues. Courtesy is the act of consulting with others co-workers before making decisions in order to prevent a problem such as informing the manager/supervisor before taking any important work action. Civic virtue is the responsible involvement of employees in company political affairs and activities such as giving opinions, ideas and points of view in the proper manner to better the environment of the organization.

Organ and Ryan (1995) performed a meta-analysis on 55 studies, which claimed that OCB should be determined more by personality factors such as (Altruism, Sportsmanship, Courtesy, Civic Virtue) and disposition variables (conscientiousness, agreeableness, negative and positive affectivity) than by ability, skill and incentive factors. Results of the study show that measures of OCB are more related with employee satisfaction (correlation was significant, $r=.22$ for Conscientiousness and $r=.24$ for Altruism) than with in-role performance. Also other attitudes such as perceived fairness, organizational commitment, and leader supportiveness were correlated with OCB.

Van Dyne and his colleagues (1994) developed OCB dimensions as part of a multidisciplinary concept. It includes ethical behavior like an employee representing a well-disposed manner in the organization, supporting the organization against external threats and employee's criticism, not wasting time and organization resources, and giving a point of view on new projects. He studied various positive (e.g., positive job attitude, workplace value, motivating job characteristic, tenure, job level) and negative (e.g., cynicism) variables in the workplace and personal factors which have effect,

mediated by covenantal relationship, on OCB. He described OCB as practical phenomena such as obedience, loyalty, social participation, advocacy participation, functional participation which relate personal efficiency to ethical behavior. Therefore, the results showed a strong mediating effect of covenantal relationship on obedience, loyalty, social participation, functional participation expect in advocacy participation.

2.2 Cultural Values

The widespread globalization of business has lead cultural values to become an important issue of organizations which recruit professional and international employees (White, 2005). Also the national culture's effect on behavior and thought of people has a main role in both workplace and personal life (Steers and Sanchez- Runde 2002). The value survey model (VSM) assesses five cultural value dimensions (i.e., Power Distance, Individualism, Masculinity, Uncertainty Avoidance and Long Term Orientation) and forms the seminal research of Hofstede (1980; 1983; 1991; 1994; 2009).

2.2.1 Power Distance

Power distance (PD) as a dimension of a culture, can be defined as cultural index which measures the degree of inequality power acceptance between people in a country's society (Hofstede, 1980). In a high PD culture, the difference between wealth and power is more than in a low PD culture. Also, there is large distribution between social positions in high PD culture. However, the low PD culture attempts to decrease the differences and provide for equality between citizens. Figure 1 shows that Iran, Turkey, Palestine and Nigeria have a high ranking of the PD dimension which means that individuals tend less toward challenging their superiors (Hofstede, 2009).

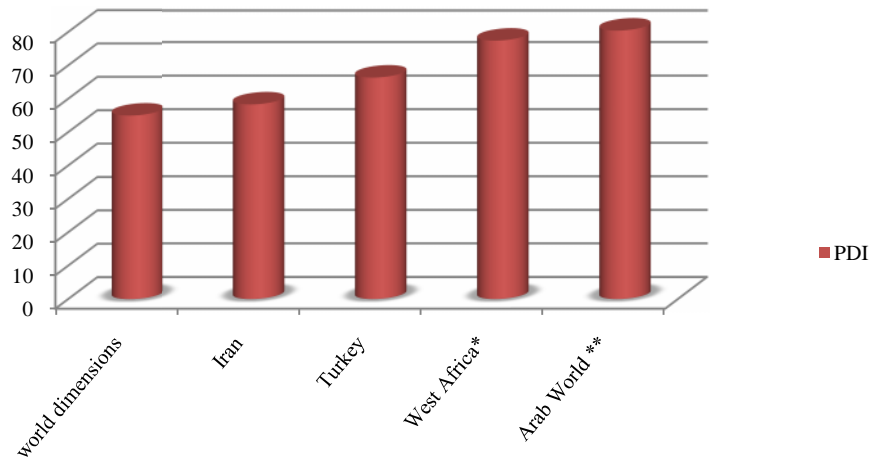


Figure : Ranking of Power Distance Index
 Source: <http://www.geert-hofstede.com/>, (Hofstede, 2009)

*Arab World = Egypt, Iraq, Kuwait, Lebanon, Libya, Saudi Arabia, Palestine, United Arab Emirates
 ** West Africa = Ghana, Nigeria, Sierra Leone

2.2.2 Individualism

Individualism (IDV) as a dimension of a culture that is defined as the degree of being concerned about individuals or immediate group’s interest rather than society’s interest and well being which are valued by collectivism (Hofstede, 1980). High individualism cultures consider own goals and self achievement as dominant social rules. However, collectivism cultures emphasize value social norms and commitment to the group such as family or organization. Figure 2 shows that Iran, Turkey, Palestine and Nigeria are collectivist societies (Hofstede, 2009).

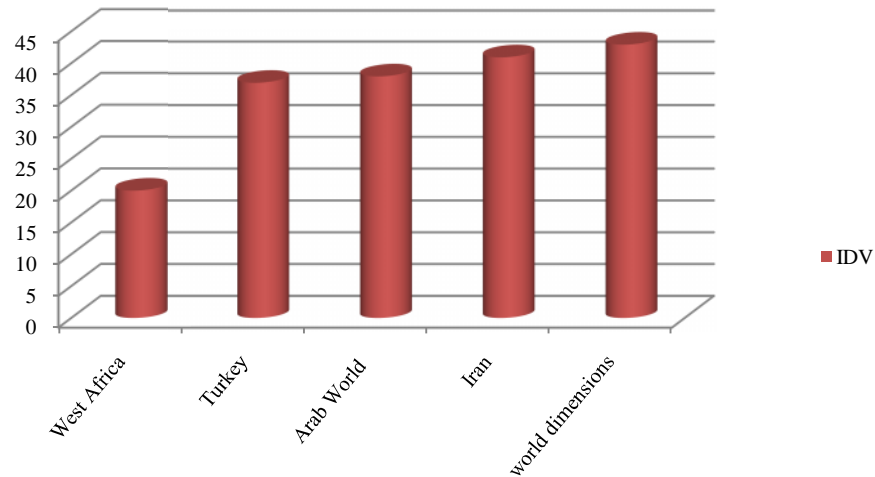


Figure : Ranking of Individualism
 Source: <http://www.geert-hofstede.com/>, (Hofstede, 2009)

2.2.3 Masculinity

Masculinity (MAS) is a dimension of a culture that is defined as differentiation of social patterns and roles between biological existences of two sexes (Hofstede, 1980). High MAS cultures emphasize the need to be assertive, competitive, value power, heroism, and material success. However, low MAS cultures stress the need for quality or care for well being of life, and the importance of warm interpersonal relationship. Figure 3 shows that Iran, Turkey and Nigeria have low ranking on MAS dimension but Palestine has a high ranking of the MAS culture dimension (Hofstede, 2009).

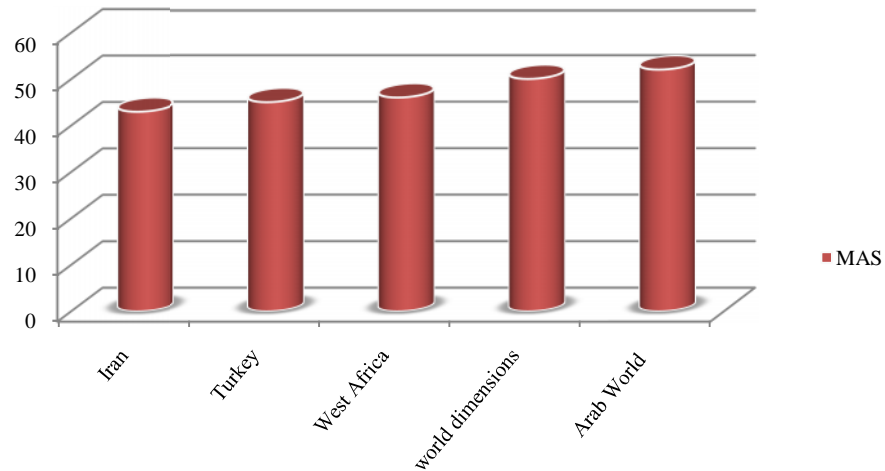


Figure : Ranking of Masculinity
 Source: <http://www.geert-hofstede.com/>, (Hofstede, 2009)

2.2.4 Uncertainty Avoidance

Uncertainty avoidance (UA) as a dimension of a culture is defined as how people in society will tolerate ambiguity when they encounter an unstructured or unclear or unexpected situation (Hofstede, 1980). In the high UA indicates people have low level of tolerance for ambiguity and indefinite situations within societies. However, people in the low UA cultures have more tolerance for unexpected situations and accept risks. Figure 4 shows that Palestine and Turkey have high ranking on the UA cultural dimension but Iran and Nigeria have a low ranking on the UA cultural dimension (Hofstede, 2009).

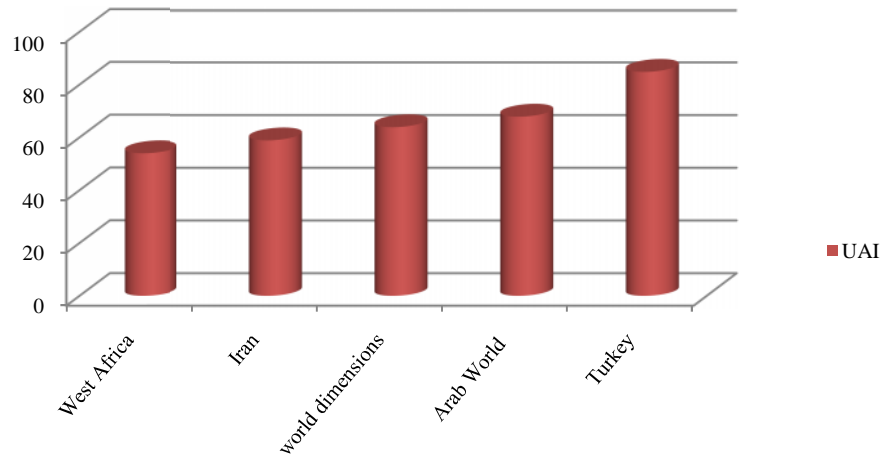


Figure : Ranking of Uncertainty Avoidance Index
 Source: <http://www.geert-hofstede.com/>, (Hofstede, 2009)

2.2.5 Long Term Orientation

Long term orientation (LTO) as a dimension of a culture is defined as how societies look to the future in practical and pragmatic ways rather than being concerned for a short period of time (Hofstede, 1980). But, short term cultures pay attention to the past and present and do not accept changing and attempt to have stability. Figure 5 shows that this dimensions in study among 23 countries around world. Nigeria has low ranking of the LTO culture dimension but there is not any research on Iran, Turkey, and Palestine (Hofstede, 2009).

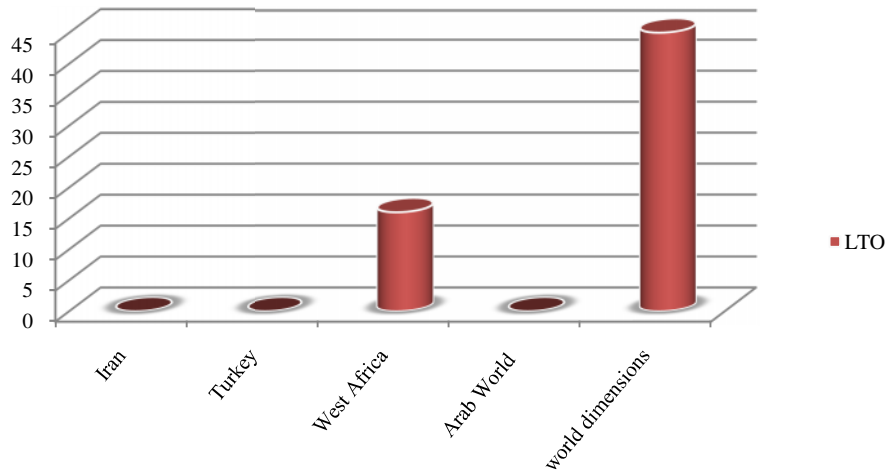


Figure : Ranking of Long Term Orientation
 Source: <http://www.geert-hofstede.com/>, (Hofstede, 2009)

The scores for individual countries on each of the four dimensions are given in Appendix A.

2.3 Cultural Difference in OCB Dimensions

Currently, there is lots of research using Hofstede’s framework. These studies investigate the connection between cultural values with OCB (e.g., Adler, 1983; Berry, 1969; Triandis, 1980; Mocorman & Blakely 1995; Farh, Earley & Lin, 1997; Paine & Organ, 2000), job satisfaction (e.g., Hui & Yee, 1994; Locke, 1996; Robie et al., 1998), strategy (e.g., Ross, 1999), and organizational commitment (e.g., Reicher, 1986; Meyer, Allen & Smith, 1983; Somer, Bea & Luthans, 1996).

Farh (1997) and his colleagues examined organizational justice and OCB within a Chinese culture through two studies. They developed specific Chinese OCB scales and then used it to explore the similarities and differences with western culture. They found

that although civic virtue, altruism and conscientiousness are similar in western and Chinese culture, two other dimensions are only specific to Chinese culture.

Moorman and Blakely (1995) examined individual differences, individualism-collectivism, which has effect on person's decision and performance of OCB among 185 employee of a southern U.S. financial services organization. Results show that OCB dimensions have a strong relationship with collectivism. So, individuals in collectivistic culture are more likely to engage in OCB dimensions.

Pain and Organ (2000) analyzed the effect of individualism-collectivism and low-high power distance culture on perceptions and the likelihood of demonstrating OCB. Using a survey they accessed individuals who were nonnative U.S. citizens and had at least six months of work experience in another country. The OCB dimensions employed were civic virtue, sportsmanship and helping behavior. Results show that in the societies with collectivism and low PD culture dimensions, OCB is seen as something expected to take place in workplaces. However, in this study the number of sample size was low (n=38). Hence, the author concluded that the results should be regarded as explanatory and descriptive.

So, advances in cross cultural studies explain different indigenous constructs such as individual's values in societies. Many studies use the three factor model of OCB (Coleman & Borman, 2000; Allen, Fecteau & Fecteau, 2004), which describes the differences in perception of employees regarding personal support, organizational

support and conscientious initiative at work environments. I next describe these three factors.

Table 1, describes a relationship between the VSM and OCB dimensions base on empirical research. This study attempts to prove the possible impact of culture on perception of OCB by using this relationship (Paine & Organ, 2000).

Appendix B exhibits the proposed relations between cultural values dimensions and organizational citizenship behavior.

Table : Proposed relationship between organizational citizenship behavior and cultural values dimensions
 (Adapted from Pain & Organ, 2000)

<i>OCB Dimensions</i>	<i>Description of OCB dimensions</i>	<i>Related cultural value</i>
Personal support	Helping and giving support to co-workers and supervisor; helping to finish the tasks; available to help at any moment; teaching co-workers useful knowledge and skill; demonstrating good treatment to all people; trying to be the same and fair with everyone; informing my manager/supervisor before taking any important work action.	Collectivism Low Masculinity
Organizational support	Giving co-workers support or good advice; giving opinion, ideas, and points of view in the proper manner to better the environment of the work place; trying to communicate with co-workers before making a decision that is going to affect the work of others; participating in organization and departmental activities and events; not bringing personal problems to the professional work environment.	Collectivism Low Uncertainty Avoidance
Conscientious initiative	Available for when the organization needs me; trying to arrive early and starting before work time; not having a problem with staying after work hours to finish my activities; exceeding the level of attendance that is normal at this job.	Low Power Distance High Long Term Orientation

2.3.1 Personal Support

Personal support can be defined as helping and cooperating with co-workers, avoiding behaviors which negatively affect other co-workers, helping to fulfill the co-worker's tasks, loyalty and respect for organization members (Allen, Fecteau & Fecteau, 2004).

We propose that personal support is related to collectivism and low masculinity culture. In a high individualism culture, all values relate to individuality, personal goals and individual rights. However, collectivist cultures emphasize the needs and interest of other individuals. They also try to decide and perform as a group. So, societies with low IDV cultures are more related to personal support than are high IDV cultures.

Additionally, masculinity indicate that assertiveness, competitive, power and heroism are desirable. It seems these behaviors are associated with high MAS culture. Since, societies with low MAS cultures (e.g., offering recommendations, helping others, concerns about quality of life) are more related to personal support than societies with high MAS culture. According to Hofstede (1980; 1983; 1991; 1994; 2009) we expect to find that Iranian, Turkish and Nigerian employees are more likely to engage in personal support than Palestinian employees. Therefore, the following hypothesis is suggested.

Hypothesis 1: A higher level of personal support will exist for Iranian, Turkish and Nigerian employees because their cultures score higher on collectivism and lower on masculinity as compared to Palestinian employees.

2.3.2 Organizational Support

Organizational support behaviors exhibit loyalty to organization, defending and promoting the organization, respecting to organization rules, and offering ideas for improving organizational performance. These characteristics are consistent with collectivism and low UA culture dimension because collectivist cultures have a greater tendency for conformism (Hui & Triandis, 1986; Robie et al., 1998). Therefore, collectivist culture will exhibit higher levels of organizational support than individualistic cultures.

Additionally, people in high UA cultures are more aggressive and intolerant and attempt to confirm their values and norms within societies. However, societies with low UA culture have more tolerance in what people believe and do. Thus, we propose that low UA cultures have higher levels of organizational support than high UA cultures. According to Hofstede (1980; 1983; 1991; 1994; 2009) we expect to find that Turkish and Palestinian employees are less likely to engage in organizational support.

Hypothesis 2: A lower level of organizational support will be reported for Turkish and Palestinian employees because their cultures score high on collectivism and uncertainly avoidance as compared to Iranian and Nigerian employees.

2.3.3 Conscientious Initiative

Conscientious initiative can be described as the extra effort which is more than role requirements (Coleman & Borman, 2000). This behavior appears in low PD culture, employees in these societies encourage taking initiative to fulfill responsibilities outside

of their main duties participate more in decisions. However, employees in societies with high PD culture dimension just do their duties based on organization rules and standards.

So, we propose that in countries with high PD, people exhibit greater conscientious initiative because they attempt to improve their competencies for promotion and growth. In countries with low PD, there is little distribution between power and wealth; people do not have a tendency towards conscientious initiative. Moreover, conscientious initiative has a relationship with long term orientation. High long term orientation culture indicates that societies look to the future in pragmatic ways and value thrift, achievement, perseverance and success. However, low LTO cultures are defined as societies that are concerned with only the past and present, and fulfilling social obligations. So, we propose that high LTO culture have a higher level of conscientious initiative than low LTO cultures. According to Hofstede (1980; 1983; 1991; 1994; 2009) we expect to find that Iranian, Turkish, Nigerian and Palestinian employees are more likely to engage in conscientious initiative. Therefore, the following hypothesis is suggested.

Hypothesis 3: Difference in the level of conscientious initiative dimension will be found between Iranian, Turkish, Nigerian and Palestinian employees because their cultures score high on power distance.

2.4 Organizational Hierarchy and Job Satisfaction

In today's competitive environment, employees are recruited for different jobs or at different hierarchical levels. Also, organizations tend to create and support a positive work environment which increases employee satisfaction and organizational

commitment, decrease turnover, and absenteeism (Schwab & Cummig, 1970; Steers, 1975; Ivancevich, 1978; Fisher, 1980; Baghat, 1982; Parasuraman & Alluto, 1984; Laffaldano & Muchinsky, 1985; Fletcher & Williams, 1996).

Job satisfaction is an attitude; “job satisfaction was conceived in terms of a workers’ general affective reaction to the job without reference to any specific facets” (Quinn & Staines, 1979, p.205). Following this definition, attitudes are related to behaviors on the job, and the most fundamental of them is job performance. Reviewing several theories in social psychology which claim that attitude has a link with behavior, and not surprisingly, then behaviors also have a relation with satisfaction. So, there are reciprocal relationship between job satisfaction and job performance (Olson and Zanna, 1993; Podsakoff and Williams, 1986).

Therefore, job satisfaction leads to a decrease turnover and absenteeism (Mitra, Jenkins & Gupta; 1992). Also, employees value job rewards. Thus, high performance employees must be treated in way that they find out job rewards are linked to their job performance. Kormen’s (1970) self-consistency theory assumes that there is a relationship between individuals’ satisfaction and performance which depends on self-esteem.

Hence, Organ’s (1988b) study indicated that when performance is defined as a concept which includes both task performance and OCB, the correlation of it with job satisfaction will increase. Morrison (1994) studied the relationship between job satisfaction and OCB and found that there is positive correlation between job satisfaction and OCB.

OCB research uncovers a new innovative approach between satisfaction and performance (Bateman & Organ, 1983). Furthermore, research on the perception of employee fairness show that people in different jobs or hierarchical levels have different definitions of it within organizations (Singer, 1989). Therefore, employees in different jobs /hierarchical levels are divided in two groups. Some of them fulfill duties heartily (OCB) and the others focus on reward, promotion, relation with co-workers and manager (Churchill, Frod & Walker, 1974; Locke, 1976). Additionally, in high PD cultures leaders and subordinates have different perceptions of OCB (Paine & Organ, 2000).

Hui and his colleagues (1995) studied the difference between respondent of employees who had high ranking on individualism cultural dimension and employees who had high ranking on the collectivism dimension, on their satisfaction with rewards, management practices and climate among managers in China and Hong Kong. Results show that employees who had high ranking on the collectivism dimension reported higher satisfaction with their rewards, management practices and climate among managers compared to individualistic employees.

Robie and his colleagues (1998) performed a meta-analysis on 35 studies which, claimed that a relationship exists between job level and job satisfaction. This study found a positive correlation between job levels and job satisfaction. Also, the PD culture dimension was found as one of moderators. In the high PD societies, the relationship between job level and job satisfaction was higher than in low PD Societies. Their meta-

analysis proved that the PD culture dimension plays an important role in the relationship between job level and job satisfaction. Thus, we have the following hypotheses:

Hypothesis 4: Job satisfaction will positively vary according to job/hierarchical level.

Hypothesis 5: Job satisfaction will vary according to natural culture.

Hypothesis 6: Employee's perception of OCB will positively vary according to job satisfaction.

Hypothesis 7: Employee's perception of OCB will positively vary according to job/hierarchical level.

Chapter 3

DATA ANALYSIS & RESULTS

3.1 Methodology

3.1.1 Participants

The participants in this study consist of 150 employees from the Eastern Mediterranean University based in North Cyprus. Employees from different job/hierarchical level, four countries, and ten organizational positions (Professor, Associate, Assistant, Lecturer, Student Assistant, Research Assistant, Secretary, Librarian, Accountant, and other), were randomly contacted and asked to participate in the study.

Using the University employee list, 400 employees, out of approximately 1000 active employees, were contacted and invited to participate in the study. Of those, 150 employees participated in the study (38% response rate). Table 1 lists the sample size and response rates of each country represented in the study. The educational level found that a large majority of the sample had a university degree or higher (85% have above a high school degree).

Table : Data showing number of respondents and the country they come from.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Turkish	67	44.7	44.7	44.7
	Iranian	39	26.0	26.0	70.7
	Nigerian	25	16.7	16.7	87.3
	Palestinian	19	12.7	12.7	100.0
	Total	150	100.0	100.0	

Overall the majority of respondents were male (88 %), and had a high job/hierarchical level (58.7 %). The percentage of male who had high job/hierarchical level was slightly higher than female (58.7% and 41.3% respectively). Less than 25 of respondents (16 %) were working for the university for less than one year, 38% were working between 1 and 5 years, 10% were working between 5 and 10 years, 31% between 10 and 20 years and 4% were working for the university for more than 20 years. Just over 64% of respondents are from the academic staff of the university like a professor, associate professor, assistant professor, lecturer, student/research assistant, and 36% are from non-academic staff like a manager, supervisor, security, librarian, and accountant. Ages ranged from 20 to 60 (male = 85, female= 62). All the 4 countries represented in this study were included for future analysis. Of all respondents 55.3% were non-native to the country in which they work. The percentage of gender, hierarchal/ job level and tenure varied between the countries. Appendix F, demographic analysis test, prepares the distribution of these variables which are included in sample.

3.1.2 Procedure

A survey was conducted in the University to analyze the aforementioned hypotheses under investigation. The survey was distributed via handouts. The survey was described as part of a university research project that is not affiliated with their employer.

However, not all employees were invited to participate for two reasons, (1) there are lots of employees in the University and the large sample size is not required (2) each year there are several studies which are conducted in the University and the human resource department does not want to approach each employee numerous times each year. The respondents had an option to fulfill the questionnaire in one of two available languages.

3.1.3 Measures

Organizational citizenship behavior measures will be uncovered with 25 items. (Including 10 items related to personal support such as “I help my manager/supervisor at work”, 10 items related to organizational support such as “I participate in university and departmental activities and events”, and 5 items relate to conscientious initiative such as “try to arrive early and before starting time to being work”, (Podsakoff, 1989; Farh, 1997). Participants were given a list of 25 behaviors and asked to indicate the degree to which they agree with each statement as it relates to their organization. Responses were made on a five point scale ranging from 1 (strongly disagree) to 5 (strongly agree). This scale subdivides the 25 items into three scales measuring personal support, organizational support, and conscientious initiative. For the complete list of items see Appendix D.

3.1.4 Country Culture Dimensions

Culture was categorized by using the country of the participants. Hofstede’s research (1980; 1983; 1991; 1994; 2009), provides a score of each country based on the five culture dimensions (Power Distance, Individualism, Masculinity, Uncertainty Avoidance and Long Term Orientation) for 53 countries. As mentioned earlier, these scores were obtained through several studies. Each cultural dimension was converted to a scale of 0 to 100 (in some cases a score higher than 100 was derived). Power distance is scored from 0

(low power distance) and 100 (high power distance), individualism is scored from 0 (collectivist) to 100 (individualism), masculinity is scored from 0 (femininity) to 100 (masculinity), uncertainty avoidance is scored from 0 (low uncertainty avoidance) to 100 (high uncertainty avoidance) and long term orientation is scored from 0 (long term orientation) to 100 (short term orientation). So each participant is assigned with these 5 culture scores based on his or her country. For complete list of scores for each culture dimension for 53 countries see Appendix A.

3.1.5 Hierarchical Level & Job Satisfaction

Respondents' job/hierarchical level were determined via the survey instrument. Respondents were asked to select the job category that best describes the nature of their job. Choices include from the academic staff of the university like a professor, associate professor, assistant professor, lecturer, student/research assistant and non-academic staff like a manager, supervisor, security, librarian, and accountant. For the purposes of this analysis, we categorized job satisfaction into a five point scale ranging from 1 (strongly disagree) to 5 (strongly agree). This scale subdivides the 24 items into the six scales Pay, Job Itself, Fellow Co-workers, Immediate Manager, Promotion and Advancement, and Organization Policy and Support (Comer, 1989; Churchill, 1974). For the complete list of items see Appendix E.

3.1.6 Demographic Data

Demographic information was collected from participants via the survey instrument. All participations responded to list of questions that have been designed to acquire demographic information about them. These data included gender, age, tenure at the university, level of education, and nationality. For the complete list of items see Appendix C.

3.2 Results

3.2.1 Dimensions of OCB

Several statistical analyses were used to examine the hypotheses, was SPSS (Statistical Package for Social Sciences). We tested for differences in the perception of organizational citizenship behavior dimension between Iranian, Turkish, Nigerian and Palestinian employees. In determining the number of factors likely to be associated with employee's perceptions of OCB, a principal component factor analysis was used on the selected data. The extracted factors were then rotated to give accuracy results and interpretation of the analysis. In order to, factors with values under 0.40 were left out. The final analysis revealed five factors.

The feasibility of factor analysis depends on the results of Kaiser-Meyer-Olkin Measure of sampling adequacy (KMO) and Bartlett's test (significance, sig) which have to be $KMO > .50$ and the sig. value < 0.05 . Table 3 indicates that $KMO > .85$ and Bartlett's test is significant (sig value < 0.01). So, the factor analysis is appropriate.

Table : KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.855
Bartlett's Test of Sphericity	Approx. Chi-Square	1797.121
	df	300
	Sig.	.000

Table : Rotated component matrix

	Component				
	1 (Altruism)	2 (Courtesy)	3 (Civic Virtue)	4 (Sportsmanship)	5 (Conscientious Initiative)
personal support(Altruism1)				.786	
personal support(Altruism2)				.669	
personal support(Altruism3)				.729	
personal support(Altruism4)		.737			
personal support(Altruism5)		.430			
personal support(Courtesy1)				.473	.495
personal support(Courtesy2)	.439				
personal support(Courtesy3)	.549				
personal support(Courtesy4)	.420		.468		
personal support(Courtesy5)			.597		
Organizational support(Civic Virtue 1)			.771		
Organizational support(Civic Virtue 2)			.694		
Organizational support(Civic Virtue 3)			.570		
Organizational support(Civic Virtue 4)		.517			
Organizational support(Civic Virtue 5)		.653			
Organizational Support(Sportsmanship 1)	.783				
Organizational Support(Sportsmanship 2)	.618				
Organizational Support(Sportsmanship 3)	.401				
Organizational Support(Sportsmanship 4)	.782				
Organizational Support(Sportsmanship 5)	.731				
Conscientious Initiative 1		.682			
Conscientious Initiative 2		.679			
Conscientious Initiative 3					.738
Conscientious Initiative 4					.673
Conscientious Initiative 5			.457		.621

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

Table 4 indicates that, the items in factor 1 which include personal support (Altruism), loaded strongly above 0.4. The items in second factor that include personal support (courtesy), loaded strongly above 0.4. The items in third factor include organizational support (civic virtue), loaded strongly above 0.4. The items in fourth loaded strongest, more than 0.6. These include organizational support (sportsmanship). The items in fifth

factor which include conscientious initiative loaded strongly above 0.4. A correlation analysis showed that all 5 factors correlated with each other.

Table : Correlations between the five factors

		1	2	3	4	5
1.Alturism	Pearson Correlation	1	.536(**)	.545(**)	.506(**)	.341(**)
2.Courtesy	Pearson Correlation	.536(**)	1	.577(**)	.488(**)	.410(**)
3.Sportsmanship	Pearson Correlation	.545(**)	.577(**)	1	.597(**)	.384(**)
4.Civic virtue	Pearson Correlation	.506(**)	.488(**)	.597(**)	1	.417(**)
5.Consciencious initiative	Pearson Correlation	.341(**)	.410(**)	.384(**)	.417(**)	1

** Correlation is significant at the 0.01 level (2-tailed).

3.2.2 Analytic Approach for Testing the Hypotheses

Hypothesis 1 predicted that a higher level of personal support will exist for Iranian, Turkish and Nigerian employees because their cultures score higher on collectivism and lower on masculinity as compared to Palestinian employees. Result of analysis in Table 5 indicate that Turkish (M=4.97, SD=.17), Iranian (M=4.51, SD=.79) and Nigerian (M=4.80, SD=.50) employees are more engaged in personal support than Palestinians are (M=3.73, SD=.80), $F(26.89)$, ($P<0.01$). In other words, Table 6 indicates that there are significant differences between the mean of Turkish, Iranian, Nigerian and Palestinian employees. The Turkish employees have the highest level and Palestinian employees have the lowest level of personal support. As a result hypothesis 1 was supported.

Table : Analysis of variance between nationalities based on personal support

Personal support		Sum of Squares	df	Mean Square	F	Sig.
Between Groups	(Combined)	23.965	3	7.988	26.893	.000
	Linear Term	17.289	1	17.289	58.204	.000
	Weighted Deviation	16.313	1	16.313	54.917	.000
		7.653	2	3.826	12.881	.000
Within Groups		43.368	146	.297		
Total		67.333	149			

Table : Multiple comparisons between nationalities

(I)nationality	(J) nationality	Mean Difference (I-J)	Sd. Error	Sig.	95% Confidence Interval	
					Upper Bound	Lower Bound
Turkish	Iranian	.45733(*)	.10977	.000	.1720	.7426
	Nigerian	.17015	.12773	.544	-.1618	.5021
	Palestinian	1.23331(*)	.14166	.000	.8652	1.6015
Iranian	Turkish	-.45733(*)	.10977	.000	-.7426	-.1720
	Nigerian	-.28718	.13964	.172	-.6501	.0757
	Palestinian	.77598(*)	.15248	.000	.3797	1.1723
Nigerian	Turkish	-.17015	.12773	.544	-.5021	.1618
	Iranian	.28718	.13964	.172	-.0757	.6501
	Palestinian	1.06316(*)	.16588	.000	.6321	1.4943
Palestinian	Turkish	1.23331(*)	.14166	.000	-1.6015	-.8652
	Iranian	-.77598(*)	.15248	.000	-1.1723	-.3797
	Nigerian	1.06316(*)	.16588	.000	-1.4943	-.6321

* The mean difference is significant at the .05 level.

Hypothesis 2 suggested that a lower level of organizational support will be reported for Turkish and Palestinian employees because their cultures score high on collectivism and uncertainly avoidance as compared to Iranian and Nigerian employees. In Table 7 the results show that Turkish employees (M=4, SD=.55), Iranian (M=3.56, SD=.59), Nigerian (M=3.64, SD=.63) and Palestinian employees (M=2.94, SD=.70), F(16.37), (P<0.01) exhibit significant differences for organizational support. In other words, Table 8 indicates that, there are significant differences between the mean of Turkish, Iranian,

Nigerian and Palestinian employees. Turkish employees are more and Palestinian are less engaged in organizational support than Iranian and Nigerian. As a result, partial support was found for hypothesis 2.

Table : Analysis of variance between nationalities based on organizational support

Organizational support			Sum of Squares	df	Mean Square	F	Sig.
Between Groups	(Combined)		17.596	3	5.865	16.375	.000
	Linear Term	Unweighted	14.100	1	14.100	39.364	.000
		Weighted	15.026	1	15.026	41.948	.000
		Deviation	2.571	2	1.285	3.588	.030
Within Groups			52.297	146	.358		
Total			69.893	149			

Table : Multiple comparisons between nationalities

(I) nationality	(J) nationality	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Upper Bound	Lower Bound
Turkish	Iranian	.43590(*)	.12054	.002	.1226	.7492
	Nigerian	.36000	.14026	.054	-.0045	.7245
	Palestinian	1.05263(*)	.15556	.000	.6484	1.4569
Iranian	Turkish	-.43590(*)	.12054	.002	-.7492	-.1226
	Nigerian	-.07590	.15334	.960	-.4744	.3226
	Palestinian	.61673(*)	.16744	.002	.1816	1.0519
Nigerian	Turkish	-.36000	.14026	.054	-.7245	.0045
	Iranian	.07590	.15334	.960	-.3226	.4744
	Palestinian	.69263(*)	.18216	.001	.2192	1.1660
Palestinian	Turkish	-1.05263(*)	.15556	.000	1.4569	-.6484
	Iranian	-.61673(*)	.16744	.002	1.0519	-.1816
	Nigerian	-.69263(*)	.18216	.001	1.1660	-.2192

* The mean difference is significant at the .05 level.

Hypothesis 3 stated that differences in the level of conscientious initiative dimension will be found between Iranian, Turkish, Nigerian and Palestinian employees because their cultures score high on power distance. The results in Table 9 indicate that Iranian

(M=3.46, SD=.68), Turkish (M=3.83, SD=.47), Nigerian (M=3.84, SD=.37), and Palestinian (M=3, SD=.66) employees, (F=13.84, P<0.01) have significant differences in the level of conscientious initiative. Turkish and Nigerian employees have a higher level of conscientious initiative, and Iranian and Palestinian employees have a lower level of conscientious initiative. In other words, Table 10 shows that there are significant differences between the means of Turkish, Iranian, Nigerian and Palestinian employees. As a result hypothesis 3 was supported.

Table : Analysis of variance between nationalities based on conscientious initiative

Conscientious initiative			Sum of Squares	df	Mean Square	F	Sig.
Between Groups	(Combined)		12.587	3	4.196	13.844	.000
	Linear Term	Unweighted	6.728	1	6.728	22.202	.000
		Weighted	6.278	1	6.278	20.717	.000
		Deviation	6.309	2	3.154	10.408	.000
Within Groups			44.246	146	.303		
Total			56.833	149			

Table : Multiple comparisons

Dependent Variable: conscientious initiative		Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
(I) nationality	(J) nationality				Upper Bound	Lower Bound
Turkish	Iranian	.37428(*)	.11088	.005	.0861	.6624
	Nigerian	-.00418	.12902	1.000	-.3395	.3311
	Palestinian	.83582(*)	.14309	.000	.4640	1.2077
Iranian	Turkish	-.37428(*)	.11088	.005	-.6624	-.0861
	Nigerian	-.37846(*)	.14104	.040	-.7450	-.0119
	Palestinian	.46154(*)	.15402	.017	.0613	.8618
Nigerian	Turkish	.00418	.12902	1.000	-.3311	.3395
	Iranian	.37846(*)	.14104	.040	.0119	.7450
	Palestinian	.84000(*)	.16755	.000	.4046	1.2754
Palestinian	Turkish	-.83582(*)	.14309	.000	-1.2077	-.4640
	Iranian	-.46154(*)	.15402	.017	-.8618	-.0613
	Nigerian	-.84000(*)	.16755	.000	-1.2754	-.4046

* The mean difference is significant at the .05 level.

Hypothesis 4 suggested that job satisfaction will positively vary according to hierarchical level. The result according to Leven's for equality variance showed that ($F=.437, P>0.05$) was not significant therefore "equal variances assumed" was used for the t-test ($t=-1.232, P>0.05$) so there is no significant difference between academic ($M=2.38, SD=.56$) and non- academic ($M=2.50, SD=.50$) employees. The result indicated that job satisfaction did not positively vary according to hierarchical level. As a result hypothesis 4 was not supported. (Shown in Appendix F, Hypotheses analysis test)

Hypothesis 5 suggested that job satisfaction will vary according to national culture. The examination of job satisfaction showed there are significant differences in nationality and job satisfaction ($t=3.52, P<0.01$) between Turks ($M=2.56, SD=.52$) and Iranians ($M=2.17, SD=.55$). There was no significant difference in nationality and job satisfaction ($t=1.03, P>0.05$) between Turks ($M=2.56, SD=.52$) and Nigerians ($M=2.44, SD=.50$). Also, the result shows there is no significant difference in nationality and job satisfaction ($t=1.07, P>0.05$), between Turks ($M=2.56, SD=.52$) and Palestinians ($M=2.42, SD=.50$). The examination of job satisfaction shows no significant difference ($t=-1.89, P>0.05$) between Iranians ($M=2.17, SD=.55$) and Nigerians ($M=2.44, SD=.50$). There is no significant result ($t=-1.59, P>0.05$) between Iranians ($M=2.17, SD=.55$) and Palestinians ($M=2.42, SD=.50$). And between Nigerians ($M=2.44, SD=.50$) and Palestinians ($M=2.42, SD=.50$) is no significant difference in nationality and job satisfaction ($t=.123, P>0.05$). As a result job satisfaction varies according to national culture between Turkish and Iranian cultures, so partial support was found for hypothesis 5. (Shown in Appendix F, Hypotheses analysis test)

Hypothesis 6 predicted that employees' perception of OCB will positively vary according to job satisfaction. Table 11 indicates that there are significant positive correlations between the employee's job satisfaction and perception of OCB dimensions. Personal support ($r=.188$, $P<0.05$), ($t=85.02$, $P<0.01$), organizational support ($r=.351$, $P<0.01$), ($t= 66.04$, $P<0.01$), and conscientious initiative ($r=.307$, $P<0.01$), ($t=72.05$, $P<0.01$) are all associated with job satisfaction. As a result, hypothesis 6 is supported. (Shown in Appendix F, Hypotheses analysis test)

Table : Correlations between job satisfaction and OCB

		1	2	3	4
1.Job satisfaction	Pearson Correlation	1	.188(*)	.351(**)	.307(**)
	Sig. (2-tailed)		.021	.000	.000
2.Personal support	Pearson Correlation	.188(*)	1	.447(**)	.350(**)
	Sig. (2-tailed)	.021		.000	.000
4.Organizational support	Pearson Correlation	.351(**)	.447(**)	1	.446(**)
	Sig. (2-tailed)	.000	.000		.000
3.Conscientious initiative	Pearson Correlation	.307(**)	.350(**)	.446(**)	1
	Sig. (2-tailed)	.000	.000	.000	

* Correlation is significant at the 0.05 level (2-tailed).

** Correlation is significant at the 0.01 level (2-tailed).

Hypothesis 7 predicted that employee's perception of OCB will positively vary according to hierarchical level. Table 12 shows that there are significant differences ($t=-5.06$, $P<0.01$) in perception of personal support between academic employees ($M=4.51$, $SD=.78$) and non-academic employees ($M=4.94$, $SD=.23$), as well as organizational support ($t=-2.74$, $P<0.05$) between academic employees ($M=3.58$, $SD=.69$) and non-academic employees ($M=3.88$, $SD=0.63$). And, differences in the perception of conscientious initiative between academic employees ($M=3.57$, $SD=.62$) and non-academic employees ($M=3.74$, $SD=.58$) was not significant ($t=-1.63$, $P>0.05$).

As a result, Table 13 represents that there are positive correlations between job/hierarchical level and perception of personal support and organizational support.

Table : Independent samples test for OCB & hierarchical level

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Upper	Lower
Personal support	Equal variances assumed	98.75	.000	-3.980	148	.000	-.43403	.10905	-.649	-.218
	Equal variances not assumed			-5.063	121.6	.000	-.43403	.08572	-.603	-.264
Organizational support	Equal variances assumed	10.95	.001	-2.676	148	.008	-.30556	.11417	-.531	-.079
	Equal variances not assumed			-2.741	117.9	.007	-.30556	.11147	-.526	-.084
Conscientious initiative	Equal variances assumed	5.017	.027	-1.606	148	.110	-.16782	.10450	-.374	.0386
	Equal variances not assumed			-1.636	116.0	.105	-.16782	.10261	-.371	.0354

Table : Correlations between OCB and job/hierarchical level

		1	2	3	4
1. Personal support	Pearson Correlation	1	.447(**)	.350(**)	.311(**)
	Sig. (2-tailed)		.000	.000	.000
2. Organizational support	Pearson Correlation	.447(**)	1	.446(**)	.215(**)
	Sig. (2-tailed)	.000		.000	.008
3. Conscientious initiative	Pearson Correlation	.350(**)	.446(**)	1	.131
	Sig. (2-tailed)	.000	.000		.110
4. Position type	Pearson Correlation	.311(**)	.215(**)	.131	1
	Sig. (2-tailed)	.000	.008	.110	

** Correlation is significant at the 0.01 level (2-tailed).

An examination of standard deviations and means revealed that non-academic employees reported higher levels of perceptions of OCB than academic employees. Also, the results show that perceptions of OCB are a function of their job/ hierarchical levels. Also, academic and non-academic had significant differences in perception of personal support and organizational support, but they did not vary significantly in conscientious initiative.

Chapter 4

DISCUSSION & CONCLUSION

4.1 Discussion

The purpose of this study was to examine cultural and hierarchical differences in perception of organizational citizenship behavior (OCB) and job satisfaction among university employees. The results actually imply that there are different perceptions of OCB in various cultures. While there are many studies which have investigated different perceptions of organization's employees in a cross cultural environment (Hofstede, 1980; 1983; 1991; 2009), we can apply our findings to new settings. As the factor analysis results indicated that Kaiser Meyer Olkin was high and Bartlett's test was significant, it can be concluded that the results provide significant evidence of the existence of differences in perception of OCB in the sample countries included (Iran, Nigerian, Turkey, Palestine), based on the five OCB dimensions of altruism, courtesy, civic virtue, sportsmanship and conscientious initiative.

The study reveals that personal support factor exists in societies with high scores of collectivism and low masculine cultural dimensions. According to the findings, Iran, Turkey and Nigeria score higher than Palestine on collectivism and femininity. Also, the organizational support exist in societies with high score collectivism and low uncertainly avoidance cultural dimensions. The employees from Turkey reported higher level of organizational support, which was not consistent with our hypothesis. And the

conscientious initiative factor exists in societies with high scores on power distance culture such as Iran, Turkey, Nigeria and Palestine.

Another finding of this study is that among academic and non-academic employees there were no significant differences in job satisfaction. According to Grunberg (1979) pay and other job conditions have a minor role in influencing job satisfaction, because they are necessary but not sufficient conditions for job satisfaction.

Satisfied employees' reveal more pro-social activities like OCB (Schnake, 1991). So, employee's perception of OCB can positively vary according to job satisfaction. These results show that certain components of job satisfaction were positively correlated with OCB dimensions. Therefore, many societies have exhibited this significant relationship between job satisfaction and OCB. However, job satisfaction did vary according to national culture in our study.

Furthermore, employee's perceptions of OCB positively varied according to the job/hierarchical level according as indicated by the correlation between job/hierarchical level and personal support and organizational support. Academic employees have significant differences in personal support and organizational support compared to non-academic employees (Batman & Organ, 1983; Smitt, Organ & Near, 1983; Morrison, 1994; Organ & Ryan, 1995; Balon, 1997). We found that, perceptions of OCB of non-academic employees were higher than academic employees.

4.2 Implications

The result of this study provides us with several practical implications. First, the result of testing hypotheses 1 to 7 support the practical issues and challenges associated with examining and encouraging personal support, organizational support and conscientious initiative in Iranian, Turkish, Nigerian and Palestinian employees. According to the results Iranian, Turkish and Nigerian employees' exhibit higher level of personal support, Palestinian employees have lower level of organizational support, and Iranian, Turkish, Nigerian and Palestinian employees have differences in the level of conscientious initiative dimension.

Several questions come to mind when considering these challenges: for what reasons do employees not participate in some pro-social behaviors in organizations? However, as stated earlier, future research should investigate these reasons through assessing other organizational variables like leadership, structure, climate, organization system, and motivation.

From a practical aspect, these results are potentially useful and helpful to Eastern Mediterranean University. Palestinian employees are less predisposed to engage in personal support and organizational support as result of their cultural values and they are mostly academic employees. Also academic employees reported lower levels of perceptions of OCB than non-academic employees, so the University can focus on approaches and methods for encouraging personal support, organizational support and conscientious initiative among academic employees. In other words, additional techniques might be needed to obtain the desired outcomes like increasing employees'

authority and participation in decision making, help to increase employees' job satisfaction by providing different job titles as a promotional and motivational reward system. Also, by placing flexible rule, the University can decrease employees uncertainly avoidance at work for accepting risk and unexpected situation and increase the social support for academic employees by encouraging employees to decide and perform as a group. However, all techniques may not be successful, so future studies should find the most effective approach to encouraging OCB.

Similarly, this study supported the view that academic and non-academic employees have different perceptions of OCB. As such, in collectivist and high power distance culture employees accept there are differences in stature, loyalty, leader and subordinate relationships, reward system is based on job/hierarchical level and they engage in OCB dimensions even if there is no equity. However, in individualistic and low power distance cultures, employees exhibit OCB when they perceive justice and fairness (Paine J. B. & Organ D. W., 2000; Mamman, A., Sulaiman, M., & Fadel, A., 1996). We also see higher level of perceptions of OCB dimensions among non-academic employees compare to academic employees. Moreover, this study indicated that employee's perceptions of OCB dimensions are associated with job satisfaction. Job satisfaction has positive effects on perception of OCB. When the employees feel satisfied about their job, they engage more in OCB dimensions which benefit the organization.

4.3 Suggestion for Future Research

Despite the support for a number of the hypothesized relationships, results and limitations of the study suggest come guidelines for future research. This study was lacking in answering why employees did not engage in some pro-social behaviors which

benefit the organization. Organizations need to account for and consider cultural views, attitudes, and behaviors in order to improve their performance and working conditions for international employees.

Moreover, job satisfaction leads employees to enhance organizational fairness and trust and therefore, engage more in OCB. Additionally potential moderators like nationality which may impact on perception of OCB and job/hierarchical level can be examined in the future.

4.4 Limitations

Finally, it should be interpreted clearly that there were several fundamental limitations in this study. First, the survey was conducted only at the Eastern Mediterranean University, and the result may not be generalized to other organizations. Respondents chose to participate in this study by responding to questionnaires. So, we could not estimate non-response bias.

Second, respondents who have engaged in OCB come from different nationalities but most of them had academic positions in the University. In short, employees who occupied jobs found at the lower end of the organizational hierarchy were not fully represented. In addition, most of the responses from the academic staff come from student and research assistants, who may have basically not formed OCB or job satisfaction regarding the nature of their job. Regardless of these limitations in this study, I tried to represent several practical results which have been discussed. Also, the analysis did not measure for any causalities, and only looked for associations between OCB, job satisfaction, and job hierarchy.

4.5 Conclusion

Today many organizations attempt to uncover the influence of cultural values on employee's behaviors. This study provides evidence for the understanding and identifying of various dimension of organizational citizenship behavior among employees of an organization. Furthermore, the results indicate that cultural dimensions (as defined by Hofstede, 1980; 1983; 1991; 2009) and employees' job satisfaction (Comer, 1989; Churchill, 1974) moderate the strength of relationship between organizational citizenship behavior dimensions.

The research has offered observations into the perception of OCB by:

- i. Showing cultural differences in the perception of OCB dimensions.
- ii. Analyzing and supporting theoretical assumptions based on cultural differences in the perception of OCB dimensions.
- iii. Developing and extending job/hierarchical level and job satisfaction by associating it with perceptions of OCB dimensions.
- iv. Suggesting new approaches to find potential moderator which may impact the perception of OCB.

In summary, cross cultural research still is a concept worth investigating in organizational performance studies and indeed impacts the performance of multinational organizations. So, additional research is related to other aspects of OCB in different cultural settings should be conducted.

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APPENDICES

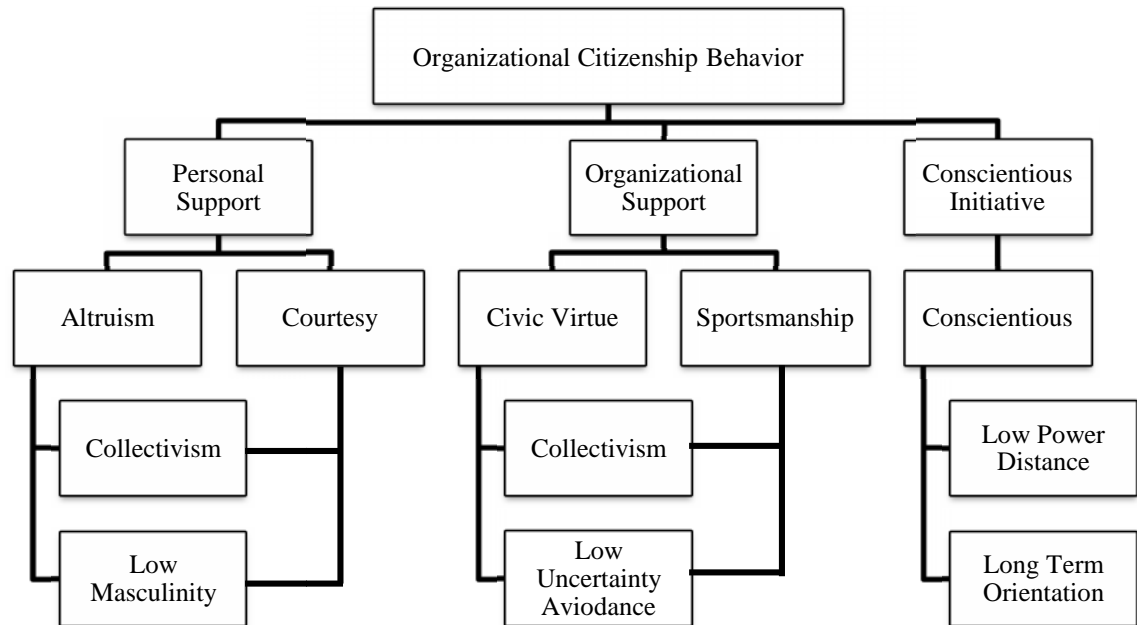
Appendix A: Cultural Dimensions Scores

Following are the scores of various countries on Hofstede's four cultural dimensions (Hofstede, 1980; 1991). Not all countries in the list are represented in the study.

	PDI	IDV	MAS	UAI	LTO
Arab World	80	38	52	68	
Argentina	49	46	56	86	
Australia	36	90	61	51	31
Austria	11	55	79	70	
Bangladesh	80	20	55	60	40
Belgium	65	75	54	94	
Brazil	69	38	49	76	65
Bulgaria	70	30	40	85	
Canada	39	80	52	48	23
Chile	63	23	28	86	
China	80	20	66	30	118
Colombia	67	13	64	80	
Costa Rica	35	15	21	86	
Czech Republic	57	58	57	74	13
Denmark	18	74	16	23	
East Africa	64	27	41	52	25
Ecuador	78	8	63	67	
El Salvador	66	19	40	94	
Estonia	40	60	30	60	
Finland	33	63	26	59	
France	68	71	43	86	
Germany	35	67	66	65	31
Greece	60	35	57	112	
Guatemala	95	6	37	101	
Hong Kong	68	25	57	29	96
Hungary	46	80	88	82	50
India	77	48	56	40	61
Indonesia	78	14	46	48	
Iran	58	41	43	59	
Ireland	28	70	68	35	
Israel	13	54	47	81	
Italy	50	76	70	75	
Jamaica	45	39	68	13	
Japan	54	46	95	92	80
Luxembourg	40	60	50	70	

Malaysia	104	26	50	36	
Malta	56	59	47	96	
Mexico	81	30	69	82	
Morocco	70	46	53	68	
Netherlands	38	80	14	53	44
New Zealand	22	79	58	49	30
Norway	31	69	8	50	20
Pakistan	55	14	50	70	0
Panama	95	11	44	86	
Peru	64	16	42	87	
Philippines	94	32	64	44	19
Poland	68	60	64	93	32
Portugal	63	27	31	104	
Romania	90	30	42	90	
Russia	93	39	36	95	
Singapore	74	20	48	8	48
Slovakia	104	52	110	51	38
South Africa	49	65	63	49	
South Korea	60	18	39	85	75
Spain	57	51	42	86	
Surinam	85	47	37	92	
Sweden	31	71	5	29	33
Switzerland	34	68	70	58	
Taiwan	58	17	45	69	87
Thailand	64	20	34	64	56
Trinidad	47	16	58	55	
Turkey	66	37	45	85	
United Kingdom	35	89	66	35	25
United States	40	91	62	46	29
Uruguay	61	36	38	100	
Venezuela	81	12	73	76	
Vietnam	70	20	40	30	80
West Africa	77	20	46	54	16
Yugoslavia	76	27	21	88	

Appendix B: Exhibits the Proposed Relations Between Cultural Values Dimensions and Organizational Citizenship Behavior.



Appendix C: Questionnaire Related to Demographic Data

Dear Participant,

I am currently writing my Master's thesis on the role played by cultural and hierarchical differences in organizational citizenship behavior. In doing so, I will investigate these issues among university employees.

Please be assured that whatever you say or write is strictly confidential and cannot be traced back to you, as you are not requested to write your name. Please answer the questions honestly and sincerely, as it is important for the output of this research.

Thank you very much for taking the time to read and answer this short questionnaire!

Thank you very much for your assistance!

Naghmeh Niroomand

What is your age? 20 – 24 25 – 34 35 – 44 45 – 60 More than 60

What is your gender? Male Female

My nationality is:

Turkish Iranian Nigerian Palestinian Other

What is your current level of education?

PhD Master Bachelors High School Less than High School

What is your current marital status? Single Married

What is your current position with the University?

Professor Associate Prof. Assistant Prof. Lecturer Student/Research
Assistant Manager/Supervisor Professional staff Worker Other

How long have you been employed by this university? Year(s) _____ Month (s) _____

Have you considered leaving your current job? Yes No

How many hours do you work in an average week? _____

On a scale of 1 to 10, I would grade my performance for the university I work for as _____

In my opinion, high job satisfaction causes higher job performance. True False

In my opinion, fairness causes higher job performance. True False

De erli Katılımcı,

Bu anketin amacı Do u Akdeniz Üniversitesi'nde kurumsal vatandaşlık ve buna ba lı kültürel ve hiyerar ik farklılıkları ölçmektir.

Anketi doldururken söyleyece iniz veva yazaca mız her ey kesinlikle gizli kalacaktır. Anket içerisinde herhangi bir yerde adınız ve di er ki sel bilgileri vermeniz istenmeyecektir. Dolayısıyla cevapları kimin verdi inin anla ılması mümkün olmayacaktır. Yapılan ara tırmanın sonuçlarının geçerli olabilmesi için lütfen soruları dikkatli okuyup, en do ru cevabı veriniz.

Bu kısa anketi okumak ve cevaplandırmak için ayırdı ınız de erli vakit için te ekkür ederim.

Naghmeh Niroomand

Ya ınız? 20 – 24 25 – 34 35 – 44 45 – 60 60 üstü

Cinsiyetiniz? Erkek Kadın

Uyru unuz:

TC ran Nijerya Filistin Di er

E itim seviyeniz?

Doktora Master Lisans Lise Orta veya ilkokul

Medeni durumunuz? Bekar Evli

Üniversitedeki mevcut mevkiniz/ünvanınız ?

Profesör Doçent Yardımcı Doç. Ö retim Görevlisi Ö renci/Ara tırmacı

Asistanı

Müdür/Amir/Sorumlu Memur Kadro ç i Kadro Di er

Üniversitedeki çalı ma süreniz? Yıl(lar)_____ Ay (lar) _____

Mevcut i inizden ayrılmayı hiç dü ündünüz mü? Evet Hayır

Haftada ortalama kaç saat çalı ıyorsunuz? _____

Birle (1) on (10) arasında bir not vermem gerekirse (1: Çok kötü, 10: Çok iyi) Üniversite için performansına u notu verirdim _____.

Bana göre, yüksek i memnuniyeti yüksek i performansına yol açar. Do ru Yanlı

Bana göre, i yerinde adil olma daha yüksek performansa yol açar. Do ru Yanlı

Appendix D: Questionnaire Related to OCB Dimensions

		Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
1	I help and give support to my co-workers.					
2	I help my manager/supervisor at work.					
3	I help to finish the tasks at work.					
4	I am available to help at any moment.					
5	I orientate the new personnel.					
6	I demonstrate a good spirit of camaraderie.					
7	I demonstrate good treatment to all people.					
8	I am just (fair) with my co-workers.					
9	I try to be the same with everyone.					
10	I inform my manager/supervisor before taking any important work action.					
11	I give my co-workers support or good advice.					
12	I give my opinion, ideas, and point of view in the proper manner to better the environment of the university. (e.g., I give advice for training)					
13	I try to communicate with my co-workers before making a decision that is going to affect the work of others.					
14	I participate in university and departmental activities and events.					
15	I make an effort to talk positively about the university to give a good image of it in the community.					
16	I do not participation in or create gossip.					
17	I do not bring personal problems to the professional work environment.					
18	I am not jealous of others in the University.					
19	I do not focus on complaining about trivial issues.					
20	I do not create incorrect communication within the organization. (e.g., employee gives false information in order to hide problems)					
21	I am always available for when the organization needs me.					
22	I try to arrive early and before starting time to being work.					
23	I do not have a problem with staying after work hours to finish my activities.					
24	The phrase“ this employee puts all of his/her desire into work” would apply to me					
25	I exceed the level of attendance that is normal at this job.					

		Kesinlikle Katılmıyorum (1)	Katılmıyorum (2)	Fikrim Yok (3)	Katılıyorum (4)	Kesinlikle katılıyorum (5)
1	arkadaşlarıma yardım ve destekte bulunurum.					
2	te amirime yardımda bulunurum.					
3	ile ilgili görevleri yerime getirmek için yardım ederim.					
4	Her zaman yardımda bulunmaya hazırım.					
5	Yeni personelin işlerine uyum sağlamalarına yardımcı olurum					
6	Herkese dostça davranırım.					
7	Herkese iyi davranırım.					
8	arkadaşlarıma adil davranırım.					
9	Herkese davranmaya çalışırım.					
10	Önemli bir işe başlamadan önce amirimi bilgilendiririm.					
11	arkadaşlarıma destek verir ve iyi tavsiyede bulunurum.					
12	Üniversite ortamını iyileştirmek için uygun şekilde görüşlerimi ve fikirlerimi sunarım (Örneğin işyeri konularında önerilerde bulunurum)					
13	Başkalarının çalışmalarını etkileyecek bir karar almadan önce iş arkadaşlarıma bunu bildirmeye çalışırım.					
14	Üniversite veya bölüm/sube aktivite ve etkinliklerine katılırım.					
15	Toplumdaki imajını iyi tutmak için üniversite hakkında olumlu konu mayaya gayret gösteririm.					
16	Dedikodu yapmam.					
17	Kişisel sorunlarımı iş ortamına taşımam.					
18	Kurumda çalışmalara karşı kıskançlık beslemem.					
19	Önemsiz konular hakkında şikayetlerde bulunmam.					
20	Kurum içerisinde gerçek durumu haber yaymam. (Örneğin çalışan bir problemi saklamak için yanlış bilgi aktarır)					
21	Kurumun bana ihtiyacı olduğu zaman hep bulunurum.					
22	İş mesai başlangıcından önce gelmeye çalışırım.					
23	Görevlerimi yerine getirmek için mesai dışında çalışmak konusunda bir sorunum yoktur.					
24	'Bu çalışmam bütün gücümü işine verir' tanımlaması bana uyar.					
25	Benim işteki katılım seviyem normal beklentilerime uygundur.					

	OCB Dimension	FACTORS	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
1	personal support	Altruism	I help and give support to my co-workers.				
2			I help my manager/supervisor at work.				
3			I help to finish the tasks at work.				
4			I am available to help at any moment.				
5			I orientate the new personnel.				
6		courtesy	I demonstrate a good spirit of camaraderie.				
7			I demonstrate good treatment to all people.				
8			I am just (fair) with my co-workers.				
9			I try to be the same with everyone.				
10			I inform my manager/supervisor before taking any important work action.				
11	organizational support	Civic Virtue	I give my co-workers support or good advice.				
12			I give my opinion, ideas, and point of view in the proper manner to better the environment of the university. (e.g., I give advice for training)				
13			I try to communicate with my co-workers before making a decision that is going to affect the work of others.				
14			I participate in university and departmental activities and events.				
15			I make an effort to talk positively about the university to give a good image of it in the community.				
16		Sportsmanship	I do not participation in or create gossip.				
17			I do not bring personal problems to the professional work environment.				
18			I am not jealous of others in the University.				
19			I do not focus on complaining about trivial issues.				
20			I do not create incorrect communication within the organization. (e.g., employee gives false information in order to hide problems)				
21	conscientious initiative	I am always available for when the organization needs me.					
22		I try to arrive early and before starting time to being work.					
23		I do not have a problem with staying after work hours to finish my activities					
24		The phrase“ this employee puts all of his/her desire into work” would apply to me					
25		I exceed the level of attendance that is normal at this job.					

Appendix E: Questionnaire Related to Job/Hierarchical Level

		Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
26	My pay is low in comparison with what others get for similar work in other universities.					
27	In my opinion, the pay here is lower than in other universities.					
28	I am paid fairly compare with other employees in this university.					
29	My income is adequate for normal expenses.					
30	My job is exciting.					
31	My work is satisfying.					
32	I am really doing something worthwhile in my job.					
33	My work gives me a sense of accomplishment.					
34	The people I work with help each other out when someone falls behind or gets in a tight spot.					
35	My fellow workers are pleasant.					
36	The people I work with are very friendly.					
37	My fellow workers are motivated.					
38	My manager has always been fair in his/her dealing with me.					
39	My manager gives credit and praise for work done well.					
40	My manager lives up to his/her promises.					
41	My manager really tries to get our ideas about things.					
42	My opportunities for advancement are very limited.					
43	I have good chance for promotion.					
44	The university has as unfair promotion policy.					
45	There are plenty of good jobs here for those who want to get ahead.					
46	Management is progressive.					
47	Top management really knows its job.					
48	Employees in my university receive good support from his/her department.					
49	The university operates efficiently and smoothly.					

		Kesinlikle Katkıyorum (1)	Katkıyorum (2)	Ne Katkı ne de Katkı Katkıyorum (4)	Kesinlikle katlıyorum (5)
26	Aldı ım maa /ücret di er üniversitelerde benzer i yapanlarınkinden daha dü üktür.				
27	Bana göre burada verilen maaa /ücretler di er üniversitelerden daha dü üktür.				
28	Bu üniversitedeki di er çalı anlarla kıyaslandı ında aldı ım maa /ücret adildir.				
29	Gelirim normal giderleri kar ılamak için yeterlidir.				
30	ım ilginçdir.				
31	ım tatmin edicidir.				
32	imde gerçekten de erli eyler yapıyorum.				
33	ım bana bir ba arı duygusu verir.				
34	Biri i inde geri kaldı ı veya sıkı tı ı zaman beraber çalı tı ım ki iler ona yardım eder.				
35	arkada larım cana yakındır.				
36	Berber çalı tı ım ki iler çok dost canlısıdır.				
37	arkada larımın motivasyonları yüksektir.				
38	Amirim benimle ilgili her zaman adil davranmı tır.				
39	yi performans kar lı ında amirim övgü verir.				
40	Amirim sözünü tutar.				
41	Amirim fikirlerimizi gerçekten almaya çalı ır.				
42	imde ilerlemek için fırsatlar çok sınırlıdır.				
43	Terfi almak için yüksek bir ansım var.				
44	Üniversite'nin terfi politikası adil de ildir.				
45	Yükselmek isteyen için burda birçok güzel i imkanları var.				
46	Yönetim yenilikcidir.				
47	Üst yönetim gerçekten i ini iyi bilir.				
48	Üniversitede çalı anlar bölümlerinden/ ubelerinden iyi destek alırlar.				
49	Üniversite verimli ve düzenli çalı maktadır.				

Appendix F: Descriptive Statistics and Cross - Tabulations

F.1 Demographic Analysis Test

Gender

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid male	88	58.7	58.7	58.7
female	62	41.3	41.3	100.0
Total	150	100.0	100.0	

Position * Gender Cross Tabulation

			gender		Total
			male	female	male
position	professor	Count	1	0	1
		% within position	100.0%	.0%	100.0%
	associate professor	Count	9	2	11
		% within position	81.8%	18.2%	100.0%
	assistant professor	Count	5	2	7
		% within position	71.4%	28.6%	100.0%
	lecturer	Count	6	2	8
		% within position	75.0%	25.0%	100.0%
	student/research assistant	Count	49	20	69
		% within position	71.0%	29.0%	100.0%
	manager/supervisor	Count	0	4	4
		% within position	.0%	100.0%	100.0%
	professional staff	Count	14	23	37
		% within position	37.8%	62.2%	100.0%
	worker	Count	4	9	13
		% within position	30.8%	69.2%	100.0%
Total		Count	88	62	150
		% within position	58.7%	41.3%	100.0%

Experience

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	less than 1 year	24	15.9	16.0	16.0
	between 1-5 years	57	37.7	38.0	54.0
	between 5-10 years	16	10.6	10.7	64.7
	between 10-20 years	47	31.1	31.3	96.0
	more than 20 years	6	4.0	4.0	100.0
	Total	150	99.3	100.0	
Missing	System	1	.7		
Total		151	100.0		

Experience code * Gender Cross Tabulation

			gender		Total
			male	female	
experience	less than 1 year	Count	19	5	24
		% within experience code	79.2%	20.8%	100.0%
	between 1-5 years	Count	38	19	57
		% within experience code	66.7%	33.3%	100.0%
	between 5-10 years	Count	8	8	16
		% within experience code	50.0%	50.0%	100.0%
	between 10-20 years	Count	19	28	47
		% within experience code	40.4%	59.6%	100.0%
	more than 20 years	Count	4	2	6
		% within experience code	66.7%	33.3%	100.0%
Total		Count	88	62	150
		% within experience code	58.7%	41.3%	100.0%

Position Type

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	academic	96	64.0	64.0	64.0
	non. Academic	54	36.0	36.0	100.0
	Total	150	100.0	100.0	

Age * Gender Cross Tabulation

			gender		Total
			male	female	
age	20-25	Count	10	10	20
		% within age	50.0%	50.0%	100.0%
	25-35	Count	48	24	72
		% within age	66.7%	33.3%	100.0%
	35-45	Count	21	24	45
		% within age	46.7%	53.3%	100.0%
	45-60	Count	6	4	10
		% within age	60.0%	40.0%	100.0%
Total		Count	85	62	147
		% within age	57.8%	42.2%	100.0%

Native

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	native	67	44.7	44.7	44.7
	non native	83	55.3	55.3	100.0
Total		150	100.0	100.0	

F.2 Hypotheses Analysis Test

Descriptive personal support

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Turkish	67	4.9701	.17146	.02095	4.9283	5.0120	4.00	5.00
Iranian	39	4.5128	.79046	.12658	4.2566	4.7691	3.00	5.00
Nigerian	25	4.8000	.50000	.10000	4.5936	5.0064	3.00	5.00
Palestinian	19	3.7368	.80568	.18484	3.3485	4.1252	3.00	5.00
Total	150	4.6667	.67224	.05489	4.5582	4.7751	3.00	5.00

Descriptive organizational support

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Turkish	67	4.0000	.55048	.06725	3.8657	4.1343	2.00	5.00
Iranian	39	3.5641	.59802	.09576	3.3702	3.7580	2.00	5.00
Nigerian	25	3.6400	.63770	.12754	3.3768	3.9032	2.00	5.00
Palestinian	19	2.9474	.70504	.16175	2.6076	3.2872	2.00	4.00
Total	150	3.6933	.68490	.05592	3.5828	3.8038	2.00	5.00

Descriptive Conscientious initiative

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
turkish	67	3.8358	.47980	.05862	3.7188	3.9529	2.00	4.00
Iranian	39	3.4615	.68234	.10926	3.2403	3.6827	2.00	4.00
nigerian	25	3.8400	.37417	.07483	3.6856	3.9944	3.00	4.00
palestinian	19	3.0000	.66667	.15294	2.6787	3.3213	2.00	4.00
Total	150	3.6333	.61760	.05043	3.5337	3.7330	2.00	4.00

Independent Samples Test for Job satisfaction & hierarchical level

	position type	N	Mean	Std. Deviation	Std. Error Mean
Job Satisfaction	academic	96	2.3854	.56884	.05806
	non academic	54	2.5000	.50469	.06868

Job Satisfaction	Levene's Test for Equality of Variances		t-test for Equality of Means						
	F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
	Lower	Upper	Lower	Upper	Lower	Upper	Lower	Upper	Lower
Equal variances assumed	.437	.509	-1.232	148	.220	-.11458	.09300	-.29836	.06920
Equal variances not assumed			-1.274	121.2	.205	-.11458	.08993	-.29262	.06345

Independent Samples Test for Job satisfaction & nationality

Iranian & Turkish

	nationality	N	Mean	Std. Deviation	Std. Error Mean
Job Satisfaction	Turkish	67	2.5672	.52869	.06459
	Iranian	39	2.1795	.55592	.08902

Job Satisfaction	Levene's Test for Equality of Variances		t-test for Equality of Means						
	F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
	Lower	Upper	Lower	Upper	Lower	Upper	Lower	Upper	Lower
Equal variances assumed	3.243	.075	3.572	104	.001	.38768	.10852	.17248	.60288
Equal variances not assumed			3.525	76.359	.001	.38768	.10998	.16865	.60671

Turkish & Nigerian

nationality		N	Mean	Std. Deviation	Std. Error Mean
Job Satisfaction	Turkish	67	2.5672	.52869	.06459
	Nigerian	25	2.4400	.50662	.10132

Job Satisfaction	Levene's Test for Equality of Variances		t-test for Equality of Means						
	F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
	Lower	Upper	Lower	Upper	Lower	Upper	Lower	Upper	Lower
Equal variances assumed	.299	.586	1.038	90	.302	.12716	.12255	-	.37062
Equal variances not assumed			1.058	44.779	.296	.12716	.12016	-	.36921

Turkish & Palestinian

nationality		N	Mean	Std. Deviation	Std. Error Mean
Job Satisfaction	Turkish	67	2.5672	.52869	.06459
	Palestinian	19	2.4211	.50726	.11637

Job Satisfaction	Levene's Test for Equality of Variances		t-test for Equality of Means						
	F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
	Lower	Upper	Lower	Upper	Lower	Upper	Lower	Upper	Lower
Equal variances assumed	.403	.527	1.072	84	.287	.14611	.13624	-.12482	.41704
Equal variances not assumed			1.098	30.021	.281	.14611	.13310	-.12570	.41792

Iranian & Nigerian

	nationality	N	Mean	Std. Deviation	Std. Error Mean
Job Satisfaction	Iranian	39	2.1795	.55592	.08902
	Nigerian	25	2.4400	.50662	.10132

Job Satisfaction	Levene's Test for Equality of Variances		t-test for Equality of Means								
	F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference			
	Lower	Upper	Lower	Upper	Lower	Upper	Lower	Upper	Lower		
Equal variances assumed	.994	.323	-1.892	62	.063	-.26051	.13768			-.01470	.53573
Equal variances not assumed			-1.932	54.747	.059	-.26051	.13487			-.00981	.53083

Iranian & Palestinian

	nationality	N	Mean	Std. Deviation	Std. Error Mean
Job Satisfaction	Iranian	39	2.1795	.55592	.08902
	Palestinian	19	2.4211	.50726	.11637

Job Satisfaction	Levene's Test for Equality of Variances		t-test for Equality of Means								
	F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference			
	Lower	Upper	Lower	Upper	Lower	Upper	Lower	Upper	Lower		
Equal variances assumed	.644	.426	-1.597	56	.116	-.24157	.15129			-.06150	.54463
Equal variances not assumed			-1.649	38.916	.107	-.24157	.14652			-.05481	.53794

Nigerian & Palestinian

	nationality	N	Mean	Std. Deviation	Std. Error Mean
Job Satisfaction	Nigerian	25	2.4400	.50662	.10132
	Palestinian	19	2.4211	.50726	.11637

Job Satisfaction	Levene's Test for Equality of Variances		t-test for Equality of Means						
	F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
	Lower	Upper	Lower	Upper	Lower	Upper	Lower	Upper	Lower
Equal variances assumed	.062	.805	.123	42	.903	.01895	.15428	.29239	-.33029
Equal variances not assumed			.123	38.878	.903	.01895	.15430	.29319	-.33109

One-Sample Statistics test for OCB & Job satisfaction

	N	Mean	Std. Deviation	Std. Error Mean
Personal support	150	4.6667	.67224	.05489
Organizational support	150	3.6933	.68490	.05592
Conscientious initiative	150	3.6333	.61760	.05043
Job Satisfaction	150	12.3733	2.27194	.18550

	Test Value = 0					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Personal support	85.022	149	.000	4.66667	4.5582	4.7751
Organizational support	66.045	149	.000	3.69333	3.5828	3.8038
Conscientious initiative	72.051	149	.000	3.63333	3.5337	3.7330
Job Satisfaction	66.702	149	.000	12.37333	12.0068	12.7399

Descriptive test for OCB & hierarchical level

	position type	N	Mean	Std. Deviation	Std. Error Mean
Conscientious initiative	academic	96	4.5104	.78129	.07974
	non. academic	54	4.9444	.23121	.03146
Personal support	academic	96	3.5833	.69079	.07050
	non. academic	54	3.8889	.63444	.08634
Organizational support	academic	96	3.5729	.62819	.06411
	non. academic	54	3.7407	.58874	.08012

Correlation between OCB & hierarchical level in non-academic employees

		1	2	3
1. Personal support	Pearson Correlation	1	.457(**)	.384(**)
	Sig. (2-tailed)		.000	.000
	N	96	96	96
2. Organizational support	Pearson Correlation	.457(**)	1	.410(**)
	Sig. (2-tailed)	.000		.000
	N	96	96	96
3. Conscientious initiative	Pearson Correlation	.384(**)	.410(**)	1
	Sig. (2-tailed)	.000	.000	
	N	96	96	96

** Correlation is significant at the 0.01 level (2-tailed).

Correlation between OCB & hierarchical level in academic employees

		1	2	3
1. Personal support	Pearson Correlation	1	.343(*)	.169
	Sig. (2-tailed)		.011	.221
	N	54	54	54
2. Organizational support	Pearson Correlation	.343(*)	1	.477(**)
	Sig. (2-tailed)	.011		.000
	N	54	54	54
3. Conscientious initiative	Pearson Correlation	.169	.477(**)	1
	Sig. (2-tailed)	.221	.000	
	N	54	54	54

* Correlation is significant at the 0.05 level (2-tailed).

** Correlation is significant at the 0.01 level (2-tailed).