

Motivational Processes Involved in the Relationship between
Leadership and Organizational Citizenship Behaviors

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A Thesis Submitted to the
Graduate School of Social Sciences
in Partial Fulfillment of the Requirements for
the Degree of

Master of Arts

in

Psychology

Koç University

July 2006

Koç University
Graduate School of Social Sciences

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ABSTRACT

The aim of the present study was to develop a process model explaining the motivational processes through which two leadership behaviors, namely, paternalistic leadership (PL) and transformational leadership (TL) behaviors were associated with organizational citizenship behaviors (OCBs). It was proposed that PL and TL behaviors would exert their positive influence on OCBs through both intrinsic and extrinsic motivations as well as trust in leader. The intrinsic motivations involved in the study were psychological empowerment and organizational identification. The extrinsic motivations were instrumentality beliefs and impression management. To test the proposed model, 239 white-collar employees from 49 organizations operating in Turkey were completed a survey. The model was tested through structural equation modeling (SEM) and provided a good fit to the data ($\chi^2 = 15.70$, $p = .11$; $\chi^2/df = 1.6$; GFI = .97; AGFI = .94; TLI = .97; CFI = .99; RMSEA = 0.05). The relationship of PL and TL behaviors with OCBs was fully mediated by the motivational processes and trust in leader. Trust in leader was a key condition for employees' psychological empowerment. PL and TL behaviors were positively associated with OCBs through the same intrinsic motivations; whereas they were related to OCBs through different extrinsic motivations. It was concluded that PL and TL behaviors were related to similar positive employee outcomes (i.e. OCBs), but probably for different reasons. Vertical collectivism as a value orientation moderated the relationship

between PL and extrinsic motivations. The theoretical and practical implications are discussed along with the suggestions for future research.

Key words: Organizational citizenship behaviors, leadership, intrinsic and extrinsic motivational processes.

ÖZET

Bu çalışmanın amacı iki tip liderlik davranışının, babacan liderlik (BL) ve dönüşümcü liderlik (DL) davranışlarının, örgütsel vatandaşlık davranışları (ÖVD) ile ilişkilerindeki güdüsel süreçleri açıklayan bir süreç modeli geliştirmektir. BL ve DL davranışlarının lidere duyulan güven ile birlikte, hem içsel hem de dışsal güdülerini artırarak ÖVD'na olumlu etki edecekleri önerilmiştir. Çalışmada yer alan içsel güdüler psikolojik yetkelenme ve örgütle özdeşleşmedir. Dışsal güdüler araçsallık inancı ve izlenim yönetimidir. Önerilen modeli test etmek için, Türkiye'deki 49 farklı kurumdan 239 beyaz yakalı çalışana anket uygulanmıştır. Model, yapısal denklik modellemesi ile test edilmiş ve verilere iyi uyum sağlamıştır ($\chi^2 = 15.70, p = .11; \chi^2/df = 1.6; GFI = .97; AGFI = .94; TLI = .97; CFI = .99; RMSEA = 0.05$). BL ve DL davranışlarının ÖVD ile olan ilişkilerinde, güdüsel süreçler ve lidere duyulan güven tam aracılık etmiştir. Lidere duyulan güven, çalışanların psikolojik yetkelenmeleri için bir ön koşul olarak bulunmuştur. BL ve DL davranışları aynı içsel güdüler aracılığı ile ÖVD'na yol açarken, farklı dışsal güdüler aracılığı ile ÖVD'na etki etmişlerdir. BL ve DL davranışlarının çalışanlarla ilgili benzer olumlu sonuçlara (ÖVD) farklı sebeplerle yol açtıkları sonucuna varılmıştır. Çalışanların dikey toplulukçuluk yönelimi BL ve dışsal güdüler arasındaki ilişkilerde belirleyici değişken olmuştur. Bulguların teorik ve uygulamaya yönelik katkıları, daha sonraki araştırmalara yönelik önerilerle birlikte tartışılmıştır.

Anahtar Sözcükler: Örgütsel vatandaşlık davranışları, liderlik, içsel ve dışsal güdüsel süreçler.

DEDICATION

To my love, my parents, and my dear uncle, Kamil Atav

ACKNOWLEDGMENTS

I have lived a life which has been full of challenging experiences and I used to be alone in the journey. However, I am grateful to some special individuals for the support and care they provided to me during the thesis process.

First of all, I am grateful to Prof. Zeynep Aycan for her guidance, care, sincerity, and trust in me. I was empowered and encouraged by the caring and nurturing relationship she provided to me. I enjoyed her supportive, and at the same time, challenging supervision since the beginning of my graduate education. She gave me the opportunity to learn from her as well as to be close to a person like her. Her inspiration and guidance motivated me even in the hardest times of the thesis process. She will always be one of the most precious people in my life. Secondly, I thank to Prof. Zeynep Cemalcılar for her contributions in offering us different perspectives regarding the thesis and for her guidance and support during the year. Moreover, it was a great pleasure to work with Prof. Kıvanç İnelmen who helped us to improve the thesis and enthusiastically involved in the thesis process.

During the two years of the graduate program, I enjoyed the friendship and support of my colleagues. I thank to Eda Aksoy, Tuna Öztekin, Yasemin Kisbu, Öykü Büyükdere, Duygu Arı, Jale Kazez, Ayfer Dost, Neslihan Turnalar, Burcu Demiray, Elif Dülger, and Sinem Olcay for their cooperation,

altruism, and social support. I will never forget the coherent team climate we formed.

My dear mother, Tülay Atav and my father, Tanju Göncü have always encouraged me and believed in me. I am grateful to them for their unconditional love, emotional support and trust. It is an excellent thing for a child to know and feel that her parents are very much proud of her.

I am indebted to Feti Köse, my fiancée, for being my love and closest friend. If there will be any, he deserves the greetings for this thesis as much as me. He is the one who encouraged me to attend the graduate program at Koç University; he encouraged, loved and cared me all the time, although he had to live without me during these two years. I am grateful to him for his love, patience and tolerance.

I am very happy to live these two years of challenge. No word is adequate to explain the greatness of the contributions of this experience to my personal and professional development. I know that not only the most enjoyable times but also the hardest ones are the best memories of this process because they are the ones that teach me the most and that make this experience so valuable and meaningful to me...

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ACRONYMS

<i>OCBs</i>	Organizational Citizenship Behaviors
<i>TL</i>	Transformational Leadership
<i>PL</i>	Paternalistic Leadership
<i>PE</i>	Psychological Empowerment
<i>OI</i>	Organizational Identification
<i>VC</i>	Vertical Collectivism
<i>SEM</i>	Structural Equation Modeling
<i>MMR</i>	Moderated Multiple Regression
<i>GFI</i>	Goodness of Fit Index
<i>AGFI</i>	Adjusted Goodness of Fit Index
<i>TLI</i>	Tucker-Lewis Index
<i>CFI</i>	Comparative Fit Index
<i>RMSEA</i>	Root Mean Square Residual

CHAPTER 1

INTRODUCTION

1.1 Overview

Organizational citizenship behaviors (OCBs) are extra-role work behaviors which are helpful, discretionary, not directly or explicitly recognized by the formal reward system, and in the aggregate, promote the effective functioning of the organization (Organ, 1997). Employees who are high on OCBs, for example, help co-workers who have heavy workload; their attendance at work is above the norm; always focus on the positive side; try to avoid creating problems for co-workers; and frequently attend meetings that are not mandatory, but are considered important (Podsakoff, Mackenzie, Moorman, & Fetter, 1990). OCBs have gained considerable attention from both researchers and practitioners especially in the last two decades (e.g., Alge, Ballinger, Tangirala, & Oakley, 2006; Bettencourt, Gwinner, & Meuter, 2001; Blakely, Srivastava, & Moorman, 2005; Blakely, Andrews, & Fuller, 2003; Bolino, 1999; Borman, Penner, Allen, & Motowidlo, 2001; Joreman, Kamdar, Daniels & Duell, 2005; Moorman & Blakely, 1995; Morrison, 1996; Organ, 1997; Organ & Lingl, 1995; Riketta & Landerer, 2002), mainly because OCBs are found to contribute to the overall effectiveness of the organization as well as customer satisfaction (e.g., Organ, Smith, & Near, 1983; Koys, 2001; Maurer, Pierce, & Shore,

2002). “Improving OCB is the lowest cost and best way for businesses to reach organizational effectiveness” (Min-Huei, 2004, p. 428). Moreover, OCBs contribute to individual performance and are increasingly regarded as a dimension of overall performance by practitioners (Werner, 1994, 2000).

Among the correlates of OCBs are dispositional variables such as agreeableness and conscientiousness (e.g., Konovsky & Organ, 1996), attitudinal variables such as job satisfaction and commitment (e.g., Smith, Organ, & Near, 1983), and organizational variables such as type of leadership (e.g., Ehrhart, 2004; Schnake, Dumler, & Cochran, 1993). Particularly, the relationship between one leadership style, namely, transformational leadership (TL), and OCBs has been subject to many studies in the literature (Halverson, 2004; Kent & Chelladurai, 2001; Koh, Steers & Terborg, 1995; Mackenzie, Podsakoff, & Rich, 2001). The answer to the question “is this leadership style related to OCBs?” is well-researched in the literature and the answer is found to be “yes” (e.g., Gagnon & Michael, 2004; Koh, Steers, & Terborg, 1995). However, despite a few attempts (e.g., Halverson, 2004), the underlying motivational mechanisms in this relationship have not been fully explored. The present study aims to fill this void by trying to answer the question “through which motivational mechanisms does the leadership style is related to OCBs?”. More specifically, the present research attempts to reveal intrinsic and extrinsic motivational processes that operate in the way that leadership is related to OCBs. It is suggested here that, in addition to its direct association with OCBs, transformational leadership style is likely

to be related to OCBs performed by employees by enhancing intrinsic motivational processes of psychological empowerment and organizational identification, and extrinsic motivational processes of instrumentality and impression management.

Another leadership style included in the study is paternalistic leadership (PL). The present study proposes that similar to TL, paternalistic leadership style will have a partially mediated positive effect on OCBs. Finally, the role of trust in leadership in the pathway through which these two leadership styles are related to OCBs is examined. In conclusion, a model of the relationship between transformational and paternalistic leadership behaviors and OCBs that includes trust in leadership and extrinsic and intrinsic motivational processes is tested in the present study (Figure 1). The motivational states included in the present study are psychological empowerment (intrinsic), organizational identification (intrinsic), instrumentality beliefs regarding OCBs related to the work group and the leader (extrinsic), and impression management (extrinsic).

1.2 Expected Scientific and Practical Contributions of the Study

The expected contributions of the present research to scientific literature are two-folded. As previously stated, the ways in which leadership behaviors influence OCBs (i.e. motivational processes) have not been fully explored (Kark & Shamir, 2002). The Self-Concept Based Motivational Theory of Charismatic Leadership

proposed by Shamir, House, and Arthur (1993) provides a useful theoretical framework that can enhance the understanding of these motivational processes. .

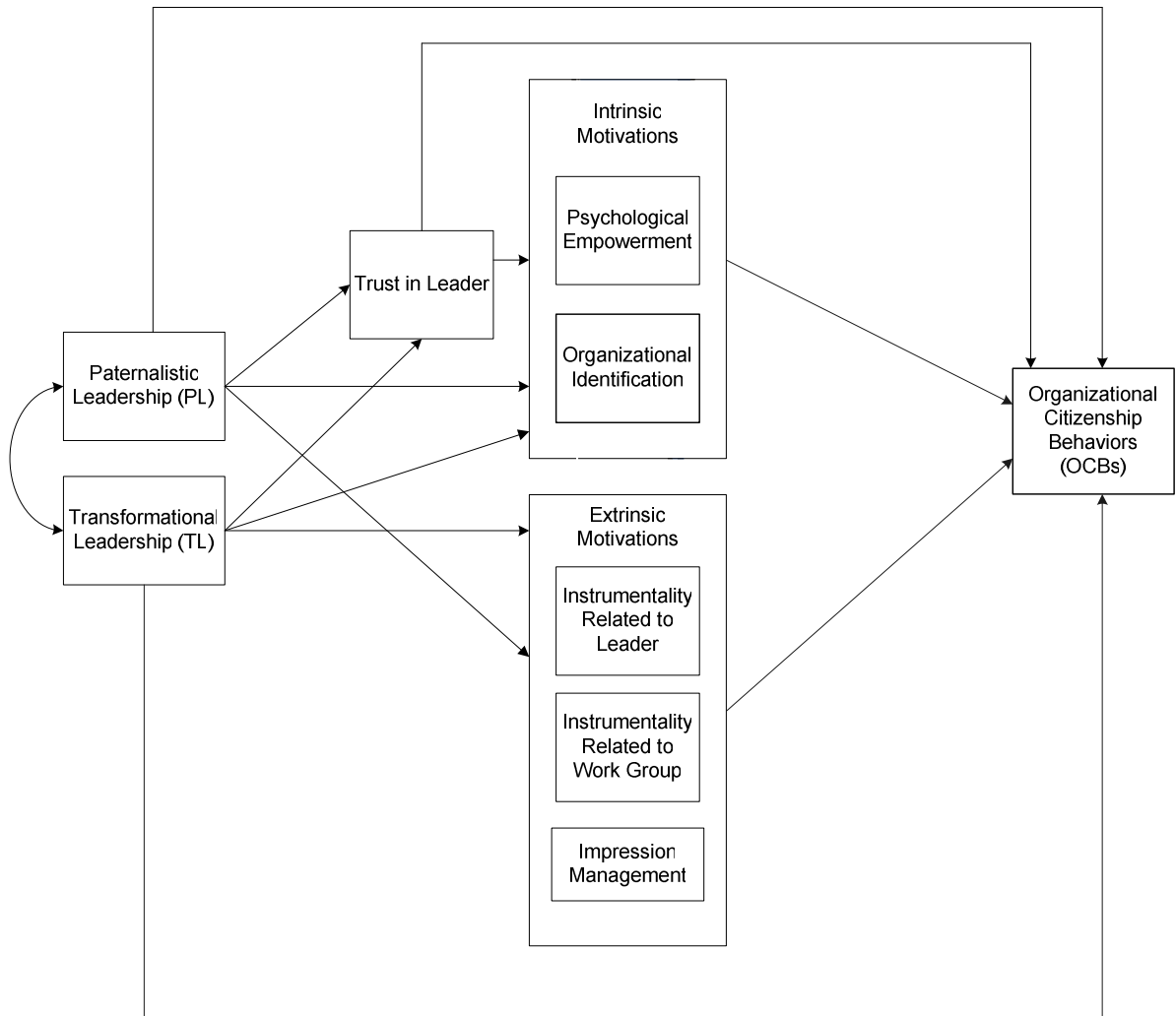


Figure 1. The proposed model of the motivational processes and trust in leader involved in the relationship between leadership and OCBs.

Shamir, House, and Arthur (1993) mentioned that they refer to “charismatic”, “transformational, “visionary” or “inspirational” leaders as named in the literature when they proposed the self-concept based motivational theory of charismatic leadership, and that these terms are used interchangeably. Therefore, the self-concept based motivational theory of charismatic leadership was used in the present research on transformational leadership. Self-concept or identity is defined as the way that we perceive ourselves (van Knippenberg, van Knippenberg, De Cremer, & Hogg, 2005). Leaders can influence subordinates by changing the way subordinates perceive themselves or by altering their self-schemas (Lord, Brown, & Freiberg, 1999). According to the self-concept based motivational theory of charismatic leadership “...charismatic leaders achieve transformational effects through implicating the self-concepts of followers” (Shamir, House, & Arthur, 1993; p.584) and, through this way, they enhance *intrinsic motivational processes* which will be related to further outcomes such as OCBs and self-sacrificial behaviors. Shamir, House, and Arthur (1993) called for future research that would test the propositions presented in the theory and suggested that this motivational theory supplemented the existing theories of transformational leadership by explaining the process through which these leaders had transformational effects on their followers such as encouraging in OCBs. The present study aims to contribute to the scientific literature by developing a motivational process model of OCBs and empirically testing the assumptions of the

Self-Concept Based Motivational Theory of Charismatic Leadership (Shamir, House, & Arthur, 1993).

Furthermore, the present research proposes that leadership is also related to OCBs through *extrinsic motivational processes*. The literature suggested that both transactional and transformational leader behaviors are related to OCBs performed by employees (Koh, Steers, & Terborg, 1995; MacKenzie, Podsakoff, & Rich, 2001). In line with the Expectancy Theory (Vroom, 1964) transactional leader behaviors, which form the basis for effective management and are performed also by transformational leaders, are suggested to elicit *extrinsic motivational states* as well. Therefore, another scientific contribution of the present study is to examine the extrinsic motivational processes that link transformational leadership style to OCBs performed by subordinates by including the motivational processes of instrumentality beliefs and impression management.

Moreover, it is particularly important to understand the dynamics involved in the relationship between different leadership styles and OCBs in specific cultural contexts. Recent evidence has shown that, in addition to leadership styles widely investigated in Western countries (e.g. transformational leadership), another leadership style, namely paternalistic leadership, is salient in cultural contexts characterized by high collectivism and high power distance (Aycan, 2006). Despite its prevalence, paternalistic leadership received little attention in the literature. Paternalistic leaders

are those who are nurturing, caring, benevolent yet disciplinarian and authoritative and they expect subordinates to reciprocate their protection, care and guidance by showing loyalty and deference (Aycan, 2006). Paternalism is likely to be strongly associated with OCBs because PL behaviors are likely to enhance intrinsic motivations (e.g., identification). Moreover, paternalistic leaders give more importance to loyalty and deference in performance ratings and performing OCBs is a good way to show loyalty. The present study also aims to contribute to the scientific literature by exploring similarities and differences between TL and PL behaviors in their relationship with OCBs.

The present study is expected to contribute to the practice, as well. OCBs are argued and found to enhance the overall effectiveness of the organizations (e.g., Katz, 1964; Organ, 1997; Koys, 2001; Maurer, Pierce, & Shore, 2002). One of the developments in organizational settings related to increased importance of OCBs is the recent changes in organizational structure and job designs. According to LePine, Erez, and Johnson (2002), “organizations have shifted away from the use of strict hierarchical structures and individualized jobs. Instead, somewhat autonomous team-based work structures have been implemented and this implementation has increased the importance of individual initiative and cooperation” (p. 52). Moreover, service sector has gained increased importance in the global work environment and improving the customer-service quality as well as customer-oriented behaviors of employees have become an important concern (Morrison, 1996). According to Morrison (1996),

many of such behaviors are in the scope of OCBs rather than formal work roles. In fact, Hui, Lam, and Schaubroeck (2001) found that employees who are good “citizens” received higher customer-satisfaction ratings. Another reason why OCBs contribute to organizational performance is related to the Social Exchange Theory (Koys, 2001; Organ, 1988) which suggests that employees who are helped by co-workers may reciprocate the favor by providing help to them. Aggregate OCBs, in turn, contribute to group performance since they enhance cooperation between employees as well as coordination of work activities among team members and across groups. Moreover, employees would need less help from their supervisors when they are provided with helping behaviors by their co-workers which result in increased free time for supervisors to engage in more important work-related activities (Koys, 2001).

In line with the changes in organizational structures and job designs OCBs are increasingly included into job definitions, and used as a dimension of overall performance in performance management and appraisal processes. For example, Werner (2000) contended that OCBs were increasingly referred as central element of multi-dimensional individual performance. The author suggested that in business settings, practitioners defined work performance broadly and their definitions usually included citizenship behaviors. In an earlier study, Werner (1994) found that supervisors searched for performance information regarding both in-role and extra-role performance before making appraisal ratings. In addition, dimensions of both in-role and extra-role performance were significantly related to the overall ratings given

by the supervisors. Clearly, the literature suggests that OCBs are important both for employees for their career development and for supervisors for enhancing effectiveness in the workplace. Therefore, knowledge regarding the motivational processes that are related to OCBs, which would guide practitioners about particular psychological mechanisms enhancing such behaviors, is beneficial for developing practices to increase OCBs.

The study is also expected to make a contribution to practitioners in Turkish organizations. Zakaria, Amelinckx, and Wilemon (2004) found that Turkish organizations were high on directive management and low on delegation. This is not a conducive environment for OCBs to occur. Aycan, Kanungo, Mendonca, Yu, Deller, Stahl, and Kurshid, (2000) conducted a cross-cultural study in which ten countries are compared on socio-cultural dimensions and human resource management (HRM) practices. The findings revealed that Turkey scored high on socio-cultural dimensions of paternalism and power distance which had implications for HRM practices. For instance, managers who valued paternalism assumed that employees wanted to be consulted on issues concerning them. They, in turn, were found to engage in more empowering supervision. The present study aims to reveal the relationship between paternalistic leadership and employees' empowerment and to present practitioners in Turkish organizations recommendations regarding leadership and OCBs. Based on these conclusions, for example, training programs that are related to OCBs may be offered.

In summary, the present study aims to contribute to scientific literature by testing a process model relating leadership and OCBs. The present research will be an empirical test of propositions regarding the role of intrinsic motivational states in this relationship suggested by the Self-Concept Based Motivational Theory of Charismatic Leadership (Shamir, House, & Arthur, 1993), and the propositions of the Social-Exchange Model of OCBs (Organ, 1988), and Expectancy Theory (Vroom, 1964) regarding the role of extrinsic motivational states. Moreover, OCBs have substantial implications for practitioners and employees' work lives and understanding the nature of the relationship between different leadership styles and OCBs is important for improving both practice in organizational settings and organizational effectiveness.

CHAPTER 2

LITERATURE REVIEW

2.1 Organizational Citizenship Behaviors (OCBs)

2.1.1 Development of the Construct and the Definition

The origins of the concept of organizational citizenship behavior emerged as early as 1938 when Bernard (cited in Borman, Penner, Allen, & Motowidlo, 2001, p. 52) discussed the need for organization members to be willing to cooperate for the good of the organization. In the following years, cooperative and helpful behaviors that go beyond formal role prescriptions which were important for organizational functioning were proposed by Katz (1964). Katz (1964) argued that three types of employee behavior are needed for the effective functioning of an organization. First, employees should have the intention to enter and stay with the organization. Secondly, they must fulfill their specific work related requirements. Finally, they should perform activities that are spontaneous and that are beyond their formal job duties or work roles. The behaviors emphasized in the third part are further classified into a set of behaviors which are innovative and spontaneous behavior, co-operation, and protection, coming up with constructive ideas, self-training, and favorable attitudes. The author argued that “the resources of people in innovation, in spontaneous co-

operation, in protective and creative behavior are vital to organizational survival and effectiveness” (p. 132) and that members of an organization should be willing to do more than their job definitions specify on the occasions that require such behaviors for effective organizational functioning.

Although theoretical foundation of the concept have been provided earlier by these authors, considerable interest to work behaviors which are discretionary, not directly or explicitly recognized by the formal reward system, and that, in the aggregate, promote the effective functioning of the organization was stimulated after 1980s when Smith, Organ, and Near (1983) labeled this kind of work behavior as “organizational citizenship behaviors”. OCBs include behaviors such as talking about the organization in a positive way to outsiders, working with extra effort voluntarily when an unexpected work situation requires, staying at the organization and working after work hours if necessary for completing a task regardless of extra pay. Organ (1988) originally suggested six distinct dimensions of OCBs which were altruism, conscientiousness, courtesy, cheerleading, sportsmanship, and civic virtue.

Another definition comes from Van Dyne, Graham, and Dienesch (1994). According to these authors, organizational citizenship can be conceptualized as a global concept that includes all positive organizationally relevant behaviors of individual members. This conceptualization includes traditional in-role job performance behaviors, organizationally functional extra-role behaviors, and political

behaviors such as full and responsible organizational participation. Finally, Moorman and Blakely (1995) proposed a definition of a good citizen as being an employee who offers support to the organization even when no such support is or can be explicitly required.

The increased interest in the concept of OCBs by scholars in the field of I/O psychology was accompanied by different terminologies used to label these types of behaviors. The labels for domains of behavior that overlap with OCBs are Prosocial Organizational Behavior (Brief & Motowidlo, 1986; George, 1991), that is, behavior directed toward an individual, group or organization with whom the individual is in an interaction while carrying out his or her organizational role and performed with the intention of promoting the welfare of the individual, group or organization to whom it is directed; Extra-Role Behavior and Organizational Spontaneity (George & Brief, 1992; George & Jones, 1997), that are voluntarily performed extra role behaviors that contribute to organizational effectiveness (LePine et al., 2002).

Although Organ (1988) argued in his earlier studies that OCBs must be discretionary and non-rewarded, he recognized the conceptual difficulties associated with these requirements. Therefore, he redefined the concept as *behavior* that contributes to the maintenance and enhancement of the social and psychological context that supports task performance. The new definition does not require these behaviors not-to-be-directly-rewarded. They also may or may not be extra-role. This

modified definition of OCBs resembles the Borman and Motowidlo's (1993) definition of contextual performance. In addition, according to Oz (2003), OCBs, as a concept, is such a close concept to contextual performance that it can be seen as the same. The present study employs the definition provided by Organ (1988) including five dimensions: Altruism, Conscientiousness, Sportsmanship, Courtesy, and Civic Virtue.

2.1.2 Dimensions of OCBs

In an early study, Smith, Organ, and Near (1983) investigated the extent to which OCBs could be explained by characteristic mood state (i.e. job satisfaction), environmental factors (i.e. leader supportiveness, task interdependence) and individual differences variables (i.e. extraversion, neuroticism, belief in a just world, and demographics). As part of the study the authors conducted structured interviews in which managers identified "instances of helpful but not absolutely required job behavior" (p. 656) and rated how characteristic each behavior was of the employee. Factor analyses of these ratings indicated two factors, which were Altruism and Generalized Compliance. The former represents behavior directly intended to help a person, while the latter represents impersonal behaviors such as compliance with norms defining a good worker.

As stated above, after the Smith et al. (1983) study, Organ (1988) suggested taxonomy of OCBs that had been expanded in scope and involved:

1. Altruism - helping specific individuals in interactions at work (Konovsky & Organ, 1996).
2. Conscientiousness (a narrower form of generalized compliance) – being dependable and planful, and perseverance and contributions in the form of exemplary adherence to rules regarding attendance, punctuality, use of time at work, and respect for organizational property and resources (Konovsky & Organ, 1996).
3. Courtesy - trying to prevent work-related interpersonal problems (Borman, Penner, Allen, & Motowidlo, 2001).
4. Sportsmanship - tolerating less than ideal circumstances on the job without complaining (Borman et al., 2001).
5. Civic virtue - responsibly involving oneself in and being concerned about the life of the company (Borman et al., 2001).

Podsakoff, MacKenzie, Moorman, and Fetter (1990) used the definitions provided by Organ (1988) and generated items to measure OCBs that were subject to the Q sort technique. The items were given to ten scholars along with the definitions of the dimensions and they were asked to place each item to the most appropriate dimension. Then, the authors asked supervisors to rate the extent to which they agreed with employee behavior were reflected in the items. The confirmatory factor analysis revealed that all of the items were loaded significantly on one of the five factors they

were intended. The final version of these OCBs scales have been used to measure OCBs in a large number of empirical studies (e.g., Moorman, 1991).

As stated before, the definition and dimensions suggested by Organ (1988) will be employed in the present study. These five dimensions (i.e. Altruism, Conscientiousness, Sportsmanship, Courtesy, and Civic Virtue) provide a broad and detailed definition of the concept of OCBs. In fact, most of the studies regarding OCBs have employed this five-factor definition (e.g., Lam, Hui, & Law, 1999; Moorman, 1991; Moorman, 1993). Moreover, most of the researchers employing Organ's (1988) five dimensional definition of OCBs used OCBs measure developed by Podsakoff et al. (1990) and the scale is validated in studies conducted in various organizational as well as cultural settings (e.g., Lam, Hui, & Law, 1999; Moorman, 1991, 1993). Therefore, in the present study five dimensional definition of OCBs will be employed and OCBs will be measured by scale developed by Podsakoff et al (1990).

2.1.3 Antecedents of OCBs

In the past 15 years, a fair amount of research investigating the antecedents of organizational citizenship behaviors has been developed and the focus of this line of research has mostly been employee attitudes (Bettencourt, Gwinner & Meuter, 2001). Job satisfaction is among the most frequently investigated employee attitudes related to OCBs (Motowidlo, 2000; Murphy, Athanasou, & King, 2002). Organ (1988)

suggested that job satisfaction was a predictor of OCBs. According to Organ and Lingl (1995) significant statistical relationships between OCBs and job satisfaction was found in at least 15 independent studies. More recently, Bettencourt, Gwinner and Meuter (2001) found that together with perceived organizational support (POS), the employees' job satisfaction was the best predictor of OCBs that reflect the subordinates' loyalty to the organization. However, Fahr, Podsakoff and Organ (1990) suggested that job satisfaction and OCBs was found to be related in the previous studies because they are the common effects of leader fairness and task scope.

There are also others who suggested that a grand theory of OCBs would include dispositional factors as well as group and organizational-level situational factors (Konovsky & Pugh, 1994). In terms of dispositional predictors of OCBs, Five-Factor Model of personality, which is also referred as "Big Five" contains promising leads (Konovsky & Pugh, 1994). *Agreeableness* (e.g., friendliness, likeability, and capacity for getting along with others in pleasant, harmonious relationships) was found to be related to three forms of OCBs which were Altruism, Courtesy, and Sportsmanship. *Conscientiousness*, which captures dependability, planfulness, perseverance, and has the strongest relationship with OCBs among personality variables, is suggested to be related to Generalized Compliance, and Civic Virtue components of OCBs (Konovsky & Organ, 1996). Other personality variables investigated and found to have relationship with OCBs are Positive Affectivity,

Negative Affectivity, Locus of Control, and Personal Initiative (Borman, Penner, Allen, & Motowidlo, 2001).

Another area of research is the relationship between perceived justice and OCBs (Konovsky & Pugh, 1994). Although there are contradictory findings regarding the strength of the relationship between procedural and distributive justice and OCBs; a number of empirical studies suggest that both forms of justice are positively related to employee OCBs (e.g., Niehoff & Moorman, 1993). More specifically, procedural justice perceptions of employees mediate the relationship between leadership and OCBs (Konovsky & Pugh, 1994) as well as perceived organizational support and OCBs (Moorman, Blakely, & Niehoff, 1998).

Another explanation regarding the reasons why individuals engage in OCBs is based on social exchange and the norm of reciprocity (Coyle-Shapiro, Kessler, & Purcell, 2004). This explanation takes into account the importance of interaction between the supervisor and the employee and puts emphasis on the leadership behaviors as antecedents of OCBs. For instance, Organ (1988) interprets OCBs within the social exchange model and states that supervisor fairness leads to employee citizenship behaviors because when employees are treated fairly by their supervisors, employees reciprocate it by showing citizenship behaviors. According to the norm of reciprocity view (Coyle-Shapiro, Kessler, & Purcell, 2004), positive actions directed towards employees (e.g., leader supportiveness and help) can create intentions in

employees to reciprocate in a similar positive manner through their attitudes and/or behaviors. Supporting this view, Zellars, Tepper and Duffy (2002) found that subordinates reciprocate supportive leadership behaviors by performing OCBs and withhold OCBs when supervisors are less supportive. In fact the results suggest that some leadership behaviors (such as being more supportive towards employees, giving feedback in a positive manner, etc.) can be trained and/or modified so that employees perform OCBs more often.

In another study, Schnake, Cochran, and Dumler (1995) investigated the relationships between job satisfaction, leadership behaviors, perceived equity, and organizational citizenship. It was found that consideration and initiating structure leader behaviors contributed to predictive power of the leadership variables as a group on all OCBs dimensions, except sportsmanship and courtesy above and beyond the effects of job satisfaction and perceived equity. The leader behavior that contributed to the explained variance on sportsmanship and courtesy dimensions above and beyond the effects of job satisfaction and perceived equity was found to be consideration. In line with these findings, it is suggested that leadership is an important correlate of OCBs vis-à-vis other correlates and this brings us to the next section in which the relationship between leadership and OCBs will be examined in more detail.

2.2 Leadership and OCBs

2.2.1 Overview

Smith, Organ, and Near (1983) were among the first researchers investigating the relationship between leader supportiveness and the OCBs. The authors suggested that leader supportiveness may represent one of the situational dimensions that have direct implications on OCBs. One of the reasons for this was suggested to be that supervisor consideration was a discretionary act that aimed to help others and therefore, leaders who show high consideration for their followers serve as a role model. Moreover, leader supportiveness was argued to initiate a social exchange in which employees reciprocate to their supervisor's supportiveness by engaging in OCBs. Smith et al. (1983) also suggested that employees may choose to reciprocate favors by engaging in OCBs rather than increasing their task performance because task performance is more likely to be limited by factors over which employees have less control such as ability and task design. They found that leader supportiveness increases the likelihood of employee altruism and generalized compliance.

In a field study, Schnake, Dumler, and Cochran (1993) investigated the relationships between OCBs and two sets of leadership predictors. The authors defined "traditional" leadership as including initiating structure (IS) and consideration (C) and "super" leadership as including behaviors that will encourage subordinates' self-goal-setting, self-observation, and self-expectation (i.e. development of high expectations

or standards for one's own performance or performance of the work group). Super leadership is argued to increase OCBs by increasing employees' autonomy and control over their work which in turn give them opportunity to perform discretionary behaviors. Furthermore, super leadership is suggested to intrinsically motivate employees by increasing employees' competence and self-control. The intrinsic motivation may then enhance sense of responsibility and self-efficacy which lead employees to be more sensitive to situations that give them opportunity to contribute through discretionary behaviors such as OCBs. The findings suggested that traditional leadership led to increment in explained variance above and beyond super leadership on all five dimensions of organizational citizenship. More specifically, IS increased explained variance in all OCBs dimensions except sportsmanship dimension and C was related to all of the five dimensions. The authors argued C leadership style may contribute to perceived fairness of leader behaviors and that employees may be more willing to perform OCBs when they perceive fairness and justice in their relationship with their leaders. In addition, IS may be seen as a leader behavior that is helpful or instrumental for employees to gain desired rewards. Therefore, IS behavior of leaders may also contribute to fairness or justice perceptions of employees which, in turn, contribute to OCBs performed by them.

Other studies also revealed that core transformational behaviors, leader support, consideration, willingness to help to employee and trustworthiness are associated with OCBs (Gagnon & Michael, 2004; Organ, Podsakoff & Mackenzie,

2005; Xiao, Lam, Schaubroeck, & Nauman, 2002). In summary, the literature provides evidence for the relationship between leadership styles or behaviors and OCBs. It is clear that, certain leader behaviors such as support and consideration are positively related to employees' OCBs. In addition, one particular leadership style, transformational leadership, and its association with OCBs performed by subordinates has been the focus of many research in the literature (e.g., Deluga, 1995a; Koh, Steers, & Terborg, 1995). In the next sections, a detailed review of the literature regarding the theoretical framework underlying relationship between transformational leadership and OCBs will be provided.

2.2.2 The Relationship between Transformational Leadership & OCBs

One of the major theoretical frameworks related to leadership that has received considerable attention from many scholars regarding its relationship with OCBs is transformational leadership theory. Transformational leaders are defined as those who inspire followers to transcend their own self-interests and who are capable of having a profound and extraordinary effect on their followers (Robbins, 2003). One of the reasons of the emphasis on transformational leadership for its association with OCBs is that characteristics of transformational leaders such as individualized consideration or inspirational motivation are particularly representative of leader behaviors (e.g., support, consideration) that are found to be related with OCBs in many of empirical studies (e.g., Gagnon & Michael, 2004; Xiao et al., 2002). In addition, transformational leadership theory puts emphasis on transforming leader behaviors

that result in value internalization and organizational, personal and team identification on the part of the employees (Bass & Avolio, 2001; Conger & Kanungo, 1998). These transformational effects are argued to be very likely to be manifested in discretionary or helpful behaviors of many forms that aim to benefit the group such as enhancing altruistic and self-sacrificing behaviors among employees.

Transformational leadership theory has its roots in Burns (1979). Then Bass (1985; cited in Bass, Avolio, & Goodheim, 1987, p.8) expanded the conceptualization suggested by Burns (1979) and named the leadership style defined as the adaptive leadership by Burns (1979) as transformational leadership (Bass, Avolio, Jung, & Berson, 2003). In this early work, charismatic leadership, individualized consideration, and intellectual stimulation are suggested as three factors or dimensions of transformational leadership. In subsequent studies, charismatic leadership is labeled as idealized influence and one more dimension, namely, inspirational motivation is added to the dimensions (Bass, 1996; Bass and Avolio, 1990; cited in Yukl, 1999, p. 36). Bass and Avolio's (2001) operational definition of transformational leadership which includes four dimensions and has been used widely in the literature (e.g., Avolio, Bass, & Jung, 1999; Bass, Avolio, Jung, & Berson, 2003) will be employed in the present research.

It is argued that transformational leaders are able to encourage their subordinates to perform beyond what is expected of them (Rafferty & Griffin, 2004).

They arouse a heightened awareness in their followers to the group and organization and motivate them for focusing on growth, achievement and development rather than on concerns for existence (Bass & Avolio, 2001). According to Bass (1999), interests of an organization and its employees should be aligned and transformational leaders who inspire, stimulate subordinates intellectually and show individual consideration for employees are effective in achieving this task. Furthermore, transformational leaders may stimulate positive socio-emotional responses such as trust, liking, and willingness to help with these behaviors. Four basic components or pattern of behaviors that characterize transformational leadership are as follows:

1. Idealized influence: These leaders have a sense of mission and vision and they enhance personal identification from their followers (Bass & Avolio, 2001). By exhibiting idealized influence, transformational leaders encourage their followers to show extra effort that is necessary for achieving the goals defined by the mission and the vision induced by the leader.

2. Individualized Consideration: These leaders are sensitive and responsive to individual needs of their followers. In addition to that, they empower their followers, direct them for engaging in challenging tasks that will contribute to their self-development. They also provide feedback and advise regarding the developmental needs of their followers. Finally, transformational leaders enhance their followers' self-esteem and confidence by engaging in these behaviors.

3. Intellectual Stimulation: These leaders encourage their followers to take new perspectives for the solution of challenging problems and motivate and direct them for developing unique and innovative ways to deal with difficult tasks. In time, followers gain the ability to challenge the common assumptions about the nature of the problems and present creative solutions without their leaders' help or facilitation (Bass & Avolio, 2001).

4. Inspirational Motivation: Transformational leaders are able to increase morale and hope for a better future in their followers. They make influential and motivating talks that encourage others and enhance a sense of optimism among them. Through this way, they arouse their followers to take action for personal development and for development of the group as a whole and stimulate the energy necessary for accomplishment of goals.

Deluga (1995a) investigated whether subordinate attributions of supervisor charismatic leadership would be associated with supervisor reports of subordinate OCBs. The characteristics of charismatic leadership are defined as having a vision, willingness to take risks to achieve that vision, being sensitive to both environmental constraints and follower needs, and exhibiting behaviors that are out of the ordinary (Robbins, 2003). The results showed that employees' attributions of charismatic leadership to their supervisors were related to their OCBs as reported by their supervisors. The author suggested that this finding may be interpreted such that

personal identification and internalization processes induced by charismatic leadership may have led to this pattern and called for future research regarding this suggested pattern.

Koh, Steers and Terborg (1995) conducted a study in school settings in Singapore that aimed to investigate the effects of transformational and transactional leadership styles on organizational commitment, OCBs, satisfaction with the leader and academic performance of students. The results showed that transformational leadership was more strongly related to all of the variables under investigation compared to transactional leadership. More specifically, it is reported that transformational leadership had significant incremental validity in prediction of OCBs, organizational commitment and satisfaction with the leader over transactional leadership. Whittington (1998) also found that perceptions of transformational leadership have a significant direct effect on organizational citizenship behaviors.

In a more recent study, MacKenzie, Podsakoff, and Rich (2001) examined the effects of transformational and transactional leader behaviors on performance and OCBs of salespeople. The results suggested that transformational leadership positively influenced OCBs and that transformational leader behaviors had stronger direct and indirect relationships with sales performance and OCBs than transactional leader behaviors.

In a recent study that investigated the relationship between leaders' exhibited positive affect and the follower performance, Halverson (2004) found that follower positive and negative affect were related to follower attributions of transformational leadership and organizational citizenship behavior. In addition, follower attributions of transformational leadership were also related to follower organizational citizenship behavior. In conclusion, the literature provides substantial amount of empirical evidence revealing that there is a direct positive link between transformational leadership and OCBs.

2.2.3 Paternalistic Leadership (PL) and OCBs

Paternalistic leadership is a hierarchical relationship in which the role of the leader is to provide care, protection, and guidance in work and non-work areas of employees' lives and the role of the subordinate is to be loyal and deferent towards the leader (Aycan, 2006). According to Aycan et al. (2000) paternalistic leadership style is common in organizational contexts in Turkey. It is suggested that in the traditional Turkish family, which is shaped by a larger cultural context defined as collectivistic and high on power distance dimension of culture (Aycan et al., 2000), harmony between and dependency among family members are very important and obedience with the father's rules and decisions is one of the major norms. It is also the father who provides security; he is trustworthy and dependable although demanding and disciplinarian. Aycan et al. (2000) suggested that in this structure and the norms of the

traditional Turkish family shaped by a cultural context defined as collectivistic and hierarchical, paternalistic leader behaves like an elder family member toward his employees and provides guidance, protection, care and nurturance to his or her followers. They are personally interested in their subordinates' personal life and they involve in their followers' off-the-job lives.

The perception of and the actual effectiveness of paternalistic leadership varies across cultures (Aycan, 2006). PL is perceived as negatively in Western cultures in such a way that it represents a leadership style which is exploitative, repressing, authoritarian, ineffective and relatively immoral (Aycan, 2006). For example, the protection and care showed by the paternalistic leader and involving in non-work lives of employees are likely to be perceived as invasion of privacy on the part of the employees in cultures shaped by high individualism and low power distance. Similarly, building a relationship with subordinates that resemble the relationship between a parent and child is interpreted as a practice that aims to repress employees and prevent their empowerment in such cultures. On the other hand, PL is welcomed in cultures in which collectivism and power distance are high. Followers appreciate the care and guidance of their leaders, they seek and like an intimate relationship with their leaders, and showing loyalty and respect to the leader is a natural part of the dyadic relationship. Therefore, in such cultures PL is an effective leadership style for motivating employees and enhancing organizational effectiveness (Aycan et al., 2000; Aycan, 2006; Farh & Cheng, 2000; Kim, 2004).

Scientific research on paternalistic leadership is limited in the literature. Aycan (2006) reported findings of three empirical field studies. These successive studies are aimed to validate Aycan's (2006) model of paternalism and as well as the Paternalistic Leadership Questionnaire (PLQ) developed by her. According to theory and measurement of paternalistic leadership (Aycan, 2000, 2006), there are five dimensions:

1. Family atmosphere at workplace: Paternalistic leaders create a family atmosphere by behaving like a parent/elder family member to their subordinates; they give advices to their subordinates in a manner that resembles an elder family member both on matters related to professional and personal lives.
2. Individualized relationships with subordinates: Paternalistic leaders show individual concern for each subordinate, know every subordinate very closely, and are genuinely concerned with their subordinates' well-being in professional and personal life.
3. Involvement in non-work lives of employees: Paternalistic leaders attend important events such as wedding or funeral ceremonies of their subordinates and their immediate family members; they give advice and both emotional and financial support when subordinates need to solve their personal problems or problems that concern their families.

4. Loyalty expectation: Paternalistic leaders expect loyalty and deference from their subordinates, and they think that employees should be willing to engage in personal compromises and sacrifices for the sake of the company when needed.
5. Status hierarchy and authority: Paternalistic leaders give importance to position ranks and expect their subordinates to behave in an appropriate manner; since they believe that they know what the best is for their employees, they do not want anyone to doubt their authority.

The relationship between paternalistic leadership and employee outcomes such as reactions of subordinates to such a leadership style is not fully investigated in the Western literature. However, a number of empirical studies regarding paternalistic leadership and employee attitudes and behaviors have been conducted by researchers in the Middle East (e.g., Aycan, 2005; Sinha, 1995) and Asia (e.g., Cheng, Chou, Wu, Huang, & Farh, 2004).

In a recent study, Pellegrini and Scandura (in press) investigated the relationship between LMX, paternalism, delegation, and job satisfaction in the Turkish context. The results showed that LMX influences job satisfaction through its effect on paternalism. The authors suggest that paternalism is a very salient dimension which has effects on both quality of LMX and job satisfaction of employees. It is mentioned that the work unit or the organization functions similar to the traditional Turkish

family where the leader provides care and protection and the subordinates show loyalty to the leader. Employees are likely to demonstrate their loyalty and dependence by performing voluntary behaviors that aim to benefit the organization. Therefore, it is expected that paternalistic leadership is likely to have strong influences on other positive employee outcomes such as OCBs.

As stated previously, research on PL is limited and up to now, there is no published research investigating the relationship between PL and OCBs. However, both the literature on the relationship between leadership and OCBs and the conceptual model underlying PL strongly suggests that they are very likely to be related with each other. Claiming that supervisor consideration was a discretionary act that aimed to help others by others, Smith, Organ, and Near (1983) suggested that leaders who show high consideration and support for their followers will serve as role models. In turn, employees are suggested to engage in OCBs. More recently, Schnake, Cochran, and Dumler (1995) reported that leaders' consideration was the only leader behavior that predicted sportsmanship and courtesy dimensions of OCBs beyond the effects of job satisfaction and perceived equity. Deluga, (1995b) found that trust in leader and loyalty are related to OCBs performed by employees and suggested that subordinates who perceive their supervisor to be considerate and responsive to their needs may be more willing to reciprocate by performing high levels of OCBs. As will be discussed in more detail later in relevance to OCBs, Xiao, Lam, Schaubroeck, and Nauman (2002) argued that leaders who consistently adopt a supportive style are

likely to be viewed as kind and considerate and they gain respect and trust from their subordinates.

The literature suggests that paternalistic leader behaviors of establishing close and individualized relationships with their subordinates, creating a family atmosphere in the workplace, and expecting loyalty may be directly related to OCBs performed by employees. Moreover, by involving in non-work domain, paternalistic leaders engage in discretionary helping behavior to a great extent and they serve as very powerful role models for their employees because of the salience of their status hierarchy. Also, employees want to reciprocate the paternalistic leader's nurturing, caring and supportive behaviors and they involve in non-work domain for their leader. Since the paternalistic leader creates a family atmosphere in the workplace, employees may extend their OCBs to group members in the organization in order to please the leader by their contribution to the "family". Therefore, it is expected that PL is directly related to OCBs.

2.3 The Relationship between Paternalistic Leadership (PL) and Transformational Leadership (TL)

As mentioned previously, one of the expected scientific contributions of the present study is to compare the two leadership styles that have been subject to debate in the literature. Transformational leadership is among the most frequently investigated leadership constructs in Western countries (Bass, 1999; Bass & Avolio,

2001; Bass, Avolio, & Goodheim, 1987; Bass, Avolio, Jung, & Berson, 2003) and is argued to be the ideal leadership style by many scholars regardless of the cultural or situational contingencies. However, there are still others, who argue that efficient leadership style at least partly depends on the cultural context in which it operates (Aycan, 2006). In fact, the evidence shows that culture is a strong moderator in the relationship between leadership and employee outcomes (Gelfand, Erez, & Aycan, 2007 ; Pillai et al. 1999; Dorfman & Howell, 1997). Paternalistic leadership is a culture-specific phenomena and a leadership style which is highly prevalent in countries like Turkey. The empirical evidence shows that manifestations of transformational leadership vary across cultures and that transformational and paternalistic leadership styles are overlapping constructs to a large extent (Gelfand, Erez, & Aycan, 2007). On the other hand, there is only one empirical research up to now the results of which suggests that paternalistic and transformational leadership are distinct constructs despite of the fact that they are similar in their dimensional structure (Cheng, Chou, Wu, Huang, & Farh, 2004). These findings bring us to the question that “whether or not these two leadership styles, in fact, represent the same construct?”. In line with the previous findings, it is suggested here that paternalistic leadership style is very likely to be an emic manifestation of transformational leadership in cultural contexts shaped by collectivism and power distance, like the one in Turkey. If this is true, one can expect that transformational leadership and paternalistic leadership are associated with the same employee outcomes through very

similar, if not the same, pathways. Therefore, two leadership styles are expected to be related to OCBs through similar motivational mechanisms.

2.4 Mediating Motivational Processes: An Overview

According to the proposed model (Figure 1), both paternalistic and transformational leadership styles are expected to enhance intrinsic motivations by giving references to followers' worth and efficacy as individuals and as a collective and increasing the salience of the collective identity in employees' self-concept, evoking a sense of consistency between employees' self-concept and their actions on behalf of the leader and the collective, a sense of similarity between employees' self-concept and their perceptions of the leader. The effects of these processes on subordinates' self-concepts are expected to be reflected as intrinsic motivational states of psychological empowerment and organizational identification. Furthermore, one step before in these relationships may contain an attitudinal state that these leaders create among their employees: Trust in leader. Transformational and paternalistic leaders are likely to enhance trust by showing individualized consideration, revealing that they are willing to contribute to their well-being and needs, supporting them for both intellectual and personal growth, and being a role model for commitment to the interests and well-being of the group. On the other hand, PL and TL are expected to be associated with OCBs also through their positive effects on instrumentality beliefs regarding OCBs and impression management motives. More specifically, both types of leadership are argued to communicate the message that discretionary behaviors

going beyond task performance (i.e. OCBs) are appreciated and recognized. In the next sections, detailed reviews of these intrinsic and extrinsic motivational states as well as trust along with their relationships with OCBs and the study hypotheses will be presented.

2.4.1 Intrinsic Motivational States and Trust in Leader

2.4.1.1 Psychological Empowerment

The idea of psychological empowerment is formed on the basis of the notion that the employee involvement is a necessary condition for effective management. According to the theories of participative management, managers should share decision-making power with employees in order to enhance performance and work satisfaction (Spreitzer, Kizilos, & Nason, 1997). Because of increasingly competitive external environment, today employers need and search for employees who adapt to change easily and take initiative in their jobs when necessary. Furthermore, it is suggested that employees seek autonomy, freedom and meaning in their work (Aycan & Fikret-Paşa, 2000). For example, in a study on motivators and leadership preferences of students from six different regions in Turkey, Aycan and Fikret-Paşa (2000) found that having power and authority, and opportunity for career advancement were among the most motivating factors. The authors suggested that Turkish organizations should provide more developmental opportunities and empowerment to their employees. These are among the factors that increase the importance of

empowerment and autonomy in the workplace and as stated above, these changing conditions made psychological empowerment (PE) one of the recent trends in managerial practices.

There are various definitions of psychological empowerment in the literature. For instance, “Psychological empowerment” refers to internal feelings of the employees, that is, these are the feelings of self-efficacy and self-control, being trusted, informed, supported, motivated, competent, and in control (Hui, Au, & Fock, 2004). Another definition purports that it is a multifaceted motivational construct or increased intrinsic task motivation manifested in four cognitions: meaning, competence, self-determination, and impact which requires an active orientation to a work role (Spreitzer, 1995). The original conceptualization of PE (Spreitzer, 1995), in fact, have been subject to a number of empirical research and four cognitions specified have been shown to be valid dimensions of the construct (e.g., Bogler & Somech, 2004; Mok & Au-Yeung, 2003; Peachey, 2003) Therefore, the present study will employ the original conceptualization of psychological empowerment which includes all of the four dimensions. Explanations of these four dimensions are as follows:

1. **Meaningfulness:** Congruence between requirements of a work role and employees beliefs, values, and behaviors (Spreitzer, 1995).

2. **Competence:** Belief in one’s own capability to perform task activities skillfully when he or she tries (Dewettinck, Singh, & Buyens, 2003).

3. Self-determination: Perception on the autonomy in the initiation and continuation of the work behaviors and processes (Dewettinck, Singh, & Buyens, 2003).

4. Impact: The degree to which an employee believes that he or she can influence strategic, administrative, or operating outcomes at work (Spreitzer, 1995).

The literature suggests that psychological empowerment is related to OCBs, although the number of empirical studies investigated this relationship is limited (Bogler & Somech, 2004). Zimmerman and Rappaport (1988; cited in Bogler & Somech, 2004, p. 280) defined empowerment as a “sense of civic duty which includes democratic participation and affecting community life and social issues”. Based on this conceptualization, Bogler and Somech (2004) argued that psychological empowerment would be related to OCBs. Using School Participant Empowerment Scale (SPES), the authors found that decision-making, self-efficacy, and status dimensions of empowerment were significant predictors of teacher OCBs.

However, the relationship between psychological empowerment and OCBs is investigated only in school context where the participants were teachers. Therefore, there is an urgent need to study the relationship between empowerment and OCBs in various other organizational contexts. The present study aims at filling this void as well.

PE is considered to be one of the ways to improve the employee performance and satisfaction (Hui, Au, & Fock, 2004) as well as organizational effectiveness (Dewettinck, Singh, & Buyens, 2003). The critical step in the empowerment process is to create a work environment within a broader organization context that provides opportunity to exercise one's full range of authority and power (i.e. empowered behaviors) (Wall, Wood, & Leach, 2004). Leadership is one of the most significant contributors for creation of such an environment that will enhance psychological empowerment (Dobbs, 1993). As stated by Dobbs (1993): "the glue that held empowerment together is compassionate leadership characterized by openness, receptivity to new ideas, honesty, caring, dignity, and respect of employees" (p. 57).

Özaralli (2003) conducted a study in Turkey in which the relationship between transformational leadership and psychological empowerment was investigated. The author suggested that transformational leaders energize and empower their followers by presenting an exciting vision for the future; by providing such a vision these leaders encourage participation and authority to take action that aim to enhance this vision on the part of employees. Moreover, transformational leaders inspire their followers and their inspiration behaviors have positive effects on followers' self-efficacy regarding goal attainment. The findings showed that transformational leadership style was positively correlated with subordinates' self-reported psychological empowerment.

In another study, Kark, Shamir, and Chen (2003) investigated the relationship between transformational leadership, subordinates' empowerment and dependency to the leader. However, psychological empowerment was conceptualized as self-efficacy, organization based self-esteem (OBSE) and collective efficacy and the authors argued that these indicators were related to impact and competence dimensions of psychological empowerment as originally suggested by Spreitzer (1995). The results showed that transformational leadership positively correlated with empowerment variables, dependence to the leader, personal and social identification. Also, personal identification with the leader mediated the relationship between transformational leadership and dependence, and social identification mediated the relationship between transformational leadership and empowerment variables.

The transformational leadership theory (Conger & Kanungo, 1998) suggests that transformational leaders give positive references to their subordinates' self-efficacy and their worth as individuals and by doing this, they enhance their followers' self-efficacy and self-worth. Moreover, by engaging in individualized consideration, charismatic or transformational leaders show sensitivity and responsiveness to needs of their followers, they empower their followers and encourage them for engaging in challenging tasks that will contribute to employees' self-development. Furthermore, they ensure their followers that they are ready to provide advice and feedback whenever needed. By intellectually stimulating their followers, transformational or charismatic leaders contribute to followers' PE: they encourage and motivate their

followers to find new ways of handling or dealing with problems, to be creative and innovative, and to take new and diverse perspectives while handling difficult tasks. In time, followers develop the necessary skills to deal with challenging situations and to provide innovative solutions to different problems by themselves. Consequently, their self-efficacy is boosted. In summary, transformational leaders enhance self-confidence of their followers which, in turn, contributes to psychological empowerment.

In line with the transformational leadership theory (Conger & Kanungo, 1998) self-concept based motivational theory of charismatic leadership suggests that charismatic or transformational leaders are more likely to send messages that contain positive references to followers' worth and efficacy as individuals and as a collective and expressions of high expectations from followers compared to non-charismatic leaders. These messages will exhibit their effects on followers' self concept by enhancing their self-esteem and self-worth and by increasing their sense of self and collective efficacy. Transformational leaders also create a sense of consistency between subordinates' self-concept and their actions on behalf of the leader and the collective. Such an impact on self-concept is very likely to be related to meaning dimension of psychological empowerment which is defined as congruence between requirements of a work role and employees' beliefs, values, and behavior (Spreitzer, 1995). In addition, individualized consideration and intellectual stimulation dimensions of transformational leadership are closely associated with psychological empowerment of employees, as stated before. In line with the theory, it is suggested

that transformational leadership would also be positively related to other two dimensions of psychological empowerment which are meaning and self-determination as well, which are, in turn, positively related to OCBs. These effects on followers, in turn, mediate the relationship between transformational leadership and OCBs (Shamir, House, & Arthur, 1993).

The relationship between paternalistic leadership and psychological empowerment as perceived by subordinates has not been investigated in the literature. However, in their cross-cultural study, Aycan et al. (2000) demonstrated the relationship between paternalism as a socio-cultural value and empowering managerial practices which is mediated by managerial assumption of obligation towards others. The results suggest that managers from a paternalistic socio-cultural context are more likely to engage in empowering supervision because they see empowering supervision as a means of fulfilling their obligation towards their subordinates. Moreover, the authors presented an additional explanation regarding this finding: Empowering practices of the leaders are expected to be related with psychological empowerment which, in turn, is expected to be related with OCBs. Accordingly, the following hypothesis is formulated:

Hypothesis 1: The relationship between transformational leadership (TL) and paternalistic leadership (PL) behaviors and OCBs is partially mediated in such a way

that TL and PL behaviors are positively associated with OCBs both directly and through the mediation of psychological empowerment.

2.4.1.2. Trust in Leader

Trust is defined as “a psychological state comprising the intention to accept vulnerability based upon positive expectations of the intentions or behavior of another” (Rousseau, Sitkin, Burt, Camerer, 1998, p. 395). Inelmen (2006) defined four factors that are required for building trusting relationship with supervisor which are competence, communication, consistency and credibility/integrity. Rather than being the indicator of professional job knowledge only, competence is argued to reflect a combination of traits such as decision making skills and personality. Communication is suggested to be the essential part of a trusting relationship. Consistency and credibility are very much related with subordinates’ perceptions about leaders’ integrity, morality, sense of justice and perceptions regarding the extent to which leader’s behaviors are consistent with what he or she says.

Similarly, Weichun, May, and Avolio (2004) argued that trust in leader has two main aspects: belief in behavioral consistency of the leader with his or her words and benevolence towards others. The authors also suggested that leaders who are trusted by their followers would be those who appreciate and protect the rights of their followers and who behave in a manner which allows others to benefit from their

actions. In addition, these types of leaders are proposed to sacrifice their personal interests to benefit the group or the team.

The literature provides substantial empirical evidence regarding the positive relationship between trust in leader and OCBs (e.g., Deluga, 1994b; Korsgaard, Whitener, & Brodt, 2002; Organ, Podsakoff, & MacKenzie, 2006; Wagner & Rush, 2000; Wong, Ngo, & Wong, 2003). Based on the Social Exchange theory (Vroom, 1964), Organ (1990) suggested that OCBs were effective means for employees to reciprocate the fair and supporting treatment by the organization. In line with this suggestion, Deluga (1994b) found that manager's trust-building behavior is positively associated with OCBs. Wagner and Rush reported that trust in management was positively related to altruism dimension of OCBs. Korsgaard, Whitener and Brodt (2002) found that managerial trustworthy behavior was positively related to OCBs among union workers in USA. Similar results were found in a different cultural context as well. Wong, Ngo, and Wong (2003) reported that trust in supervisor predicted OCBs among Chinese sample. Therefore the following hypothesis regarding the relationship between trust in leader and OCBs was formulated:

Hypothesis 2: Trust in leader is directly and positively related to OCBs.

The positive relationship between transformational leadership and trust has been well established in the literature (e.g., Konwsky & Pugh, 1994; Organ, Podsakoff, & Mackenzie, 2006; Pillai, Schriesheim, & Williams, 1999). A meta-

analysis by Dirks and Ferrin (2002) revealed that transformational leadership had a very strong relationship with trust in the leader. Moreover, Organ, Podsakoff and Mackenzie (2005) suggested that both core transformational leader behaviors and supportive behaviors of leaders are related to OCBs through trust in the leader. More specifically, trust was found to mediate the relationship of transformational and supportive leadership with sportsmanship, civic virtue and conscientiousness dimensions of citizenship behaviors.

As stated above, transformational leaders are willing to sacrifice their self-interests for the sake of the group, recognize and reward their subordinates' performance in a just manner and try to enhance their followers' performance as well as intellectual capacity (Pillai, Schriesheim, & Williams, 1999). Similarly, paternalistic leaders act like a "parental figure" who protect their followers; try to maximize group's benefit by creating a family atmosphere in workplace as well as enhance benefits of individuals by establishing individualized relationships with their subordinates and involving in non-work domains. These behaviors of transformational and paternalistic leaders are likely to be consistent with leader behaviors described to build trust among followers; which are appreciating and protecting rights of followers and behaving in a way that others would benefit (Weichun, May, & Avolio, 2004). Furthermore, especially in cultural contexts which are high on power distance (e.g., Turkey), status-related trust is prevalent (Aycan et al., 2000). That is, supervisors or leaders are trusted because employees tend to think that their supervisor know much

more than them and that is the reason why they are at the higher status compared to them. It is expected that both types of leadership are positively related to trust in leadership, which in turn, is positively associated with OCBs. Therefore, the third hypothesis is generated as follows:

Hypothesis 3: The relationship between TL and PL behaviors and OCBs is partially mediated in such a way that TL and PL behaviors are positively associated with OCBs both directly and through the mediation of trust in leader.

In addition to the direct relationship of transformational and paternalistic leadership behaviors with psychological empowerment, probability that subordinates of these leaders' would develop a sense of empowerment is likely to be enhanced by trust in leader. The literature suggests that trust in leader is associated with psychological empowerment. Trust is composed of thoughts about the leader's honesty and integrity. Also, employee ideas about the probability that a leader will take advantage of the employees are in scope of trust in leader (Dirks & Ferrin, 2002). If the employee trusts integrity, goodwill and honesty of the leader, he or she is likely to believe that information coming from the leader is accurate and the goals that are set by the leader should be committed. When trusting relationship is established, employees are more likely to feel that the work they carry out is meaningful. Similarly, having sense that they are provided by accurate and consistent information by their leader, subordinates would be more confident in their ability and competence

to do their job which would be reflected as the increase in their psychological empowerment. On the contrary, employees who do not trust in their leaders would be suspicious about the trustworthiness of information coming from their leaders as well as the accuracy of and integrity involved in decisions made by leaders about their effort and performance. These feelings are expected to negatively influence employee beliefs about their competence, self-determination, felt-meaningfulness of their jobs. Accordingly, the following hypothesis is formulated:

Hypothesis 4: TL and PL behaviors will be positively related to OCBs both directly and through a mediated pathway in which TL and PL leads to trust, which in turn, leads to psychological empowerment and results in OCBs.

2.4.1.3 Organizational Identification

Organizational identification (OI), which has received substantial attention especially in the last fifteen years (Riketta, 2005), is another intrinsic motivational state included in the present study. Organizational identification is defined as “the perception of oneness with or belongingness to the organization” (Riketta, 2005, p. 360). When employees identify themselves with the organization they work for, organizational membership constitutes a significant part of their self-concept. For example, in the extreme form, highly identified individuals introduce themselves as “X, from company Y” rather than telling only their name. In the modern era, the workplace has gained even more importance in the life of individuals and according to

Hogg and Terry (2000), organizational identification is much more important for many of us compared to other social categories we belong to.

Identification with the values and goals of the organization is suggested to be related to employee behaviors that are not specified by the formal work roles in earlier studies. For example, Katz (1964) argued that one's identification with the organization and internalization of the goals of the organization are very likely to result in discretionary behavior that benefits the organization. Although studies that investigate the relationship between organizational identification and OCBs exist (Christ, van Dick, Wagner, & Stellmacher, 2003; Feather & Rauter, 2004; Riketta, 2005), factors that contribute to identification of an employee with a specific organization has not been studied extensively (Epitropaki, 2003; Li, Xin, & Pillutla, 2002). The present research aims to expand the previous studies revealing the relationship between organizational identification and OCBs by investigating the role of leadership in the development of organizational identification.

Organizational identity has its roots in the Social Identity Theory (SIT) and its application to the organizational settings (Tajfel & Turner, 1985; cited in Shamir, House, & Arthur, 1993; p. 579; Haslam, 2001). SIT assumes that individuals categorize themselves as members of a particular category or group and this is a sufficient condition for them to discriminate against members of other groups or categories. According to the theory, people are motivated to gain or maintain a

positive self-esteem; self-esteem of individuals is partly dependent on their social identity; and need for a positive self-esteem results in the need for positive evaluations of the belonged group when compared to other relevant group.

There are four components of identification with a group which are cognitive, affective, evaluative, and behavioral (van Dick, 2001). The cognitive component refers to the knowledge of the membership to a particular group. Affective component refers to the emotional attachment to the group, whereas the evaluative component represents the connotation attributed to the group values. Finally, behavioral component describes the participation of the individual in in-group behaviors. Among these components, affective component is most likely to be related to work-related attitudes (van Dick, 2001).

It is reasonable to suggest that those who are highly identified with their organization are more likely to engage in voluntary actions that will benefit the organization such as OCBs. For example, civic virtue dimension of OCBs is particularly relevant to organizational identification in that behaviors defined under civic virtue dimension are those mostly directed towards the organization. Also, those who are highly identified with their work group want to contribute to group, its effectiveness and success; therefore, they are more likely to engage in altruistic behaviors towards their colleagues, and they are more likely to score high on

sportsmanship and courtesy dimensions which are related with group harmony and morale.

The findings of the study conducted by Christ, van Dick, Wagner, and Stellmacher (2003) support the notion of different foci of identification may be related to different organizational outcomes. The authors suggested that teachers can engage in extra-role behaviors at three different levels that correspond to three different foci of identification. The results supported the proposed model which assumed that career identification would be related to OCBs towards own qualification, identification with the team would be associated with OCBs towards the team and primary identification with the organization as a whole would be related to OCBs towards the organization. In another study with teachers, Feather and Rauter (2004) found significant positive correlations between organizational identification and OCBs.

Regarding the association between leadership style and organizational identification, there is a lack of research in the literature and various authors call for future research to explore these relationships (e.g., Christ et al., 2003; Riketta, 2005). Epitropaki (2003) suggested that factors that may contribute to organizational identification are remained an untouched area of research. The author assessed the relationship between transformational leadership, psychological contract breach and organizational identification. It is suggested that transformational leaders who prime the collective level of employees' self-identity will enhance identification with the

work unit and also they may be more likely to communicate the meaning, mission, vision and values inherent in the organization to their subordinates which, in turn, contribute to the development of organizational identity in their subordinates. Consistent with the hypothesis, transformational leadership was found to be an important predictor of organizational identification.

In a recent study, Connaughton and Daly (2004) argued that although multiple foci of identification have been investigated by researchers, what has been mostly assessed was *organizational identification* and its relationship with organizational outcomes. The authors suggested that identification with the leader is an important variable that has not been investigated enough. In the study, relationship between *identification with the leader* and four variables –trust, isolation, accessibility and information equity- was investigated. The results showed that trust and accessibility were positively related to identification with the leader. It is suggested that identification with the leader may have important implications for the organizations and future research should investigate whether outcomes of identification with the leader are similar to those of organizational identification.

According to the self-concept based motivational theory of charismatic leadership, transformational leaders make more references to values, moral justifications and collective identity compared to non-charismatic or non-transformational leaders (Shamir, House, & Arthur, 1993). These behaviors increase

the salience of the collective identity in followers' self-concepts. The leader behaviors specified above are also expected to increase the perception of oneness with or belongingness to the organization, as also mentioned by Epitropaki (2003). These effects on followers' self-concept are argued to lead to a high willingness to make personal sacrifices for the collective mission induced by the leader and to engage in OCBs.

Paternalistic leadership is also expected to enhance organizational identification. Bell and Menguc (2002) suggest that when employees feel that their contributions are valued and they are cared for their well-being, they will be more likely to see the values and goals of the organization as their own, which represents organizational identification. In fact, the authors report that when employees feel that their employer is highly supportive, they tend to see organizational gains and losses as their own. Paternalistic leaders show high level of support, care, protection, and nurturance to their subordinates, they are individually considerate to their subordinates and they create a family atmosphere in the workplace. Aycan (2006) suggested that these behaviors of paternalistic leaders are associated with employees' sense of identity as members of a one big family. By defining their self with the organizational membership and by accepting the organization as family, employees are expected to feel high level of organizational identification and identification with the work group.

Cheng et al. (2004) suggested that paternalistic leaders emphasize moral characters and behaviors. They are also defined as leaders acting in an unselfish way and setting examples for their followers. Paternalistic leaders expect their subordinates to accept the leader's values and norms, as well as to internalize these values as if they were their own (Cheng et al. 2004). This is likely to enhance personal identification with the leader as well as organizational identification.

The theory and the empirical evidence suggest that both paternalistic and transformational leadership styles are likely to be related to three foci of identification (i.e. organizational identification, team or work group identification and identification with the leader). It is argued here that, in order to grasp the concept of overall organizational identification, these three foci of the construct should be included to the concept. Therefore, overall organizational identification level is defined as the average level of these three targets of identification. In line with the findings specified above, the third hypothesis is generated:

Hypothesis 5: The relationship of TL and PL behaviors with OCBs is partially mediated, in such a way that TL and PL behaviors are positively associated with OCBs both directly and through the mediation of organizational identification.

Similar to its role in the relationship between leadership style and psychological empowerment, trust is also expected to influence the effect of leadership on organizational identification. Tseng, Chen and Chen (2005) suggested

that whether an employee would develop a sense of identification with the organization depends on his or her relationship with his or her supervisor. Trust is a key element in supervisor-subordinate relationship and in the absence of trust both parties would work for protecting their own interests rather than for team effectiveness and interests of group or organization.

It is argued that since it is difficult for subordinates to grasp organization as a whole organization regarding organizational norms, attitudes and rules, immediate supervisors' behavioral and attitudinal patterns are taken to stand for the organization. When the leader is perceived as being trustworthy and dependable, sense of trust is gradually converted into consideration, sharing and a sense of identification (Huo, Smith, Tyler, & Lind, 1996). Sense of identification with the leader is often turned into identification with organization as a whole (Huo, Smith, Tyler, & Lind, 1996; Tseng, Chen, & Chen, 2005). Therefore, transformational and paternalistic leaders are likely to foster organizational identification through trusting relationship they provide. In line with these propositions, the next hypotheses are generated as follows:

Hypothesis 6: TL and PL behaviors will be positively associated with OCBs both directly and through a mediated pathway in which TL and PL behaviors lead to trust, which in turn, leads to organizational identification and results in OCBs.

2.4.2 Extrinsic Motivational States

2.4.2.1 Instrumentality

Another topic related to OCBs that has recently gained importance is instrumentality. Instrumentality belief refers to “the belief that OCBs are, in general, worthwhile and valued by others” (Hui, Lee, & Rousseau, 2004, p. 315) and they will be associated with desired tangible and/or intangible outcomes. For example, in an attempt to explore the underlying motivational mechanisms of OCBs, Levy and Haworth (2001) found that perceptions of procedural justice and the performance appraisal system in organizations interact with OCBs. Among the subjects, those who believe that organizational citizenship behaviors are worthwhile (i.e. bring direct and indirect rewards), tended to engage in more OCBs.

In another study, Hui, Lam, and Law (2000) found a positive relationship between perceived instrumentality of OCBs and OCBs. The results showed that OCBs were positively related to promotion decisions. Perceived instrumentality of OCBs for promotion was positively related to OCBs performed prior to the promotion decision. The authors predicted that OCBs would lose their instrumentality after promotion and employees would reduce their OCBs after promotion, the results supported this hypothesis. These results suggest that when employees perceive OCBs as instrumental for the rewards they value, they are more likely to perform OCBs.

Although instrumentality is a widely investigated construct in the literature in relation to the Expectancy Theory (Vroom, 1964), there is lack of research that investigates the relationship between leadership style and instrumentality beliefs of subordinates regarding different work attitudes and behaviors. Subordinates' perceptions of instrumentality of OCBs may be influenced by the behaviors and leadership style of supervisors, who evaluate subordinates' performance and reward them. Teas (1982) reported that the magnitude of the instrumentality estimates is positively related to employees' personality, leadership style, communication (i.e. performance feedback and participation), and task characteristics. Also, Dellva, Wackel, and Teas (1985) found that positive participation was positively linked to instrumentality. Pool (1996) found that there is a significant relationship between instrumentality beliefs and leadership style that clarifies the goals and objectives. Clearly there is need for further research that will investigate how instrumentality beliefs regarding OCBs are affected by different leadership styles.

Another issue related to instrumentality beliefs regarding OCBs is that employees may experience conflict when they perceive that OCBs are instrumental to gain desired outcomes from one source (i.e. the leader) but not from another (i.e. work group or co-workers). Ehrhart and Naumann (2004) argue that the social cues regarding the acceptability of OCBs is mainly one's work group and the more OCBs are perceived as acceptable among the work group, the more likely that individuals engage in OCBs. In addition, the group leader may play an important role in the

process by which group-prescribed norms of OCBs develop (Ehrhart & Naumann, 2004). The authors suggest that transformational leaders who transform employees' values such that their goals are matched with those of work group and organization are more likely to strengthen the relationship between manager-prescribed norms and group-prescribed norms regarding OCBs. In this condition, employees are not likely to experience conflict. However, some argue that OCBs are very similar to influence tactics (Bolino, 1999) and they may be perceived as an impression management tactic such as ingratiation by co-workers. In this case, those who perform these behaviors may be exposed to cynicisms, criticisms or exclusion from the work group. Therefore, although employees perceive that OCBs are instrumental to get rewards from their supervisors, they may withdraw these behaviors in order to avoid social sanctions from their work group.

In the literature, transformational leader behaviors are compared mostly with transactional leader behaviors. Transactional leader behaviors are defined as focusing on short-term needs of employees, guide or motivate their followers in the direction of established goals by clarifying role and task requirements; defining their relationships with subordinates by contingent rewards and punishments; and being reactive rather than proactive (Koh, Steers & Terborg, 1995; Robbins, 2003). Although these two types of leader behaviors has been conceptualized as competing behaviors, it is important to note that, "transformational leadership does not detract from transactional, rather it builds on it, broadening the effects of the leader on effort and

performance” (Bass & Avolio, 2001, p. 22). Focusing on transactions or exchanges in subordinate-leader relationship reflects a “managing” approach to leadership. In fact, performing transactional behaviors is argued to be only a base for effective leadership. Transformational leaders may also encourage OCBs among employees through transactional leader behaviors they perform by stimulating extrinsic motivational processes. They clearly define contingent rewards and communicate clearly information regarding which employee behaviors are desired by them and will be rewarded and which ones are undesired and will be punished. Although to a limited extent, making this contingent-reward relationship salient in the workplace is likely to encourage employees to pay heightened attention to behaviors desired by their leaders. OCBs are among the mostly desired behaviors by managers (e.g., Ehrhart & Naumann, 2004; Werner, 1994). Therefore, it is very likely that transactional leader behaviors encourage employee OCBs by clearly providing a clear communication of the expectancy regarding these behaviors and both tangible and intangible outcomes contingent on OCBs.

It is suggested that when transformational leaders engage in transactional behaviors, they emphasize contingent rewards related to OCBs and communicate that OCBs are instrumental for obtaining rewards. This way, they may increase the likelihood that employees will perform OCBs. Furthermore, transformational leaders aim to enhance the teamwork climate where subordinates feel responsibility towards the group, share a mission and spend effort to accomplish that mission. In such a work

climate, it is likely that co-workers appreciate rather than criticize OCBs which would enhance both interpersonal relationships in the team and work performance.

Therefore, transformational leadership behaviors are likely to increase OCBs through their influence on instrumentality beliefs regarding OCBs which are related to work group.

Paternalistic leaders act as a role model for their followers as a benevolent parent figure who helps and guides his followers (Sinha, 1995) in both work and non-work domains (Aycan, 2006). They also encourage self-sacrificing behavior that benefits the organization and the work group (Sinha, 1995). Performing these behaviors paternalistic leaders convey the message that altruistic behaviors are valued and appreciated. In turn, the salience of instrumentality of these kinds of behaviors for getting approval and appreciation from the paternalistic leader is increased.

Appreciation and approval by the paternalistic leader are powerful rewards for their followers who need his/her guidance, protection and care. Furthermore, loyalty is a more important criterion in employees' evaluation than task performance for paternalistic leaders and, for employees, engaging in OCBs is a very good way of demonstrating loyalty to the leader. Moreover, paternalistic leaders are likely to encourage the subordinates to recognize discretionary behavior performed by their peers. They emphasize the importance of the family atmosphere in the workplace. Just like family members appreciate benevolent and helpful behaviors that benefit the family rather than criticize such behaviors, employees are expected to recognize each

other for these kinds of acts. Therefore, both instrumentality beliefs related to leader and workgroup are suggested to mediate the relationship between paternalistic leadership behaviors and OCBs as well.

Hypothesis 7a: The relationship of TL and PL behaviors with OCBs is partially mediated, in such a way that TL and PL behaviors are positively related to OCBs both directly and through the mediation of instrumentality beliefs related to the leader.

Hypothesis 7b: The relationship of TL and PL behaviors with OCBs is partially mediated, in such a way that TL and PL behaviors are positively related to OCBs both directly and through the mediation of instrumentality beliefs related to the workgroup.

2.4.2.2 Impression Management

Impression management (IM) refers to the process in which individuals try to manage their images in the eyes of the others (Bolino, 1999). As a motive IM is referred as the desire to avoid looking bad to co-workers and supervisors and to obtain rewards (Penner & Filkestein, 2004). Impression management theorists (e.g., Leary & Kovalsky, 1990) argue that to be viewed positively and to avoid to be viewed negatively by others is one of the primary human motives. This motivation, of course, may be a source of a variety of behaviors performed in organizational settings, where people are in a community (i.e. work group). In addition, in an organizational setting there exists at least one person by whom an employee would particularly desire to be

viewed in a favorable way: his or her supervisor or leader who provides him or her the desired outcomes.

Bolino (1999) argues that OCBs defined in the literature are in fact similar to impression management tactics. Moreover, the author suggests that individuals who frequently perform OCBs may be motivated by self-interest rather than other-interest; however, although researchers are aware of this fact, the literature lacks studies assessing the relationship between impression management and OCBs. The author proposed an impression management model of OCBs in which impression management motives and traditional motives both affect OCBs. Traditional motives refer to social exchange or personality. In this model OCBs result in two different outcomes which are organization/work group effectiveness and image of good organizational citizen. The model suggests that audience perception of motive behind the OCBs moderates the relationship between OCBs and resulting image of good citizen. However, the literature also suggests that "...impression-management theory does not imply that impressions created by individuals are necessarily false" (Bolino, 1999, p. 85). For example, one's desire to be viewed as committed to his or her organization does not necessarily mean that s/he is not actually committed to the organization. Therefore, the author argues that employees who engage in OCBs may not be solely motivated by their impression management motives.

Similar to the effect of instrumentality, Bolino (1999) proposed that individuals are more likely to manage their impressions when impressions are perceived as instrumental to achieve the desired outcomes. Hence, it is suggested that employees may be more likely to perform OCBs when they perceive that OCBs are positively evaluated by people who provide the desired outcomes. In addition to that, Bolino (1999) argued that when in-role performance is not salient in the organizational context or the person's control over the in-role or task performance is limited, he or she would be more likely to perform OCBs in order to enhance his or her image and differentiate his or her performance from those of others.

In a study assessing the effects of different motives for performing OCBs, Rioux and Penner (2001) identified three motives: prosocial values, organizational concern and impression management. The findings showed that organizational concern explained the highest variance in OCBs towards the organization and prosocial values accounted for the highest variance in OCBs towards the individuals. However, the effect of impression management on OCBs was found to be small and insignificant compared to other motives. Penner and Filkestein (2004) replicated that study by redefining IM motive as the desire for extrinsic rewards and by revising the IM scale. The findings revealed that IM has a significant but weak relationship with overall OCBs. In addition, IM was found to be correlated significantly with OCBs towards specific individuals but not with OCBs directed towards the organization.

The existing literature about the relationship between leadership and impression management is concentrated on the impression management tactics and the frequency of their use by the different types of leaders. Unfortunately, there is no research that investigates the relationship between certain leadership styles and their effects on the employees' impression management tactics. However, in an early research Molstad (1988) found that when faced with strict managerial and technological control and managerial authority, industrial brewery workers tend to use impression management as a strategy to take back the control over their job. This is in line with the proposition presented by Bolino (1999) regarding the effect of the nature of the job on OCBs that are performed to manage impressions. It is also an important finding showing that perceived managerial authority and control may be positively related to the level of impression management tactics used by the subordinates.

Transformational leaders who show individualized consideration, intellectual stimulation, and who empower and challenge their employees for their self development may not seem very likely to evoke impression management motives on the part of the followers for performing OCBs because these behaviors are more likely to be related with intrinsic motivational states. However, as stated in the previous section, transformational leaders engage in transactional leader behaviors to some extent as well. Moreover, idealized influence and inspirational motivation dimensions of transformational leadership are associated with enhanced identification, dependency, commitment and reciprocity on the part of their followers. Consistency of

their feelings with their impressions is expected to be an important issue for the followers and they are likely to manage their impressions so that they are perceived as those who are dependent and committed to the organization and identified with the organization. That is, employees are likely to have a strong desire for being viewed as an ideal employee defined by their leaders and this may increase their motivation to manage their impressions which result in actual behaviors of organizational citizenship. Nevertheless, intrinsic motivational processes are expected to play a bigger role in the relationship between transformational leadership and OCBs than extrinsic motivational processes.

On the other hand, followers of paternalistic leaders strive for showing their loyalty to their leader and reciprocate their leaders' nurturing, caring and self-sacrificing behaviors in a similar way. However, just like striving for a parent's love and approval (Sinha, 1995) each employee wants to be the one that is loved and cared the most. Moreover, it is very important for followers of the paternalistic leader to avoid criticisms from the leader and to refrain from harming the caring and nurturing relationship formed with the leader. Finally, the paternalistic leader values loyalty and deference more than task performance. Hence, employees' loyalty plays a greater role than task performance in the performance appraisals of the leader. This is expected to result in employees' desire for managing their impressions so that they are positively evaluated by the leader. Therefore, paternalistic leader behaviors are also expected to foster impression management motives of employees.

Hypothesis 8: The relationship of TL and PL behaviors with OCBs is partially mediated, in such a way that TL and PL behaviors are positively associated with OCBs both directly and through the mediation of impression management.

In conclusion, both intrinsic and extrinsic motivational states are expected to have mediating roles in the relationship of transformational and paternalistic leadership behaviors with OCBs. Since OCBs are defined as discretionary behaviors that benefit the organization, they are expected to result from intrinsic motivational states. Furthermore, OCBs are included in both formal and informal performance appraisal systems (Morrison, 1996). These behaviors are increasingly valued and taken into consideration by supervisors during the performance evaluation processes (Morrison, 1996). Therefore, performing OCBs is instrumental for achieving both the monetary (e.g., promotion) and non-monetary (e.g., recognition and praise by the leader) rewards, suggesting that employees are likely to engage in OCBs also because of extrinsic motivational processes. However, the leader's influences over subordinates' intrinsic motivations are expected to be greater than his/her influences over extrinsic motivations especially in a cultural context like Turkey in which interpersonal relationship with the leader is highly valued (Aycan, 2006). Moreover, the literature provides substantial empirical evidence suggesting that leadership has positive effects on intrinsic motivations (e.g., Kark, Shamir, & Chen, 2003; Özaralli, 2003; Pillai et al., 1999; Riketta, 2005). Therefore, the last hypothesis is formulated:

Hypothesis 9: The mediating effects of intrinsic motivational states in the relationship of leadership behaviors with OCBs will be greater than the mediating effects of extrinsic motivational states.

2.5 Moderating Variable in the Relationship between Paternalistic Leadership and Motivational Processes: Vertical Collectivism (VC)

Collectivism and individualism are cultural value systems that reflect shared norms, roles, and attitudes (Triandis, Chan, Bhawuk, Iwao, & Sinha, 1995) as well as the relative emphasis people give to personal interests and to shared benefits (Wagner, 1995). Collectivism represents a condition in which priority is given to the needs and interests of the group rather than personal interests and demands of individuals. Individualism, on the other hand, is the condition when the needs of the individuals are given greater importance than that of the group.

As stated in the previous sections, unlike transformational leadership, paternalism is a culture-specific construct and it is mostly prevalent in cultural contexts that are high on collectivism and power distance (Aycan et al., 2000). This kind of an orientation in collectivism which emphasizes vertical social relationships is referred as *Vertical Collectivism* (VC) (Triandis & Gelfand, 1998). Differences in status (e.g. as reflected in caste system in India), but also strong obligation to the family create a vertical collectivistic culture (Triandis, 1996). In vertical collectivism, people easily submit to the authority, emphasize the coherence and the benefits of the

group, and “if in-group authorities want them to act in ways that benefit the in-group but cause extremely distasteful to them, they submit to the will of those authorities” (Triandis & Gelfand, 1998; p. 119).

In a study conducted in China which has a highly collectivistic cultural context, Cheng et al. (2004) found that subordinates’ traditionality has a moderating effect on their responses of identification, compliance and gratitude in response to paternalistic leadership. Aycan (2006) compared preference of paternalistic leadership in Netherlands and Turkey. She found that employees in Turkey scored higher on vertical collectivism than those in Netherlands and; therefore, indicated a stronger preference for paternalistic leadership.

Since PL behaviors reflect an orientation to the management characterized by high collectivism and high power distance, it is very likely that subordinates who score high on vertical collectivism would be more pleased to work with a paternalistic leader and are more likely to be intrinsically motivated by paternalistic leadership style than those who score low on vertical collectivism. On the other hand, those who are low on vertical collectivism would be less likely to perceive fit between their values and style of paternalistic leaders and internalize their leaders’ values or mission. In turn, they perform desired behaviors mostly to please their leaders and to obtain desired rewards. Therefore, they are more likely to be extrinsically motivated

by their leaders' paternalistic behaviors than those who score high on vertical collectivism.

However, one of the extrinsic motivational states included in the present study is instrumentality related to the leader. Operational definition of the construct includes type of response given by the leader to OCBs (i.e. whether s/he criticizes or recognizes this kind of behaviors) and the degree of these responses. As stated before, employees who have highly vertical collectivistic values and who like paternalistic style of their managers are also expected to appreciate the recognition coming from their leaders in return for OCBs they perform. Therefore, they are also more likely to be motivated by the instrumentality related to the leader than those who are low on vertical collectivism. On the other hand, employees who score low on vertical collectivism would be more likely to be motivated by impression management than their highly vertical collectivistic peers when their leader is highly paternalistic. In line with these propositions, the next hypotheses are generated as follows:

Hypothesis 10a: The relationship between PL behaviors and psychological empowerment is moderated by VC in such a way that those working with highly paternalistic leaders and score high on VC are more likely to feel psychological empowerment compared to those working with less paternalistic leaders and scoring low on VC.

Hypothesis 10b: The relationship between PL behaviors and organizational identification is moderated by VC in such a way that those working with highly paternalistic leaders and score high on VC are more likely to feel organizational identification compared to those working with less paternalistic leaders and scoring low on VC.

Hypothesis 10c: The relationship between PL behaviors and instrumentality related to the leader is moderated by VC in such a way that those working with highly paternalistic leaders and score high on VC are more likely to perceive the instrumentality related to the leader compared to those working with less paternalistic leaders and scoring low on VC.

Hypothesis 10d: The relationship between PL behaviors and impression management is moderated by VC in such a way that those working with highly paternalistic leaders and score low on VC are more likely to engage in impression management compared to those working with less paternalistic leaders and scoring high on VC.

2.6 Control Variable: Social Desirability

It was suggested that social desirability might influence the self-ratings of motivational processes, trust in leader, and OCBs as well as ratings given for the paternalistic and transformational leadership behaviors of the leaders. Therefore, the proposed model was tested controlling for social desirability of the participants.

CHAPTER 3

METHOD

3.1 The Pilot Study: Comparison of Self- and Supervisory-Ratings of OCBs

In the literature, two types of data collection methods were employed to assess OCBs. The first is the matched-sample procedure in which data regarding OCBs performed by employees are provided by their managers and data regarding other variables in scope of research are provided by employees themselves. This method aims to prevent common method bias and inflated ratings of OCBs (Podsakof & Organ, 1986). It is suggested that differing ratings from various sources of information do not mean lack of accuracy or bias in ratings coming from any one source; rather, these differences may result from many causes ranging from differences in opportunity to observe these behaviors to attributed attitudes to such acts (Allen, Barnard, Rush, & Russell, 2000; Khalid & Ali, 2005). In that sense, Allen et al. (2000) suggest that self-ratings to be higher than supervisory ratings do not imply that they are less valid evaluations than ratings given by managers. In line with these suggestions, many studies in the recent literature employed the second method used in OCBs research: self-report procedure (e.g., Alge, Ballinger, Tangirala, & Oakley, 2006; Bachrach, Powell, Bendoly, & Richey, 2006; Blakely, Srivastava, & Moorman,

2005; Burroughs & Eby, 1998; Joireman, Kamdar, Daniels, & Duell, 2005; Riketta & Landener, 2002; Riketta & Landener, 2005)

In order to examine the extent to which supervisory-ratings and employees' self-ratings of OCBs were statistically different from each other, the present research started with a pilot study in which a matched-sample procedure was employed. Thirty-seven white-collar employees and their immediate supervisors from three different provinces, İstanbul, Ankara, and İzmir, were contacted. Data regarding OCBs, leadership style, psychological empowerment, organizational identification, team identification, and identification with the leader, instrumentality, and impression management were collected from the subordinates. In addition, participants were asked to complete Social Desirability scale as well as to provide demographic information (i.e. gender, age, tenure at the current position, tenure with the immediate manager, type of job, and education level). Supervisors were asked to provide data regarding OCBs of the selected subordinates as well as demographic information about themselves. The sample characteristics (age, gender, positional tenure, and tenure with the current manager) were similar to the characteristics of the sample of the main study.

In order to assess whether employee and supervisory ratings of OCBs were significantly different from each other, a paired sample t-test was carried out. The results showed that ratings coming from these two sources were not different from

each other ($t(31) = -1.55, p = .131$). Based on to the paired samples t-test results and due to time and financial constraints, the self-report data collection procedure was opted for the main study.

3.2 Participants and the Procedure

Data were obtained from a sample of 251 white-collar employees from 49 different organizations operating in construction, education, tourism, real estate, information technologies, printing, health, and human resource management and consulting sectors. In order to increase variance and representativeness of the sample, data were collected from six different cities located in five different regions of Turkey: Istanbul, Ankara, Izmir, Antalya, Kocaeli and Ağrı.

Data were collected using multiple sampling strategies. First, subjects were recruited through personal contacts of the researcher and through the contacts of the researcher's colleagues. Data from İstanbul, Ankara, and İzmir were collected personally by the researcher through these two methods. Second, the alumni of psychology department of Koç University were contacted via e-mail and were informed about the study, data from Antalya, Kocaeli and Ağrı were provided by this recruitment channel. The surveys were sent in open envelopes which also included informed consent forms and the participants were asked to send the completed forms. The questionnaires were either directly sent to the researcher or to the contact person

in closed envelopes. The overall response rate was 80 %. Participation was voluntary; the participants were assured of confidentiality by the researcher.

Out of 251 surveys returned, 12 were eliminated due to extensive missing data. The statistical analyses were carried out with the remaining 239 surveys.

The demographic characteristics of the sample are presented in Table 3.1. The participants were generally young adults at their 30s. The sample was balanced in terms of gender. Overall, the participants were well-educated. Tenure with the current manager was high; therefore, employees had enough opportunity to observe their immediate supervisors for providing accurate information regarding their leadership styles.

3.3 Measures

The survey consisted of eleven scales and a separate section in which demographic information regarding the participants' gender, age, education, tenure at the current position, tenure with the current immediate manager, schedule of the job (whether part-time or full-time), and contract type of job (whether permanent or temporary) were assessed (Appendix 1). Both paternalistic and transformational leadership behaviors are likely to be performed by the same leader as suggested by the strong association between these two leadership behaviors (Gelfand, Erez, & Aycan, 2007). Therefore, the participants rated the PL and TL behaviors of the same leader.

Table 3.1

Demographic characteristics of the participants

Demographic Characteristics of the Participants		
Age	<i>M</i>	32.01
	<i>SD</i>	9.04
Gender (%)	Male	50.60
	Female	49.40
Education (%)	Secondary school	3.90
	High school	28.60
	Academy	13.0
	University	43.30
	Graduate School	11.30
Positional Tenure (years)	<i>M</i>	5.86
	<i>SD</i>	6.42
Tenure with Manager (years)	<i>M</i>	3.62
	<i>SD</i>	4.13
Location (%)	İstanbul	31.0
	Ankara	47.7
	İzmir	5.1
	Antalya	2.5
	Kocaeli	2.5
	Ağrı	11.2
Sector (%)	Service	57.7
	Manufacturing	34.8
	Mixed sectors (Holdings)	7.5

Organizational Citizenship Behaviors (OCBs). OCBs were assessed by the Organizational Citizenship Behaviors Scale developed by Podsakoff, MacKenzie, Moorman, and Fetter (1990). The scale consisted of five dimensions of OCBs: Altruism, Conscientiousness, Sportsmanship, Courtesy, and Civic Virtue. The number of total items was 24 and responses were obtained using a 7-point Likert type scale ranging from “1 = strongly disagree” to “7 = strongly agree. The higher the score obtained from this scale, the higher the organizational citizenship behavior. Altruism included 5 items and a sample item was “Helps others who have heavy workloads”. Conscientiousness dimension was based on 5 items, including “Obeys company rules and regulations even when no one is watching”. Sportsmanship was measured by 5 items all of which were reverse coded, and a sample item was “Consumes a lot of time complaining about trivial matters”. Courtesy was based on 5 items, including “Takes steps to try to prevent problems with other employees”. Civic virtue was based on 4 items and a sample item was “Attends meetings that are not mandatory, but are considered important”.

Podsakoff et al.’s (1990) OCBs scale has been used in most of the research up to date (e.g., Lam, Hui, & Law, 1999; Moorman, 1991; Moorman, 1993). Coefficient alpha for overall OCBs scale was reported to be $\alpha = .94$ (Fields, 2002). The translation process of the scale into Turkish was completed as part of a larger research project carried out at Koç University (Bayazit, Aycan, Aksoy, Göncü, & Öztekin, 2006). The

translated scale was subjected to the pilot study and it was reported that the scale had face validity.

Paternalistic Leadership. Paternalistic leadership was measured by the Paternalistic Leadership Scale developed by Aycan (2006). The scale involved 21 items assessing paternalism in five dimensions: Family atmosphere at work, individualized relationships, involve in employees' non-work lives, loyalty expectations, status hierarchy and authority (Appendix 4). Family atmosphere at work was based on 5 items, including "Behaves like a family member (father/mother or elder brother/sister) towards his / her employees." Individualized relationships dimension was assessed by 4 items, including "Places importance to establishing one-to-one relationship with every employee." Involve in employees' non-work lives was based on 4 items, including "Attends special events of employees (e.g., weddings and funeral ceremonies, graduations etc.)". Loyalty expectation was based on 3 items, including "Expects loyalty and deference in exchange for his or her care and nurturance." Status hierarchy and authority was based on 5 items, including "Asks opinion of employees about work-related issues, however, makes the last decision himself or herself." Responses were obtained on a 5-point Likert scale from "1 = strongly disagree" to "5 = strongly agree". Higher score indicated highly paternalistic leader. Aycan (2006) reported a Cronbach's alpha of the measure $\alpha = .87$.

Transformational Leadership. Subordinate-rater form of Multifactor Leadership Questionnaire (MLQ–Form 5X; Avolio, Bass, & Jung, 1999) was used to measure transformational leadership. The questionnaire consisted of 20 items covering four dimensions – idealized influence, individualized consideration, intellectual stimulation, inspirational motivation- and participants rate each item using a 5-point Likert scale ranging from “0 = not at all” to “4 = frequently, if not always”. Higher score indicated having a highly transformational leader. Idealized influence dimension was based on 8 items, including “He/she instills pride in those he/she leads in being associated with him/her”. Individualized consideration was measured with 4 items, including “He/she spends time teaching and coaching those he/she leads”. Intellectual stimulation was based on 4 items, including “He/she gets those he/she leads to look at problems from many different angles”. Inspirational motivation dimension was based on 4 items, including “He/she talks optimistically about the future”. Up to now, MLQ has been used in many studies conducted in different organizational and cultural settings (e.g., Felfe & Schyns, 2004) and yielded Cronbach’s alpha over .70 (Avolio, Bass, & Jung, 1999). A standardized and validated Turkish version of MLQ-Form 5X was available (<http://www.mindgarden.com/products/mlqr.htm>).

Trust in Leader. The “trust to supervisor scale” developed by İnelmen (2006) in Turkish was used to assess trust in leader. The scale involved eight items that were aimed to assess trustworthiness, positional power, fairness in performance evaluation, protection and loyalty of subordinates. A self-administered questionnaire that involved

subscales of trust to supervisor, communication, competence, consistency and credibility/integrity was given to 120 participants employed in high-end hotels. The responses were obtained by using 6-point Likert scale ranging from “1 = strongly disagree” to “6 = strongly agree”. The results showed that scores of four theoretical dimensions of trust in leader (i.e. communication, competence, consistency, and credibility) were significantly and positively correlated with the scores in the trust in supervisor scale. Inelmen (2006) reported an internal consistency to be $\alpha = .82$.

Psychological Empowerment. Psychological empowerment was measured using Spreitzer’s (1995) Empowerment at Work Scale. The scale consisted of 12 items covering 4 dimensions of PE which were: meaning, competence, self-determination, and impact. Each of the four dimensions was measured with 3 items and the sample items were as follows: “The work I do is meaningful to me” (meaning); “I have mastered the skills necessary for my job” (competence); “I can decide on my own how to go about doing my work” (self-determination); “I have significant influence over what happens in my department” (impact). Responses were obtained using a 7-point Likert-type scale ranging from “1 = strongly disagree” to “7 = strongly agree” and higher score indicated higher psychological empowerment. Coefficient alpha for overall empowerment was reported to range between $\alpha = .62$ and $.72$ (Fields, 2002; Spreitzer, 1995). The scale was translated into Turkish by Bayazit et al. (2006).

Organizational Identification (OI). Mael and Ashforth's (1992) measure of OI was used in the present study. The scale consisted of 6 items that were rated on a 5-point Likert Scale ranging from "1 = strongly disagree" to "5 = strongly agree". Higher scores indicated higher level of identification. The sample item was "This organization's successes are my successes". According to Mael and Ashforth (1992) the coefficient alpha of the scale ranged from $\alpha = .81$ to $.89$. The original six-item OI scale was translated into Turkish by Bayazit et al. (2006).

Team Identification and Personal Identification with the Leader were measured by adapting the wording of the OI scale. Item 6 in the organizational identification scale which was "If a story in the media criticized the organization, I would feel embarrassed" was excluded while adapting the scale to team identification scale because the item would not be logical when the target of the criticism is work group. Also, Item 3 in the original scale which was "When I talk about this organization, I usually say 'we' rather than 'they'" was excluded while adapting organizational identification scale to personal identification with the leader scale because of the same reason. The overall identification score was calculated by taking the average of the scores of these three dimensions, higher score indicated higher level of overall identification with the organization.

Instrumentality. Instrumentality beliefs scale developed by Hui, Lee, and Rousseau (2004) was included in the study. The scale was developed in order to assess

participants' instrumentality beliefs regarding OCBs. It is composed of 5 items and the participants were asked to report their perceptions about the extent to which their immediate supervisors recognize subordinates engaging in described behaviors. A sample item was "go well beyond the minimum role requirements of the organization" and the response scale was a 6-point Likert scale ranging from "1 = strongly disagree (that my immediate supervisor would highly value employees who were willing to engage in this behavior)" to "6 = strongly agree (that my immediate supervisor would highly value employees who were willing to engage in this behavior)". The authors reported that the scale reliability was $\alpha = .92$ (Hui, Lee, & Rousseau, 2004).

The outcome that was related to performance of OCBs was "recognition" by the supervisor in the original scale. However, in the present study it is suggested that OCBs may also lead to loss of desired rewards or sanctions depending on the context and/or the source of interaction. For example, it is possible that in organizations with pressure to produce climates, employees engaging in OCBs can be criticized by their supervisors. Therefore, the rating scale was modified so that the responses ranged from "-2 = criticize to a great extent" to "+2 = recognize to a great extent". The original items in the Hui, Lee, and Rousseau (2004) instrumentality scale were translated into Turkish as a part of a research project by Bayazit et al. (2006). In recognition that conflicting messages can be received from the leader and the work group, same items were asked for the workgroup as well. That is, OCBs may be

recognized by the leader, but may elicit criticisms from the members of the work group because, for example, they may be perceived as ingratiation to the leader.

Impression Management. The measure developed by Rioux and Penner (2001) were used to assess impression management beliefs. Participants were asked how much important it was to perform specified behaviors in the scale for them. The scale consists of 8 items and a sample item was “to avoid looking bad in front of others”. The responses were obtained on a 6 point scale ranging from “1 = not important for me at all” to “6 = very important for me” and higher score indicated higher impression management motive. Rioux and Penner (2001) reported a scale reliability of $\alpha = .89$.

Vertical Collectivism. Vertical Collectivism Subscale provided by Triandis and Gelfand (1998) which included 4-items was used. The scale was a part of individualism/collectivism scale included 16 items assessing four sub-dimensions; namely, horizontal individualism, vertical individualism, horizontal collectivism, vertical collectivism. Since the variable of interest in the present study was vertical collectivism, this subscale was included in the survey. Turkish items were also available (Ayca, 2006). A sample item was “Family members should stick together, no matter what sacrifices are required”. The responses were given on a 6-point Likert Scale ranging from “1 = strongly disagree” to “6 = strongly agree”. High scores meant high vertical collectivism orientation. Ayca (2006) reported a scale reliability of $\alpha = .68$.

Social Desirability. Short form of the Social Desirability Scale developed by Crowne and Marlow (1964) was used in the present study to assess social desirability motives of participants. The scale consisted of 10 items and the answers were in “true-false” format. A sample item was “I have never intentionally said something to make someone upset”. Higher scores on the scale reveal that respondents have a higher need to be socially desirable. The Turkish version of the scale has been used in a study by Aycan and Eskin (2005) and the internal reliability of the scale was $\alpha = .83$.

CHAPTER 4

RESULTS

4.1 Reliability and Validity Estimates of Study Measures

Prior to the computation of scale scores and test of hypotheses, reliability and validity analyses of the study measures were carried out. Principle component factor analysis with Varimax rotation was used to test the construct validity of the measures. Cronbach's alpha was used as the estimate of reliability.

Organizational Citizenship Behaviors (OCBs). OCBs items were factor analyzed and loaded on seven factors explaining 59 % of variance (Appendix 2a). The emergent factor structure did not exactly replicate the theoretical structure. The first factor included items from courtesy, sportsmanship and courtesy dimensions. The second factor overall was representing the conscientiousness dimension. The third factor represented sportsmanship dimension whereas the fourth factor included items of altruism. Factor loadings of the remaining factors were generally unrepresentative of the dimensional structure. It is not surprising that items did not replicate the same factor structure since previous research also suggests that dimensions that are argued to be a part of OCBs vary depending on the cultural context (Gelfand, Erez, & Aycan, 2007). For example, Farh, Earley, & Lin (1997) found that although altruism, conscientiousness, identification were dimensions of OCBs that replicated across

cultures, dimensions of sportsmanship and courtesy were not found in the Taiwanese sample.

In order to find out the reasons for the problematic factor structure in the present study, the item-total correlations were examined. The results suggested that item-total correlation of the third item was low (.101). When the third item was excluded from the analysis, the factor structure was quite consistent with the theoretical structure (Appendix 2b). The seven items from civic virtue, courtesy and altruism dimensions were loaded on the first factor. The second factor represented the sportsmanship dimension and included all four items. The third factor included all three items of the conscientiousness dimension and one item from civic virtue dimension. All four items of the altruism dimension were loaded on the fourth factor. The fifth factor included two items of civic virtue dimension. Two items of conscientiousness dimension were loaded on the sixth factor. The variance explained by six-factors was 55.4 %. A composite score of OCBs was computed after excluding the third item. The internal consistency of the scale was $\alpha = .84$.

Paternalistic Leadership. Items of the paternalistic leadership scale were loaded on five factors explaining 62 % of the total variance (Appendix 3a). Among the 21 items, 12 items that were representative of five theoretical dimensions of the construct were loaded on the first factor. In line with the recommendation of Aycan (2006), the short form of the paternalistic leadership comprising these 12 items and

representing the five dimensions of the construct was used in the present study. A second factor analysis with these 12 items revealed that all items were loaded on a single factor explaining 53% of the total variance (Appendix 3b). Reliability of the scale including these 12 items was $\alpha = .92$.

Transformational Leadership. As stated in the method section, a standardized Turkish version of the Multifactor Leadership Questionnaire (MLQ–Form 5X; Avolio, Bass, & Jung, 1999) was used in the study. Nevertheless, exploratory factor analysis was carried out for this study. Results suggested a two-factor solution in which 15 of the items were loaded on the first factor and the remaining five items were loaded on the second factor (Appendix 4). The literature suggested that, although MLQ is the most widely used measure of TL and found to reveal high reliabilities in many studies, its factor structure can be problematic and inconsistent (Bass & Avolio, 1993; Bycio, Hackett, & Allen, 1995; Howell & Avolio, 1993; Pillai, et al., 1999; Tepper & Percy, 1994). A common strategy to cope with this problem has been to create a composite score using all items in order to conform to the common convention (Pillai et al., 1999, p. 910). We opted for this strategy in this study also because we are using the version of MLQ that was standardized and validated for Turkish sample (<http://www.mindgarden.com/products/mlqr.htm>). The internal consistency of the scale was $\alpha = .95$.

Trust in Leader. The items were loaded on a single factor explaining 46 % of the total variance (Appendix 5a). However, item loading of the fourth item was negative probably due to differences in interpreting the item (-.26). Therefore, trust in leader score was computed after this item was excluded from the analysis. Although item loading of seventh item was below .45 (.44), it was a very minimal difference; therefore, the seventh item was not excluded from the analysis (Appendix 5b). Factor analysis results showed that variance explained was 52 % after excluding the fourth item and reliability of the scale was found to be $\alpha = .83$.

Psychological Empowerment. Psychological empowerment items loaded on three factors. Factor analysis revealed that the theoretical structure was replicated in this data set, with a minor exception that the two factors are represented as one (i.e. impact and self-determination) (Appendix 6). The first factor included the items of impact and self-determination dimensions of psychological empowerment. Three items of competence dimension were loaded on the second factor, and three items of meaning dimension were loaded on the third factor. The explained variance was 66 %. The reliability of the scale was $\alpha = .86$.

Organizational Identification. Factor analysis revealed that all of the identification items were loaded on three factors explaining 64.5 % of the total variance (Appendix 7a). However, there were six double-loaded items and item loadings did not reflect the dimensional structure of the construct that was intended to

measure. That is, some of the ‘identification with organization’ items were loaded on the same factor with some of the ‘identification with leader’ and/or ‘identification with the workgroup’ items. Indeed, the factor structure suggested that generally items whose wordings were the same were grouped together and loaded on the same factor, regardless of the foci of identification. Since factor structures were not in line with the suggested dimensional structure, organizational identification scale developed by Mael and Ashforth (1992) was used in the analyses. Items of the original scale were loaded on a single factor with an explained variance of 56.5 % (Appendix 7b). Internal reliability of the scale was $\alpha = .84$.

Instrumentality. As expected, items of the instrumentality related to work group and to leader were loaded on two factors (Appendix 8). The first factor included the items of instrumentality related to workgroup scale and the second factor consisted of the items of instrumentality related to leader scale. The reliability of instrumentality related to work group scale was $\alpha = .79$ and that of instrumentality related to leader scale was $\alpha = .76$.

Impression Management. Impression management items loaded on two factors and the total variance explained by two factors was 56 % (Appendix 9a). The third and the eighth items were loaded on the second factor. This factor structure was not representative of the original theoretical structure suggesting a single factor structure. Bayazit et al. (2006) also found that these two items loaded on a second factor. The

authors concluded that these items may be heavily influenced by socially desirable responding and did not include them in the composite score. We followed the same strategy in the study and computed the composite score excluding the items loaded on the second factor. After excluding these items from the scale, the remaining 6 items loaded on one factor and the total variance explained by the single factor was 49 % (Appendix 9b). Therefore, this short form of the scale was used in the analyses. The scale reliability was $\alpha = .78$.

Vertical Collectivism. Factor analysis results showed that, as expected, the items were loaded on a single factor explaining 48 % of the total variance (Appendix 10). The reliability of the scale was $\alpha = .63$.

Means, standard deviations and intercorrelations of the study variables are presented in Table 4.1.

4.2 Model Testing

Structural Equation Modeling (SEM) using AMOS 6.0 was utilized to test the hypotheses. The proposed model was tested by controlling for the effects of social desirability. In line with the suggestions by Bentler (1990), a number of fit indices were used in evaluating the adequacy of the proposed structural model: (a) the chi-square statistic; (b) χ^2/df ratio (Q); (c) the goodness-of-fit index (GFI; Bollen, 1990); (d) the adjusted goodness-of-fit index (AGFI; Bollen, 1990); (e) the Tucker Lewis

Index (TLI); (f) the comparative fit index (CFI); (g) root mean square residual (RMSEA). The chi-square index is used to test the null hypothesis that the model fits the data (Bentler, 1990). In order to conclude that the structural model tested fits the data, a nonsignificant chi-square is required. Since chi-square is likely to be influenced by degrees of freedom, (i.e., the sample size and the number of parameters in the structural model), it is not advisable to use chi-square statistic as the only fit index (Bentler, 1990). In order to assess the goodness-of-fit relatively independent of the degrees of freedom, a number of fit indices, some of which were mentioned above, were developed. A χ^2/df ratio or, the Q value less than 2.0 is suggested to be acceptable (Long, 1998). The GFI indicates “the amount of the variances and covariances in the sample matrix to the variances and covariances predicted by the model matrix” (Pillai, Schriesheim, & Williams, 1999, p. 912). AGFI adjusts the GFI for the degrees of freedom of the structural model relative to the number of variables (Pillai, Schriesheim, & Williams, 1999). TLI is “an unbiased estimation of a quantity that incorporates the parsimony ratio” (McDonald & Marsh, 1990; p. 250). CFI examines the improvement in noncentrality from the null model to the restricted model and it eliminates the small sample size bias (Bentler, 1990). RMSEA is defined as the average of the squared discrepancies between the observed and implied matrices (Lance, Teachout, & Donnelly, 1992). The closer the RMSEA value is to zero, the less the error. Acceptable level was suggested to be .90 for GFI, AGFI, TLI and CFI (La

Chapter 4: Results

Table 4.1

Descriptive statistics and intercorrelations among the study variables

	Mean	SD	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
1. Paternalistic Leadership	3.56	.82	(.92)	.74**	.22**	.65**	.18**	.50**	.37**	.16*	.18**	.15*	.14*	-.08	-.07	-.19**	-.07	-.11
2. Transformational Leadership	3.26	.76		(.95)	.28**	.74**	.19**	.52**	.55**	.27**	.13*	.16*	.16*	-.11	-.04	-.08	-.15*	-.17*
3. Organizational Citizenship Behaviors (OCBs)	5.69	.65			(.84)	.38**	.37**	.44**	.21**	.27**	.23**	.45**	.30**	.02	.03	-.12	-.05	.01
4. Trust in Leader	4.27	.94				(.83)	.26**	.50**	.43**	.26**	.16*	.23**	.21**	-.09	-.03	-.07	-.14*	-.11
5. Psychological Empowerment	5.53	.87					(.86)	.295**	.26**	.10	.07	.12	.03	.12*	-.12	.00	.09	.14*
6. Organizational Identification	3.62	.86						(.84)	.33**	.12	.22**	.25**	.22**	.04	-.12*	-.10	-.03	-.02
7. Instrumentality Related to Leader	.92	.64							(.76)	.23**	.09	.12*	.12	-.00	.04	.02	-.09	-.14*
8. Instrumentality Related to Work Group	.83	.62								(.79)	.11	.16*	.14*	-.04	.03	-.01	-.16*	-.04
9. Impression Management	5.04	.83									(.78)	.23**	.03	-.13*	.21**	-.13	-.06	-.10
10. Vertical Collectivism	5.03	.66										(.63)	.27**	.07	.09	-.17*	.08	.14*
11. Social Desirability	.69	.22											(.69)	.06	-.07	-.21**	.03	.06
12. Age	32.01	9.04												-	-.27**	-.06	.50**	.58**
13. Gender	-	-													-	.05	-.13	-.14*
14. Education	3.29	1.12														-	-.19**	-.28**
15. Tenure with Manager	3.62	4.13															-	.72**
16. Positional Tenure	5.86	6.42																-

Note. Numbers on the diagonal are Cronbach's alpha coefficients.

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

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

Education level ranges from 1 (= Primary school) to 5 (= Graduate school.).

Du & Tanaka, 1989). An RMSEA value less than or equal to .10 is suggested to be acceptable.

All of the indices suggest that the proposed model provided a good fit to the data (Figure 1). The χ^2 was 15.70 and non-significant ($p = .11$). The χ^2/df ratio was lower than 2.0 for the sample ($\chi^2/df = 1.6$); the GFI and AGFI were .97 and .94, respectively. TLI was .97 and CFI was .99. RMSEA was 0.5. The standardized and unstandardized regression estimates for the paths were presented in the Table 4.2.

Hypothesis 1 suggested that paternalistic and transformational leadership behaviors were positively and directly related to OCBs as well as through their effects on psychological empowerment. The data did not support Hypothesis 1. Direct paths from paternalistic and transformational leadership behaviors to OCBs were not significant. Similarly, the relationship of PL and TL behaviors with OCBs was not mediated by psychological empowerment (Figure 2).

As suggested by Hypothesis 2, trust in leader was positively and directly related to OCBs. Moreover, the relationship of both PL and TL behaviors with OCBs was mediated by trust in leader in line with the prediction of the Hypothesis 3.

Hypothesis 4 stated that TL and PL behaviors were positively related to OCBs both directly and through a mediated pathway in which TL and PL behaviors lead to trust, which in turn, leads to psychological empowerment and result in OCBs. This

Table 4.2.

Standardized and unstandardized regression weights

	Unstandardized Estimates	S.E.	Standardized Estimates
Paternalistic Leadership --- Transformational Leadership	.74	.05	.46***
Paternalistic Leadership → OCB	-.11	.06	-.14
Transformational Leadership → OCB	-.01	.08	-.02
Trust in Leader → OCB	.13	.06	.20*
Psychological Empowerment → OCB	.18	.04	.24***
Organizational Identification → OCB	.21	.05	.28***
Instrumentality Related to Leader → OCB	-.03	.06	-.03
Instrumentality Related to Work Group → OCB	.17	.06	.16**
Impression Management → OCB	.10	.04	.13*
Paternalistic Leadership → Trust in Leader	.26	.07	.23***
Paternalistic Leadership → Psychological Empowerment	.02	.10	.02
Paternalistic Leadership → Organizational Identification	.22	.09	.21**
Paternalistic Leadership → Instrumentality Related to Leader	-.07	.06	-.08
Paternalistic Leadership → Instrumentality Related to Work Group	-.06	.07	-.08
Paternalistic Leadership → Impression Management	.20	.10	.20*
Transformational Leadership → Trust in Leader	.69	.08	.57***
Transformational Leadership → Psychological Empowerment	-.03	.12	-.03
Transformational Leadership → Organizational Identification	.24	.10	.21*
Transformational Leadership → Instrumentality Related to Leader	.50	.07	.60***
Transformational Leadership → Instrumentality Related to Work Group	.25	.07	.31***
Transformational Leadership → Impression Management	-.02	.10	-.02
Trust in Leader → Psychological Empowerment	.25	.09	.27**
Trust in Leader → Organizational Identification	.16	.07	.17*

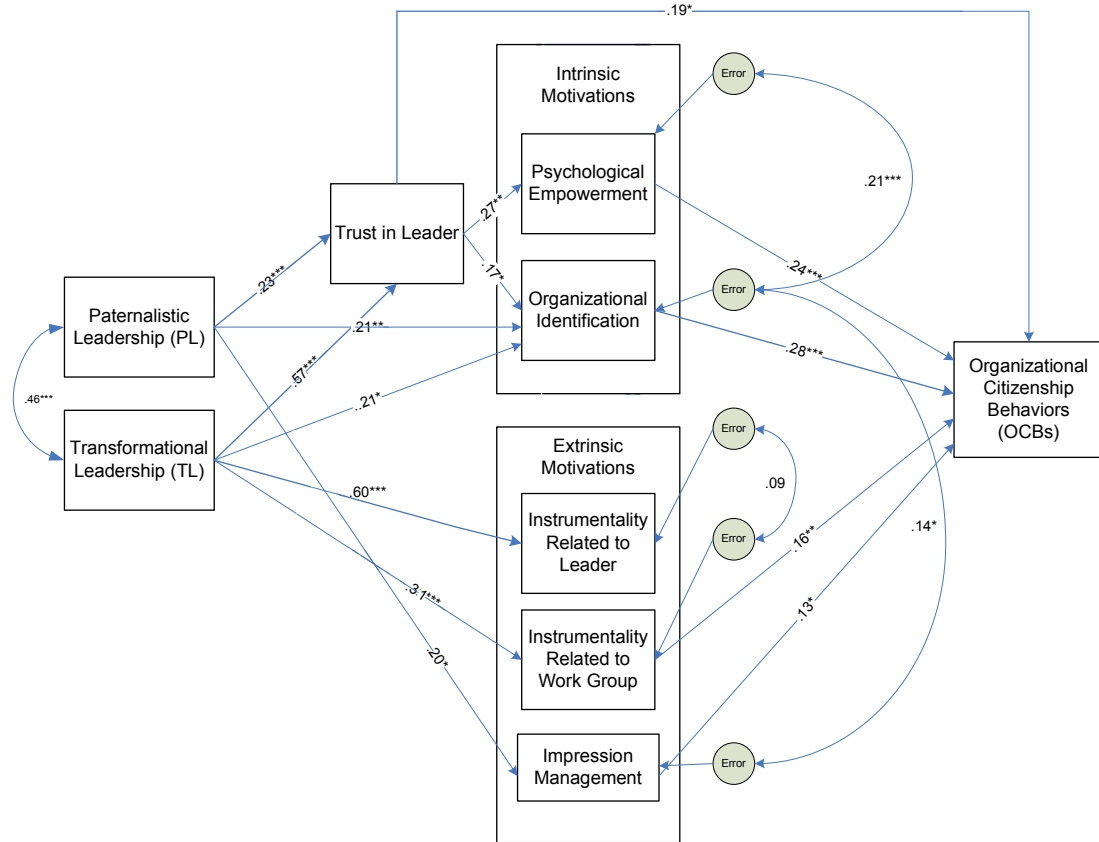
Note: * $p < .05$, ** $p < .01$; *** $p < .001$

was partially supported by the data because trust and empowerment fully (rather than partially) mediated the relationship between leadership behaviors and OCBs. As mentioned previously, the direct effects of PL and TL behaviors on OCBs were not significant.

Hypothesis 5 suggested a partially mediated relationship of PL and TL behaviors with OCBs in which PL and TL behaviors were associated with OCBs both directly and through the mediation of organizational identification. As can be seen in Figure 2, the data partially supported the hypothesis in that the relationship of PL and TL behaviors with OCBs was fully mediated by organizational identification. That is, PL and TL behaviors were positively related to organizational identification, which in turn, was positively related to OCBs. However, there was no direct relationship between leadership and OCBs.

In Hypothesis 6, it was suggested that PL and TL behaviors were positively related to OCBs both directly and through a mediated pathway in which PL and TL behaviors result in trust in leader, which in turn, leads to organizational identification and result in OCBs. The hypothesis was partially supported by the data which revealed a fully, rather than partially, mediated relationship of PL and TL behaviors with OCBs through trust and its positive effects on organizational identification.

Hypothesis 7a predicted that PL and TL behaviors were positively associated with OCBs directly as well as through the mediation of instrumentality beliefs related



Note. ***Correlation is significant at the 0.001 level; **Correlation is significant at the 0.01 level; *Correlation is significant at the 0.05 level.

Figure 2. The standardized estimates of the significant paths and the connected error terms

to leader. The hypothesis was not supported. The relationship between PL behaviors and OCBs was not mediated by the instrumentality related to leader. The instrumentality related to leader did not mediate the relationship between TL behaviors and OCBs as well, although TL behaviors were positively associated with instrumentality related to leader.

A positive relationship of PL and TL behaviors with OCBs was expected to be partially mediated by instrumentality related to work group (Hypothesis 7b). The results showed that instrumentality related to work group fully mediated the relationship between TL behaviors and OCBs. Therefore, Hypothesis 7b was partially supported by the data. However, the path from PL behaviors to instrumentality related to work group was not significant.

Hypothesis 8 which proposed that PL and TL behaviors were positively related to OCBs both directly and through the mediation of impression management motive was also partially supported. While the relationship between PL behaviors and OCBs was fully mediated by impression management motive, TL behaviors were not related to impression management motive.

Hypothesis 9 suggesting that the overall mediating effects of intrinsic motivational states in the relationship between leadership and OCBs would be greater than the mediating role of extrinsic motivational states was supported by the data (Figure 2).

4.3 Testing the Moderation

A moderator can be defined as a qualitative or quantitative variable which influence the direction and/or strength of the relationship between an independent (or predictor) variable and a dependent (or criterion) variable (Baron & Kenny, 1986). In

order to examine the moderating role of vertical collectivism in the relationship of PL with psychological empowerment, organizational identification, instrumentality related to leader and work group, and impression management, a series of moderated multiple regression (MMR) analyses were carried out.

Moderated multiple regression analysis consists of three steps (Baron & Kenny, 1986). In the first step, criterion variable is regressed on the predictor variable. In the second step, criterion variable is regressed on the moderator. In the final step, criterion variable is regressed on the cross-product of the predictor and moderator variables (the interaction term). If R^2 change is significant after the inclusion of the interaction term, this provides evidence for the existence of moderation.

In the present study, conscientiousness and social desirability were included in the moderated multiple regression analyses as control variables. Therefore, the first step included regressing criterion variable to control variables. The results showed that control variables accounted for 34.5 % of variance in the criterion variables. MMR findings were presented in the Table 4.3.

The significant interaction effects were graphed using regression equation in order to examine the effects in more detail. The graphs presented in Figure 3 and 4 were drawn using Excel worksheet provided by Dawson (1996, <http://www.jeremydawson.co.uk/slopes.htm>). These Excel sheets used the procedure suggested by Aiken and West (1991) and West, Aiken and Krull (1996) to plot the

two-way interaction effects for standardized variables. In this procedure, independent variable is centered on the sample mean. Centering means “converting each continuous variable to deviation score form, making the mean of the variable 0 while preserving the units of the scale” (West, Aiken, & Krull, 1996; p. 13). The names of the independent variable and the moderator were written in the specified cells. The name of the dependent variable is written on the specified place in the graph. In order to plot the interaction, unstandardized regression coefficients of the independent variable, moderator, interaction term and the constant were written in the specified cells. The cut off points of the variables were computed as one standard deviation above and below the variable means.

The results showed that vertical collectivism did not moderate the relationship between PL and psychological empowerment ($F(5, 224) = 6.51, p > .05$). Therefore, Hypothesis 10a suggesting that, those working with highly paternalistic leaders and score high on VC were more likely to be motivated by psychological empowerment to the leader compared to those working with less paternalistic leaders and scoring low on VC, was not supported by the data. Hypothesis 10b which predicted that, those working with highly paternalistic leaders and score high on VC were more likely to be motivated by organizational identification compared to those working with less paternalistic leaders and scoring low on VC, was not supported by the data ($F(5, 224) = 18.86, p > .05$).

Table 4.3

Moderated multiple regression analysis testing the moderating effect of vertical collectivism in the relationship between PL and motivational processes

Criterion: Psychological Empowerment	St. β	R ²	R ² change	F	F change
Step 1. Control Variable		.001		.14	
Social Desirability	.03				
Step 2. Paternalistic Leadership (IV)	.16	.025	.025*	2.95	5.76*
Step 3. Vertical Collectivism (moderator)	.11	.036	.011	2.82*	2.51
Step 4. Paternalistic Leadership x Vertical Collectivism	.29	.037	.001	2.15	.18
Criterion: Organizational Identification					
Step 1. Control Variable		.050		11.98***	
Social Desirability	.22***				
Step 2. Paternalistic Leadership (IV)	.47***	.266	.216***	41.29***	67.13***
Step 3. Vertical Collectivism (moderator)	.16**	.291	.025**	30.99***	7.91**
Step 4. Paternalistic Leadership x Vertical Collectivism	-.13	.291	.000	23.16***	.00
Criterion: Instrumentality Related to Leader					
Step 1. Control Variable		.014		3.22	
Social Desirability	.12				
Step 2. Paternalistic Leadership (IV)	.36***	.138***	.124***	18.18***	32.69***
Step 3. Vertical Collectivism (moderator)	.08	.143	.005	12.58***	1.35
Step 4. Paternalistic Leadership x Vertical Collectivism	1.38*	.160*	.018*	10.79***	4.81*
Criterion: Impression Management					
Step 1. Control Variable		.001		.215***	
Social Desirability	.31				
Step 2. Paternalistic Leadership (IV)	.19**	.035	.034**	4.12*	8.02**
Step 3. Vertical Collectivism (moderator)	.22***	.077	.042***	6.33***	10.42***
Step 4. Paternalistic Leadership x Vertical Collectivism	-2.12***	.119	.042***	7.63***	10.71***

Note. * $p < .10$; ** $p < .05$; *** $p < .01$; **** $p < .001$

MMR results revealed that vertical collectivism moderated the relationship between PL and instrumentality related to leader ($F(5, 224) = 11.46, p < .05$). Therefore, Hypothesis 10c suggesting that, those working with highly

paternalistic leaders and score high on VC were more likely to perceive the instrumentality related to the leader, compared to those working with less paternalistic leaders and scoring low on VC, was supported. Those who were low on VC were similar in their evaluations of instrumentality related to the leader, regardless of leader's paternalistic orientation (Figure 3). When the leader was low on paternalism, employees who were low on VC were more likely to report that OCBs were highly recognized and

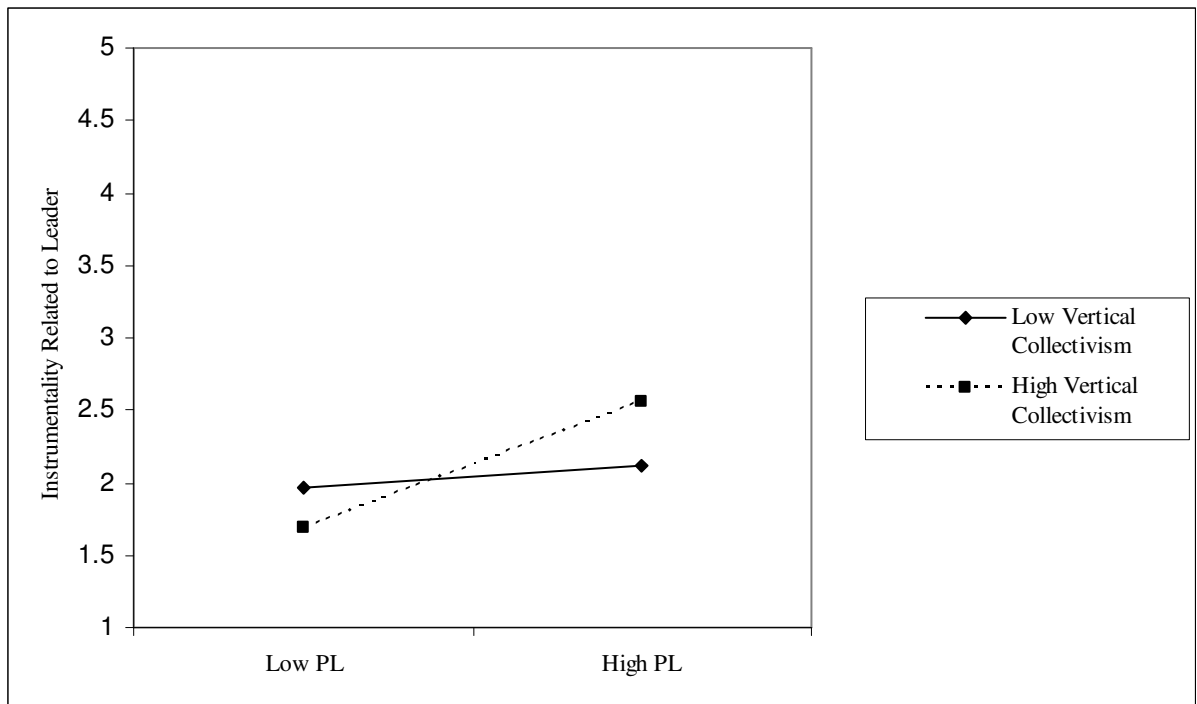


Figure 3. The interaction effect of paternalistic leadership and vertical collectivism on instrumentality related to leader

appreciated by the leader, compared to those who were high on VC. However, when the leader was highly paternalistic, employees who were high on VC were more likely to report that the leader recognized and appreciated OCBs than those who were low on VC. The difference between instrumentality related to the leader scores of high-VC employees and low-VC employees was greater under high-PL condition, rather than low-PL condition.

Hypothesis 10d suggested that those working with highly paternalistic leaders and score low on VC were more likely to engage in impression management,

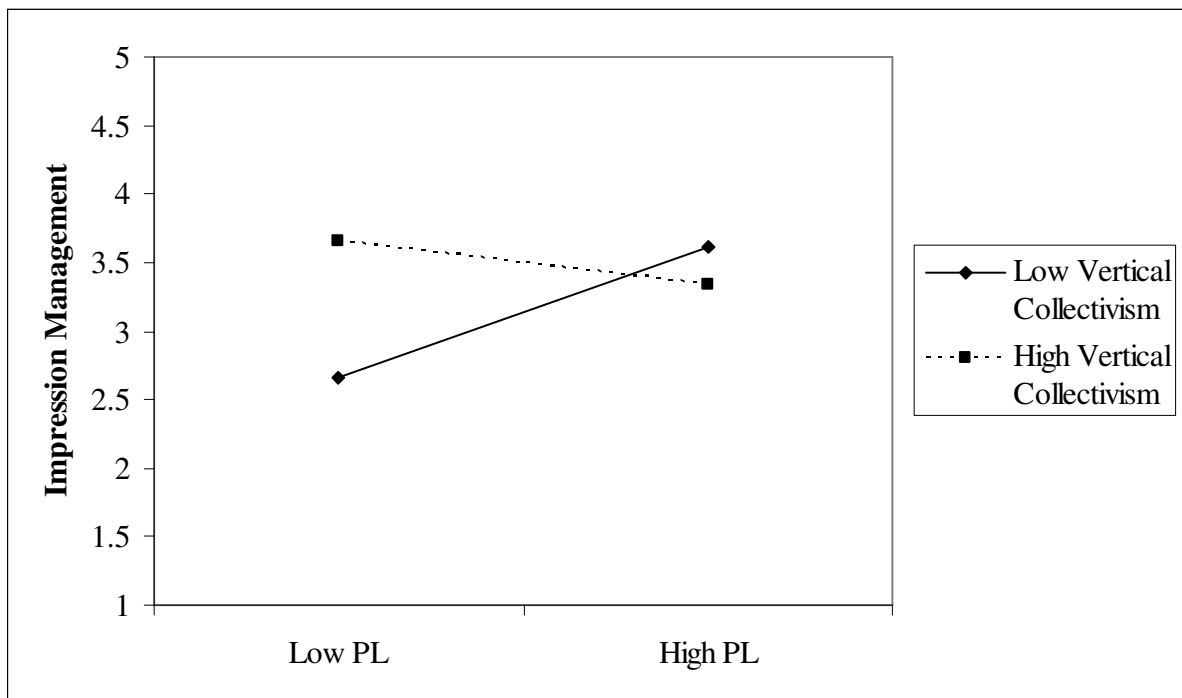


Figure 4. The interaction effect of paternalistic leadership and vertical collectivism on impression management

compared to those working with less paternalistic leaders and scoring high on VC. The data showed that relationship between PL and impression management was moderated by vertical collectivism ($F(5, 224) = 8.57, p < .01$). Therefore, the Hypothesis 10d was supported. When the leader is low on PL, the high-VC and low-VC employees differed to a large extent in their impression management motives (Figure 4). When the leader is highly paternalistic, the difference between impression management scores of high-VC and low-VC employees was small, suggesting that when the leader is high on PL both types of employees engaged in impression management. When the leader is low on PL, those scoring low on VC were less likely to manage their impressions compared to those scoring high on VC. The summary of the hypotheses were presented in Table 4.4.

Table 4.4

Summary table for the hypotheses

Hypothesis #	Hypothesized Relationships	
1	The relationship between transformational leadership (TL) and paternalistic leadership (PL) behaviors and OCBs is partially mediated in such a way that TL and PL behaviors are positively associated with OCBs both directly and through the mediation of psychological empowerment.	ns
2	Trust in leader is directly and positively related to OCBs.	S
3	The relationship between TL and PL behaviors and OCBs is partially mediated in such a way that TL and PL behaviors are positively associated with OCBs both directly and through the mediation of trust in leader.	~S
4	TL and PL behaviors will be positively related to OCBs both directly and through a mediated pathway in which TL and PL behaviors lead to trust, which in turn, leads to psychological empowerment and results in OCBs.	~S
5	The relationship of TL and PL behaviors with OCBs is partially mediated, in such a way that TL and PL behaviors are positively associated with OCBs both directly and through the mediation of organizational identification.	~S
6	TL and PL behaviors will be positively associated with OCBs both directly and through a mediated pathway in which TL and PL behaviors lead to trust, which in turn, leads to organizational identification and results in OCBs.	~S
7a	The relationship of TL and PL behaviors with OCBs is partially mediated, in such a way that TL and PL behaviors are positively related to OCBs both directly and through the mediation of instrumentality beliefs related to the leader.	~S
7b	The relationship of TL and PL behaviors with OCBs is partially mediated, in such a way that TL and PL behaviors are positively related to OCBs both directly and through the mediation of instrumentality beliefs related to the workgroup.	~S
8	The relationship of TL and PL behaviors with OCBs is partially mediated, in such a way that TL and PL behaviors are positively associated with OCBs both directly and through the mediation of impression management.	~S
9	The mediating effects of intrinsic motivational states in the relationship of leadership behaviors with OCBs will be greater than the mediating effects of extrinsic motivational states.	S
10a	The relationship between PL behaviors and psychological empowerment is moderated by VC in such a way that those working with highly paternalistic leaders and score high on VC are more likely to feel psychological empowerment compared to those working with less paternalistic leaders and scoring low on VC.	ns
10b	The relationship between PL behaviors and organizational identification is moderated by VC in such a way that those working with highly paternalistic leaders and score high on VC are more likely to feel organizational identification compared to those working with less paternalistic leaders and scoring low on VC.	ns
10c	The relationship between PL behaviors and instrumentality related to the leader is moderated by VC in such a way that those working with highly paternalistic leaders and score high on VC are more likely to perceive the instrumentality related to the leader compared to those working with less paternalistic leaders and scoring low on VC.	S
10d	The relationship between PL behaviors and impression management is moderated by VC in such a way that those working with highly paternalistic leaders and score low on VC are more likely to engage in impression management compared to those working with less paternalistic leaders and scoring high on VC.	S

Note. S = Supported, ns = Not supported, ~S= Partially supported

CHAPTER 5

DISCUSSION

5.1 The Key Findings of the Study

The overarching goal of the present study was to develop a process model explaining the impact of leadership on OCBs through motivational mechanisms. It was proposed that paternalistic and transformational leadership styles would be positively related to OCBs both directly and through intrinsic (i.e. psychological empowerment and organizational identification) and extrinsic (i.e. instrumentality related to leader, instrumentality related to work group and impression management) motivational processes as well as trust in leadership.

In line with the proposed model, transformational leadership behaviors and paternalistic leadership behaviors were positively associated with OCBs through their influences on both intrinsic and extrinsic motivational mechanisms. However, the positive effects of intrinsic motivational processes on OCBs were generally greater than that of extrinsic motivational processes. In specific, feeling psychological empowerment (i.e. to feeling competence, meaningfulness, control and impact) and/or identifying with the organization were more powerful urges for engaging in OCBs, than gaining recognition from members of the work group and/or managing one's impression to be viewed positively by others.

The main focus of this study was the role of leadership as it relates to OCBs through motivational processes. The two leadership approaches included in this study were PL and TL. The reason why PL and TL were selected was to examine similarities and differences between them. In the literature, TL has been shown to relate to positive organizational and employee outcomes (e.g. Bass & Avolio, 1993; Deluga, 1995b; Kark, Shamir, & Chen, 2003; Riketta, 2005). PL, on the other hand, has been criticized in the Western literature for hampering employee autonomy, empowerment and development (Aycan, 2006; Cheng et al., 2004; Kim, 1994). However, limited research conducted in the cultural contexts characterized by high collectivism and high power distance (e.g. Turkey, China, Korea) suggest that PL is a common and an effective leadership approach (Aycan, 2006; Cheng et al., 2004; Kim, 1994). A secondary aim of the study, therefore, was to examine the ways in which PL and TL operated in relation to one of the key employee outcomes, namely, OCBs. The proposed process model was developed on the basis of the assumption that PL was an emic manifestation of TL. That is, similar to transformational leaders, those who perform PL behaviors to a large extent are expected to be successful in creating the transforming effects over their subordinates in some cultural contexts. However, the findings of the study overall suggested that PL and TL behaviors were related to similar employee outcomes (i.e. OCBs), but probably for different reasons. We arrive at this tentative conclusion while examining the relationship of PL and TL behaviors with *extrinsic* motivational processes. That is why we will start discussing the study findings

from extrinsic motivational processes. This will be followed by the discussion of the findings pertaining to intrinsic motivational processes.

5.1.1 Leadership and OCBs: The Role of Extrinsic Motivational Processes

It was hypothesized that PL and TL behaviors would be related to OCBs through impression management and instrumentality. The findings revealed that paternalistic leadership behaviors were associated with OCBs through *impression management* motives; whereas, transformational leadership behaviors were associated with OCBs through its effects on *instrumentality related to work group*. That is, employees working with paternalistic leaders were likely to engage in OCBs since they were concerned about being viewed positively by others including the leader. Employees working with transformational leaders, on the other hand, were more likely to perform OCB because they were likely to be appreciated by members of their work group. What might be the explanation behind these findings?

One speculation could be that paternalistic leadership is *emotional or relational* in nature. The core of the relationship with subordinates was the emotional bonding. Emotional bonding is formed between the leader and the subordinate because employees feel respect and loyalty to the leader, and they treat him/her as an elder family member. The subordinate tries to protect this emotional bond at all cost. The subordinate is also aware of the hierarchical structure of the relationship and the fact that the leader may show his or her authority when necessary. For example, the paternalistic leader does not refrain from showing

his/her anger towards subordinates. Even a minor criticism from the paternalistic leader would make the subordinate upset since this would implicate that the emotional bond between them can be harmed. Since the subordinate cares very much about maintaining the close relationship with the leader; he or she manages his/her impression (e.g. by avoiding criticisms from their immediate supervisors, looking bad in front of others, being perceived as irresponsible and lazy), so that he or she does not disappoint the leader and lose his/her love, care and protection. The employee, therefore, engages in OCBs motivated by impression management.

Transformational leadership is speculated to be based on a *professional* rather than emotional relationship between the leader and the subordinate. Rather than forming an emotional bond with their followers, the transformational leader emphasizes professional business relationship with the subordinate, and the focus of this relationship is working effectively through organizational objectives. The findings revealed that although transformational leadership behaviors were strongly associated with instrumentality related to the leader, this motivational factor did not lead to OCBs. Instead, instrumentality related to work group fully mediated the relationship between transformational leadership and OCBs. The findings partially supported the proposition of the expectancy theory (Vroom, 1964) that employees were more likely to perform a behavior (i.e. OCBs) when they thought that the behavior is associated with the desired or valued outcomes, because likelihood of performance of OCBs depended on the source of the valued outcomes. That is, employees were more likely to perform OCBs when the

members of their work group rather than their leader recognized and appreciated such behaviors.

The finding that transformational leadership behaviors were positively related to OCBs through instrumentality related to the work group suggests that transformational leaders were successful in creating an environment in which peers recognize and appreciate OCBs. Since transformational leaders are performance-oriented, improving the quality of the work group and performance are important concerns for them. Transformational leaders frequently emphasize accomplishment of the organizational mission and creation of a workplace climate in which subordinates work coherently to achieve the common goals. Therefore, they communicate the message that extra-role behaviors are essential for group success. In such workplaces behaviors that aim to benefit the group contribute to the accomplishment of the common goals as well as the development of the collective identity; therefore, members of the work group expect and appreciate OCBs performed by their peers.

A reason behind the lack of relationship between instrumentality related to the leader and OCBs could be that the target of OCBs is mostly work group members rather than supervisors. OCBs include helping a co-worker who is new in the organization or have a heavy workload; being sensitive to others' rights and priorities; trying to prevent interpersonal problems in the workplace; and trying to avoid disturbing co-workers. In the workplace climate created by the transformational leader, recognition and appreciation coming from the members of

the work group who are the targets of such behaviors seem to be more influential in motivating OCBs.

The finding that paternalistic leadership behaviors were not related to instrumentality related to leader was rather surprising. This indicates that the paternalistic leader is not consistent in his/her responses to OCBs across situations. Paternalistic leaders who do not hesitate to show their feelings (e.g. anger, sadness, joy) in the workplace may be perceived as inconsistent in their responses to OCBs. Depending on the context, the paternalistic leader may criticize one dimension of OCBs but may praise or stay neutral to another dimension of OCBs. For example, the paternalistic leader may appreciate an employee who helps their co-workers but may criticize him/her when he or she tries to solve interpersonal problems among employees thinking that it is the leader's role to do so.

Alternatively, the paternalistic leader recognizes and appreciates some employees for engaging in such behaviors while criticizes or does not recognize others for performing the same behaviors. It was hypothesized that employees' vertical collectivism orientation would moderate the relationship between paternalistic leadership and instrumentality related to the leader. In line with the expectations, when the leader was highly paternalistic, employees who were high on vertical collectivism were more likely to report that OCBs were recognized by their leaders (i.e. instrumentality related to leader) than employees who were low on vertical collectivism. When employees' cultural value orientations are matched with the leadership style, they are more likely to report positive responses coming

from their leader. On the other hand, when employee values did not match with the leadership style, they were less likely to report that the paternalistic leader recognized such behaviors. This may be due to the fact that the paternalistic leader appreciates and recognizes OCBs which are performed by the subordinate who has a value-fit with him or her than he or she appreciates OCBs performed by the employee who has similar value orientation with him or her. When there is value-fit, the paternalistic leader is likely to see the subordinate as the member of the in-group and monitor the subordinate closely for helping his or her development. In conclusion, depending on the employees' value orientation, the paternalistic leader appreciates some of his/her subordinates for engaging in OCBs while s/he is indifferent to others.

Paternalistic leadership behaviors were not associated with OCBs through instrumentality related to work group. One possible explanation of this finding is related to the *emotional* nature of the leader-subordinate relationship. The paternalistic leader is like a parent to his or her employees. Just like siblings compete for the parental love, care and protection, employees compete for the love, care and protection of the paternalistic leader. In such an environment, the members of the work group may perceive OCBs performed by their co-workers as an ingratiation act towards the leader. On the other hand, the group members may not criticize these behaviors, because such criticism would harm the family environment in the workplace that the paternalistic leader tries to create. Therefore, paternalistic leadership leads to neither recognition nor criticism from the work

group in response to OCBs, which can explain the lack of relationship between PL and instrumentality related to the work group.

In line with the expectations, employees who were low on vertical collectivism were more likely to be motivated by impression management than those who were high on vertical collectivism when the leader was highly paternalistic. Indeed, these findings suggested that there might be two reasons for employees to be motivated by impression management under high PL condition. First, the subordinate who has value-fit with the leader (i.e. who is high on vertical collectivism) are more likely to manage their impressions, because they want to protect their emotional bond with the leader. Second, employees who do not hold similar values with the paternalistic leader are more likely to manage their impressions, because their mistakes or misbehaviors are likely to be more visible to the leader. The leader who is aware of the discrepancy between his values and the values of the employee is likely to outcast the employee. The employee is likely to avoid this situation by managing his or her impression. Furthermore, the subordinate who does not have a value-fit with the paternalistic leader is more likely to have concerns about being excluded from the work group by the colleagues who are matched with the leader in their values as well as by the leader. Therefore, those who do not have the value-fit with the paternalistic leader are more likely to be concerned about making a good impression both in the eyes of the group and the leader. In conclusion, employees whose leader is highly paternalistic are motivated by impression management for engaging in OCBs for different reasons. Those whose values are fitting to that of the paternalistic leader

engage in impression management so that they do not lose the love, care and protection of the leader; whereas, others whose values are not fitting to that of the paternalistic leader engage in impression management so that they are not completely ostracized from the in-group and be cut off from the benefits of in-group membership.

The findings revealed that transformational leadership behaviors were not associated with OCBs through impression management. One explanation is that the transformational leader is likely to create a professional environment in which individuals are evaluated by others on the basis of their contribution to the organizational and group success. In such a business context, employees are less likely to be concerned with making a good impression in the eyes of the others. They are assured that, as long as they improve their performance and work effectively for accomplishing the common objectives, they are appreciated and viewed positively by the work group as well as the leader. Therefore, employees working with the transformational leader are not motivated by impression management for engaging in OCBs.

5.1.2 Leadership and OCBs: The Role of Intrinsic Motivational Processes and Trust in Leader

Paternalistic and transformational leadership behaviors exerted their influences over OCBs through the same intrinsic motivational mechanisms (i.e. psychological empowerment and organizational identification), but possibly for different reasons. When we apply the insights gained from the findings pertaining

to the relationship of PL and TL behaviors to extrinsic motivational processes, it would be possible to provide different rationale for the relationship of PL and TL behaviors with intrinsic motivational processes. It should be reminded that PL and TL behaviors were not associated with OCBs through their effects on psychological empowerment. Rather, trust in leader was the key variable in the relationship of PL and TL behaviors with psychological empowerment: PL and TL resulted in OCBs through psychological empowerment only when the leader is trusted.

Why PL and TL behaviors did not lead to empowerment directly, unless they first lead to trust? Paternalistic leaders have the urge to involve in their subordinates' work and non-work lives with a benevolent intention of preventing them from making mistakes. Just like a parent keeps an eye on the child, while the child is trying to accomplish a task by himself/herself, he or she is likely to be a very close monitor of employees' performance and prepared to interfere whenever necessary. In turn, subordinates of paternalistic leaders feel dependent on them both emotionally (because of the emotional bonding) as well as for task performance. In such circumstances, employees' sense of autonomy and empowerment do not fully develop.

On the other hand, the dominant characteristic of transformational leadership is the professionalism it involves. Transformational leaders confine their relationship with employees to the business context. They are like a 'charismatic boss' or an 'ideal business person'; rather than 'a father/mother figure'. Therefore,

transformational leaders are not expected to create a strong emotional dependency on the part of their followers. However, employees are likely to feel dependent to the transformational leaders for effective and successful task performance especially in highly collectivistic cultural contexts. For example, in a study conducted in Israel (a collectivistic culture) Kark, Shamir and Chen (2003) found that TL was positively associated with dependency to the leader for work performance. This type of dependency is a factor that may prevent employees' feelings of autonomy and empowerment.

It was found that when subordinates trusted their leader they felt psychological empowerment which, in turn, led to OCBs. Why does trust mediate the relationship between leadership and psychological empowerment? Trust in leader has four critical components: consistency, competence, communication and credibility/integrity (Inelmen, 2006). We speculate that in the case of paternalistic leadership, consistency and integrity components of trust play the key role for employees to feel empowerment. First, when subordinates think that their leader will praise them for taking initiative one day, but criticize them the other, they refrain from acting independently. For instance, if the paternalistic leader says "you should do this on your own, and I know that you can do it" but reprimands the same employee the next day by saying that "you should not have done it by yourself, rather you should have consulted me", the employee would be afraid to take initiative. In time, their job-related autonomy and empowerment is likely to decrease. Therefore, they need to trust the consistency between what's being said and done by the leader to be able to act autonomously.

Second, paternalistic leaders are likely to gain trust regarding their integrity from their employees by showing benevolence towards them, protecting them against outside criticisms, and sincerely trying to help their followers in solving problems including those related to their non-work lives. Subordinates, who trust the leader's integrity and benevolence in his or her actions will find their job more meaningful and will take initiative more confidently, than those who do not trust the integrity of the leader. Aycan (2001) suggested that paternalistic leadership may be either benevolent or exploitative. Also, Cheng et al. (2004) suggested that paternalistic leadership in China was associated with positive employee outcomes when it involved benevolent and moral leadership. The subordinate is likely to trust the paternalistic leader when he or she thinks that the leader's intentions are benevolent and moral rather than exploitative.

Trust in leader is the key variable also in the relationship between transformational leadership behaviors and psychological empowerment. In case of transformational leadership, which is characterized by a professional relationship; trust in leader's competency, communication and credibility is essential for employees' sense of psychological empowerment. Transformational leaders explain important values and principles, talk in an enthusiastic manner about the collective mission, and try to encourage their followers to internalize the vision and mission of the organization. For example, they deliver encouraging speeches to talk about the vision and his/her beliefs in the employees in achieving this vision. However, inspirational appeals may not be not enough to create a sense in employees that they have the necessary skills to achieve the organizational

objectives. Subordinates should trust the leader's competency and credibility in his or her job in order to be convinced that the goals set by the leader are meaningful and achievable. Employees also need to trust the leader's assessment of their skills to feel confident about themselves. In conclusion, trust in leader is the key condition for employees to feel psychologically empowered regardless of whether the leader is paternalistic and transformational.

One explanation of the key role of trust is that interpersonal trust is especially important in Turkey. Esmer (1999) reported that, in 1990, Turkey was found to be the second lowest-scoring country in interpersonal trust among 43 countries surveyed in Inglehart's (1990) the World Values Survey Project. Moreover, interpersonal trust was found to be further decreased when the study was replicated in Turkey seven years later, in 1997. Unfortunately, some politicians and organizational leaders have been found to abuse their power and authority for many decades in Turkey, decreasing the trust in leadership. Therefore, it can be concluded that building a trusting relationship is essential for leaders in Turkey in order to have positive influences over their subordinates.

Another important intrinsic motivator for OCBs was the organizational identification. As hypothesized, both paternalistic leadership and transformational leadership behaviors were related to OCBs through the mediation of organizational identification. Both types of leadership were found to be successful in creating the sense that the organization was a part of employees' self-concept. Paternalistic leaders are likely to enhance the feeling that the members of the organization are

ties to each other like the family members. Just like family members protect the family and share the responsibility at home, employees of paternalistic leaders defend their organization against criticisms, say “we” rather than “I” while talking about their organization and feel proud when someone praises the organization. As suggested by the self-concept based motivational theory of charismatic leadership (Shamir, House, & Arthur, 1993), transformational leaders are likely to enhance the salience of collective identity as a professional work group. They incite their followers to professional achievements. Employees treat the organization as the place where they can actualize their professional potential. Identifying with the organization, the employee believes that the achievements of the organization reflect the achievement of the employee. Identification is a strong urge for employees to engage in voluntary acts such as OCBs (Kark, Shamir, & Chen, 2003; Riketta, 2005; Shamir, House, & Arthur, 1993). Therefore, employees of both paternalistic and transformational leaders become ‘good citizens’ of the organization when they perceive the organizational identity as a salient component of their self-concept.

As expected, both paternalistic and transformational leaders enhanced employees’ identification with the organization also when they built a trusting relationship with their followers. Similarly, paternalistic and transformational leaders exert their positive influences over employee OCBs through trusting relationship they built. As stated by Dirks and Ferrin (2002) employees who trust their immediate supervisor were more likely to reciprocate the benevolence by going above and beyond task performance.

As stated previously, employees' vertical collectivism orientation moderated the relationship of paternalistic and transformational leadership with instrumentality related to the leader and impression management. However, contrary to expectations, employees' vertical collectivism orientation did not influence the relationship between PL and employees' intrinsic motivations of psychological empowerment and organizational identification. The prerequisite of psychological empowerment was found to be 'trust in leader'. Unless employees trusted in the paternalistic leader they were not psychologically empowered and vertical collectivism orientation or value-fit did not make a difference. Similarly, it can be concluded that regardless of employees' vertical collectivism tendency paternalistic leaders are successful in creating a sense of identification with the organization by providing a family atmosphere in the workplace.

5.2 Scientific and Practical Contributions of the Findings

There are five main scientific contributions of the study. First, the present study was the first to examine the underlying motivational processes involved in the relationship between leadership and OCBs. Despite the empirical evidence suggesting that transformational leadership is positively related to OCBs (e.g., MacKenzie et al., 2001; Pillai et al., 1999) *the ways in which* transformational leaders exert their influence over employee OCBs had not been explored. The present research attempted to address this question by developing a process model involving intrinsic and extrinsic motivational processes as well as trust in leader. The results showed that the direct impact of leadership on OCBs as demonstrated

in the literature (e.g., Podsakoff et al., 1990) was insignificant when the mediating processes are included in the analyses. Rather than a partially mediated model, a fully mediated model provided excellent fit to data. This suggested that the motivational processes play a key role in the relationship between leadership and OCBs.

Second, the study contributed to the scientific literature by examining the relationship between paternalistic leadership and OCBs. Paternalistic leadership was not studied extensively; despite its prevalence especially in cultural contexts characterized by high collectivism and high power distance (Aycan, 2006). Cheng et al. (2004) suggested that our knowledge of paternalistic leadership was incomplete, and, that there were many questions unanswered about paternalism and its influences on organizations, groups and employee outcomes. The present study was the first attempt to explore the relationship between paternalistic leadership and OCBs. Furthermore, the ways in which paternalistic leadership is associated with intrinsic and extrinsic motivational processes were examined. Results of this investigation provided clues about the nature of the paternalistic relationship between the leader and the subordinate (i.e. emotional rather than professional).

Thirdly, similarities and differences between paternalistic leadership and transformational leadership in relation to OCBs were investigated. Transformational leadership is among the most frequently investigated leadership construct in the literature (Bass & Avolio, 1993) and was described as being highly

effective (Cheng et al., 2004). On the other hand, paternalistic leadership was negatively evaluated by most of the researchers in the West since it was considered to be a repressive, exploitative, and authoritarian style of leadership (Aycan, 2006). The paternalistic leader, who protects and cares his or her subordinates, involves in non-work lives of employees and, in return, expects loyalty and deference from his or her subordinates was argued to create a work environment in which the subordinates were put in an inferior status.

While transformational leaders are argued to empower their followers, paternalistic leaders are argued to create an environment that is not necessarily conducive for empowerment. However, the empirical evidence and theoretical underpinnings (Aycan, 2006; Cheng et al., 2004) suggested that these two leadership styles had lots in common. Both types of leaders show individualized consideration and benevolence to their followers, become a role model to them, and enhance their identification with the organization. It is very likely that paternalistic and transformational leadership exert their influence through similar ways, especially in cultural contexts where paternalism is highly valued. One of the main contributions of the present research was to unveil similarities and unique effects of these two leadership styles on employee OCBs. The tentative conclusion of the present study is that paternalistic and transformational leadership are similar in terms of their effects on employee outcomes. However, the underlying dynamics involved in the relationship of these two leadership styles with motivational and attitudinal mechanisms seem to be different. Just like one can increase productivity (i.e. the outcome) in the workplace through mechanisms which are completely

distinct in their nature, PL and TL behaviors exert their influences on similar motivational processes and OCBs for different reasons. Therefore, it is speculated that paternalistic leadership and transformational leadership seem to be the distinct constructs, despite the fact that both are related to positive employee outcomes.

Fourth, this study is among the first attempts (e.g. Hui, Lee, & Rousseau, 2004) to unveil the importance of extrinsic motivational processes in stimulating OCBs. Up to now, the literature suggested that leaders positively influence employee outcomes by enhancing intrinsic motivations (Organ, Podsakoff & MacKenzie, 2006). However, extrinsic motivational states that might play a role in eliciting OCBs have not been fully explored. Indeed, the impact of impression management and instrumentality on OCBs was found to be significant in this study. Moreover, the study revealed that the fit between the cultural values (i.e. vertical collectivism) of the employee and the leadership style or behaviors was an important factor that affected the direction of the relationship between paternalistic leadership with extrinsic motivational states.

The fifth scientific contribution of the present study was revealing that the different targets of the instrumentality beliefs are related to different outcomes. The 'instrumentality related to leader' scale was adapted so that it would measure the 'instrumentality related to work group' and both measures was used in the study. Up to now, instrumentality beliefs regarding OCBs was measured so that employees were asked to evaluate whether their 'immediate supervisor' recognized such behaviors or not (Hui, Lee, & Rousseau, 2004). However, gaining recognition

from the ‘members of the work group’ might be an important motive for engaging in OCBs as well. Consistent with the expectations, these two distinct motives led to different outcomes. More specifically, ‘instrumentality related to work group’ was positively associated with OCBs while ‘instrumentality related to leader’ was not related to OCBs.

One of the main contributions of the present study to the practice was that the results revealed that paternalistic leadership style was related to OCBs as much as transformational leadership. Paternalistic leadership was criticized for being a repressive or authoritarian style especially by the scholars in the West (Aycan, 2006). On the other hand, transformational leadership style was highly valued and argued to be ideal leadership style that was related with many positive outcomes (Bass & Avolio, 1993). However, the results suggested that paternalistic leadership was associated with one of the most positive employee outcomes (i.e. OCBs) as much as transformational leadership was. Therefore, it can be concluded that paternalistic leadership is an effective style of management at least in Turkish business context.

Another contribution to the practice was that the results showed that intrinsic motivational processes played a greater role in the relationship between leadership and OCBs, than extrinsic motivational processes. Moreover, developing a trusting relationship was found to be a key condition for empowering employees, which resulted in OCBs. It is recommended that practices that can contribute to employees’ identification with the organization should be implemented for

encouraging employees to perform OCBs. Furthermore, supervisors should try to enhance trust among their employees in order to increase employees' psychological empowerment. Finally, extrinsic motivational process of instrumentality related to work group was found to be related to OCBs. It is suggested that supervisors should attempt to create an environment in which the members of the group recognize and appreciate OCBs performed by their peers. In line with the suggestions by Bolino (1999), the results showed that impression management was another extrinsic motive that led to OCBs. Employees who are concerned with being positively evaluated by others to are more likely to perform OCBs. Overall, the findings suggest that leaders or supervisors should attempt to enhance trust, psychological empowerment and organizational identification as well as appreciation of OCBs among work group members to a great extent for employees to engage in OCBs more frequently.

5.3 Limitations and Suggestions for Future Research

One of the limitations of the present research was that the sample was moderate in size and the data was collected in Turkish organizations only. The relationship of PL and TL with various employee outcomes should be investigated with larger samples in different cultural contexts. There is a void in the literature on whether paternalistic leadership is an emic manifestation of transformational leadership. The present study provided some tentative suggestions about the similarities and differences between PL and TL, which should be tested more rigorously in future research.

Another limitation of the present study was the use of single source in data collection. A pilot study comparing self- and supervisory-rating of OCBs was carried out and the results showed that these two sources did not differ in their ratings of OCBs. Moreover, the literature suggested that the differences in ratings from various sources might be artifacts of many reasons such as the differences in the opportunity to observe OCBs and that self-rating was not necessarily biased or inflated (Allen et al., 2000). A substantial number of studies investigating OCBs relied on self-report data (e.g., Alge, Ballinger, Tangirala, & Oakley, 2006; Bachrach, Powell, Bendoly, & Richey, 2006; Blakely, Srivastava, & Moorman, 2005; Burroughs & Eby, 1998; Joireman, Kamdar, Daniels, & Duell, 2005; Riketta & Landener, 2002; Riketta & Landener, 2005). Nevertheless, future studies should try to use multiple sources in data collection, whenever possible.

The third limitation of the study is that different foci of identification (i.e. identification with the work group and identification with the leader) and their relationships with OCBs could not be assessed with the current measures due to problems with the construct validity (i.e. the factor analysis could not differentiate the three foci). Future research is needed for developing reliable and valid measures of identification with different foci and investigating whether they are associated with different employee outcomes.

Another limitation of the present study is that leadership style of managers was used while investigating the leadership style. Some scholars argued that the managership and the leadership are not the same things, at least in theory, in that,

primary functions of the leader and manager may differ (Greenberg & Baron, 2000). However, the leader's and the manager's roles overlap to a great extent and some managers are considered as leaders. Although, most of the *leadership* studies relied on data from or about immediate supervisors (e.g. Deluga, 1995a), we acknowledge that this may not be the ideal methodological approach.

The present study tested a motivational process model in which paternalistic and transformational leadership were related to OCBs. Future research would benefit from including organization-level factors and their effects on motivational and attitudinal processes that enhance OCBs. For example, Mayer and Gavin (2005) suggested that the mediating role of trust in the relationship between organizational leadership (rather than proximal leadership) and OCB was an important topic that was worth investigating. Organizational culture is another variable that may influence employees' willingness to perform discretionary behaviors. Organizational culture may moderate the relationship between leadership and OCBs. For example, paternalistic leadership style is more likely to be associated with altruistic and helpful behaviors of employees in organizations characterized by clan cultures (Cameron & Quinn, 1999). On the other hand, transformational leadership is more likely to exert its positive influence over employee OCBs in workplaces whose organizational culture is adhocracy (Cameron & Quinn, 1999).

Another direction for future research is to examine the propositions of the present study which speculate that paternalistic leadership is emotional or

relational in nature, whereas transformational leadership is professional in nature. For example, the relationship of PL and TL with evaluations of psychological contract types of employees can be investigated (Makin & Cox, 1996). In line with the suggestions of the present study, it is expected that paternalistic leaders are likely to prefer an employee whose contract type is relational whereas transformational leaders are likely to more positively evaluate an employee who has a balanced or transactional contract than an employee who has relational contract. In conclusion, this was a humble, nevertheless, an important first-attempt to understand through which processes leadership influenced one of the most important positive employee outcomes, namely, OCBs. This study is hoped to stimulate future attempts to examine this process in more detail.

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APPENDICES

Appendix 1. The Study Survey

ÇALIŞAN ANKETİ

Sayın katılımcı,

- Bu anket Koç Üniversitesi Psikoloji Bölümü yüksek lisans öğrencisi Aslı Göncü tarafından yürütülen bitirme tezi kapsamındadır. Anket, çalışanların iş ortamında gösterdikleri davranışları etkileyen faktörleri araştırmak amacıyla oluşturulmuştur.
- Bu araştırmaya katılımınız gönüllüdür.
- Anketin cevaplanması süresi sınırlaması yoktur; ancak anketin doldurulması, yaklaşık 20-25 dakika sürmektedir.
- Lütfen her soruyu dikkatle okuyunuz ve hiçbir soruyu yanıtsız bırakmayınız. Boş bırakılan maddelerin olduğu anketler geçersiz sayılacaktır.
- Hiçbir sorunun doğru veya yanlış cevabı yoktur. Sizin içtenlikle vereceğiniz cevaplar bizim için en yararlı olanlardır.
- Anketten elde edilecek kişisel bilgiler, yalnızca bilimsel amaçlarla kullanılacak, kesinlikle hiçbir kişi veya kurumla paylaşılmayacaktır.
- Çalışmamıza yaptığınız katkı bizim için çok değerlidir. Bu anketi doldurmak için zaman ayırdığınız için teşekkür ederiz.

Saygılarımızla,

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Anketi nasıl doldurmanız gerektiği aşağıdaki örnekte gösterilmektedir.

Kitap okumaktan biraz hoşlanmıyorsanız, ölçekte "Biraz Katılmıyorum" ifadesi size en uygun olacaktır. Bu ifadenin karşılığı olan 3 rakamını, ilgili maddenin yanındaki kutucuğa yazınız.

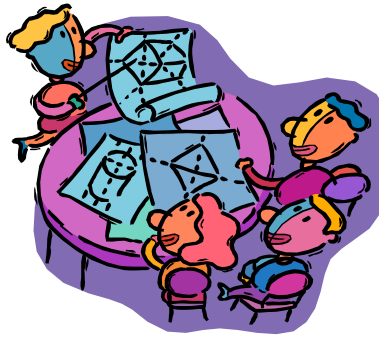
1	2	3	4	5	6
Kesinlikle katılmıyorum	Katılmıyorum	Biraz katılmıyorum	Biraz katılıyorum	Katılıyorum	Kesinlikle katılıyorum

Kitap okumaktan hoşlanırım.	3
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BÖLÜM 1. Aşağıda, işiniz hakkındaki görüşlerinize ilgili maddeler yer almaktadır. Lütfen her maddeyi dikkatlice okuduktan sonra o maddeye ne derecede katıldığınızı verilen ölçeği kullanarak değerlendiriniz.

1	2	3	4	5	6	7
Kesinlikle katılmıyorum	Katılmıyorum	Biraz katılmıyorum	Emin Değilim	Biraz Katılıyorum	Katılıyorum	Kesinlikle Katılıyorum

1. İşim benim için çok önemlidir.	
2. Çalıştığım bölümde olup bitenler üzerinde büyük etkim vardır.	
3. İşimi nasıl yapacağım konusunda önemli ölçüde serbestlik ve özgürlüğe sahibim.	
4. Yaptığım iş benim için anlamlıdır.	
5. Çalıştığım bölümde olup bitenler üzerinde sözüm geçer.	
6. İşimi yapma konusundaki yeteneklerime güvenirim.	
7. İşimi yapabilmek için gerekli becerilere tam olarak sahip olduğumu düşünüyorum.	
8. İşimi nasıl yapacağım konusunda gereken serbestliğe sahibim.	
9. Çalıştığım bölümde olup bitenler üzerinde kontrolüm gayet fazladır.	
10. İşimle ilgili konular benim için kişisel anlam taşır.	
11. İşimi nasıl yapacağıma kendim karar verebilirim.	
12. İşimi yapma konusunda kendime güvenim tamdır.	



BÖLÜM 2. Şu anda beraber çalıştığınız, doğrudan bağlı olduğunuz yöneticinin aşağıda belirtilen çalışan davranışlarına karşı genel tutumunu aşağıdaki ölçeği kullanarak değerlendiriniz.

DOĞRUDAN BAĞLI OLDUĞUM YÖNETİCİ, AŞAĞIDA BELİRTİLEN DAVRANIŞLARI SERGİLEYEN ÇALIŞANLARI...

-2	-1	0	1	2
Çok tenkit eder	Tenkit eder	Bu davranışa karşı nötrdür	Takdir eder	Çok Takdir eder

1. Kurumda işlerin nasıl yapılması gerektiğiyle ilgili yararlı önerilerde bulunmak	
2. İş arkadaşlarına işle ilgili konularda yardımcı olmak	
3. İşin gerektirdiği asgari zorunluluklardan fazlasını yapmak	
4. İşle ilgili sorunları çözmek için inisiyatif kullanmak, kişisel girişimde bulunmak	
5. Havadan sudan nedenlerden dolayı şikayet etmekten kaçınmak	

BÖLÜM 3. Aşağıdaki maddelerde yazanların sizin için ne kadar önemli olduğunu belirtiniz. (Soruların doğru veya yanlış cevabı yoktur; lütfen içtenlikle cevap veriniz)

1	2	3	4	5	6
Tamamen önemsiz	Önemsiz	Biraz önemsiz	Biraz Önemli	Önemli	Son derece önemli

SİZİN İÇİN, İŞYERİ ORTAMINDA...

1. Beraber çalıştığınız kişilerin üzerinde olumlu bir etki bırakmak	
2. Sorunlara bulaşmamak	
3. Beraber çalıştığınız kişilerden daha üstün görünmek	
4. Tembel görünmekten kaçınmak	
5. Sorumsuz biri gibi görünmekten kaçınmak	
6. Amirinizden kötü laf işitmekten kaçınmak	
7. Başkalarının gözünde kötü bir izlenim bırakmaktan kaçınmak	
8. Meşgulmüş gibi görünmek	

BÖLÜM 4. Aşağıda, iş hayatında yöneticilerin sergilediği davranışlarla ilgili tanımlar yer almaktadır. Doğrudan bağlı olduğunuz yöneticinizi düşündüğünüzde, aşağıda yer alan her bir tanımla ilgili görüşünüzü verilen ölçeği kullanarak belirtiniz.

1	2	3	4	5
Kesinlikle katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Kesinlikle katılıyorum

1. Çalışanlarına karşı bir aile büyüğü (baba/anne veya ağabey/abla) gibi davranır.	
2. Çalışanlarını dışarıdan gelen eleştirilere karşı korur.	
3. Çalışanlarını yakından (örn., kişisel sorunlar, aile yaşantısı vs.) tanımaya önem verir.	
4. Çalışanlarına bir aile büyüğü gibi öğüt verir.	
5. Çalışanlarına karşı tatlı-serttir.	
6. İşyerinde aile ortamı yaratmaya önem verir.	
7. Çalışanlarıyla ilişkilerinde duygusal tepkiler gösterir; sevinç, üzüntü, kızgınlık gibi duygularını dışa vurur.	
8. Çalışanlardan birinin özel hayatında yaşadığı problemlerde (örn; eşler arası problemlerde) arabuluculuk yapmaya hazırdır.	
9. Çalışanlarıyla ilgili kararlar alırken (örn., terfi, işten çıkartma), performans <u>en önemli</u> kriter değildir.	
10. İşle ilgili her konunun kontrolü altında ve bilgisi dahilinde olmasını ister.	
11. Bir ebeveynin çocuğundan sorumlu olması gibi, her çalışanından kendini sorumlu hisseder.	
12. Gerektiğinde, çalışanları adına, onaylarını almaksızın bir şeyler yapmaktan çekinmez.	
13. Çalışanlarıyla bire bir ilişki kurmak onun için çok önemlidir.	
14. İhtiyaçları olduğu zaman, çalışanlarına iş dışı konularda (örn., ev kurma, çocuk okutma, sağlık vs.) yardım etmeye hazırdır.	
15. Çalışanlarına gösterdiği ilgi ve alakaya karşılık, onlardan bağlılık ve sadakat bekler.	
16. Çalışanlarıyla yakın ilişki kurmasına rağmen aradaki mesafeyi de korur.	
17. Çalışanlarının gelişimini yakından takip eder.	
18. Çalışanları için neyin en iyi olduğunu bildiğine inanır.	
19. Çalışanlarının özel günlerine (örn., nikah, cenaze, mezuniyet vs.) katılır.	
20. Çalışanlarında sadakate, performansa verdiğiinden daha fazla önem verir.	
21. İşle ilgili konularda çalışanlarının fikrini sorar, ama son kararı kendisi verir.	

BÖLÜM 5. Lütfen doğrudan bağlı bulunduğunuz yöneticinizin aşağıdaki ifadelerde yer alan davranışları ne ölçüde sergilediğini değerlendirin. Her bir davranışı ayrı olarak düşünün ve amiriniz hakkındaki genel görüşlerinizin, belirtilen davranış konusundaki değerlendirmelerinizi yanıltmasına izin vermeyin.

1	2	3	4	5
Hiçbir zaman	Arada bir	Bazen	Oldukça sık	Her zaman olmasa da, çok sık

DOĞRUDAN BAĞLI BULUNDUĞUNUZ YÖNETİCİNİZ...

1. Önemli varsayımların uygun olup olmadığını sorgulamak için onları tekrar inceler.	
2. Önem verdiği değerleri ve ilkeleri açıklar.	
3. Sorunların çözümünde farklı bakış açıları arar.	
4. Gelecek hakkında iyimser konuşur.	
5. Kendisiyle çalışmaktan gurur duymanızı sağlar.	
6. Başarılması gerekenler hakkında coşkulu konuşur.	
7. Güçlü bir amaç duygusuna sahip olmanın önemini vurgular.	
8. Öğretmeye ve yetiştirmeye zaman harcar.	
9. Grubun iyiliği için kendi çıkarlarını bir kenara bırakır.	
10. Size sadece grubun bir üyesi olarak değil bir birey olarak davranır.	
11. Saygınızı kazanacak şekilde hareket eder.	
12. Kararların ahlaki ve etik sonuçlarını göz önüne alır.	
13. Güç ve güven duygusu sergiler.	
14. Çekici bir gelecek vizyonunu açıkça ifade eder.	
15. Sizi başkalarından farklı gereksinimleri, yetenekleri ve beklentileri olan bir birey olarak dikkate alır.	
16. Sorunlara birçok farklı açıdan bakmanızı sağlar.	
17. Güçlü yönlerinizi geliştirmeniz için yardım eder.	
18. Verilen görevlerin nasıl tamamlanması gerektiği konusunda yeni yollar önerir.	
19. Ortak bir misyon duygusuna sahip olmanın önemini vurgular.	
20. Amaçların gerçekleştirileceğine dair güvenini ifade eder.	

BÖLÜM 6. Şu anda beraber çalıştığınız çalışma arkadaşlarınızın aşağıda belirtilen çalışan davranışlarına karşı genel tutumlarınızı aşağıdaki ölçeği kullanarak değerlendiriniz.

-2	-1	0	1	2
Çok Tenkit ederler	Tenkit ederler	Bu davranışa karşı nötrdürler	Takdir ederler	Çok takdir ederler

ŞU ANDA BERABER ÇALIŞTIĞIM ÇALIŞMA ARKADAŞLARIM, AŞAĞIDA BELİRTİLEN DAVRANIŞLARI SERGİLEYEN ÇALIŞANLARI...

1. Kurumda işlerin nasıl yapılması gerektiğiyle ilgili yararlı önerilerde bulunmak	
2. İş arkadaşlarına işle ilgili konularda yardımcı olmak	
3. İşin gerektirdiği asgari zorunluluklardan fazlasını yapmak	
4. İşle ilgili sorunları çözmek için inisiyatif kullanmak, kişisel girişimde bulunmak	
5. Havadan sudan nedenlerden dolayı şikayet etmekten kaçınmak	



BÖLÜM 7. Lütfen aşağıdaki her maddeyi dikkatlice okuduktan sonra o maddede yer alan ifadeye ne derecede katıldığınızı aşağıdaki ölçeği kullanarak belirtiniz.

1	2	3	4	5
Kesinlikle katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Kesinlikle katılıyorum

1. Birisi bu <u>kurumu</u> eleştirdiğinde, bunu şahsıma yapılmış bir saldırı olarak algılarıam.	
2. Birisi bu <u>çalışma gurubunu</u> övdüğünde, bana iltifat edilmiş gibi hissederim.	
3. Başkalarının bu <u>kurum</u> hakkında ne düşündüğü ile çok ilgilenirim.	
4. Bu <u>çalışma gurubunun</u> başarıları benim başarılarımdır.	
5. Birisi <u>şu an bağlı bulunduğum yöneticiyi</u> eleştirdiğinde, bunu şahsıma yapılmış bir saldırı olarak algılarıam.	

1	2	3	4	5
Kesinlikle katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Kesinlikle katılıyorum

6. Bu <u>kurum</u> hakkında konuşurken genellikle "onlar" yerine "biz" derim.	
7. Bu <u>kurumun</u> başarıları benim başarılarımdır.	
8. Başkalarının bu <u>çalışma gurubu</u> hakkında ne düşündüğü ile çok ilgilenirim.	
9. Birisi <u>şu an bağlı olduğum yöneticiyi</u> övdüğünde, bana iltifat edilmiş gibi hissederim.	
10. Birisi bu <u>kurumu</u> övdüğünde, bana iltifat edilmiş gibi hissederim.	
11. Başkalarının <u>şu an bağlı bulunduğum yönetici</u> hakkında ne düşündüğü ile çok ilgilenirim.	
12. Birisi bu <u>çalışma gurubunu</u> eleştirdiğinde, bunu şahsıma yapılmış bir saldırı olarak algılarım.	
13. <u>Şu an bağlı olduğum yöneticinin</u> başarıları benim başarılarımdır.	
14. Eğer medyada çıkan bir haberde bu <u>kurum</u> eleştirilirse, bundan utanç duyarım.	
15. Bu <u>çalışma gurubu</u> hakkında konuşurken genellikle "onlar" yerine "biz" derim.	
16. Eğer medyada çıkan bir haberde <u>şu an bağlı bulunduğum yönetici</u> eleştirilirse, bundan utanç duyarım.	

BÖLÜM 8. Lütfen aşağıdaki her maddeyi dikkatlice okuduktan sonra o maddeye ne derecede katıldığınızı aşağıdaki ölçeği kullanarak belirtiniz.

1	2	3	4	5	6
Kesinlikle katılmıyorum	Katılmıyorum	Pek Katılmıyorum	Biraz Katılıyorum	Katılıyorum	Tamamen Katılıyorum

AMİRİMİN...

1. Beni başarılı olduğum zaman ödüllendireceğini bilirim.	
2. İşimi sadece çalışma performansıma bağlı değerlendireceğini bilirim.	
3. İş konusunda haklı olduğumda beni koruyacağını bilirim.	
4. Bir üstüne danışmayı / sormayı tercih edeceğim işler vardır.	
5. Konumunu hakkettiğine inanırım.	

1	2	3	4	5	6
Kesinlikle katılmıyorum	Katılmıyorum	Pek Katılmıyorum	Biraz Katılıyorum	Katılıyorum	Tamamen Katılıyorum

6. Söyledikleri ve yaptıkları birebir örtüşür.	
7. Otoritesinden rahatsızlık duyarım.	
8. Talep ve önerilerine güvenirim.	



BÖLÜM 9. Lütfen aşağıdaki ifadeler hakkındaki görüşlerinizi belirtiniz. Eğer ifade, sizin düşüncenize uyuyorsa **DOĞRU**nun altındaki kutuyu, uymuyorsa **YANLIŞ**ın altındaki kutuyu işaretleyiniz.

	DOĞRU	YANLIŞ
1. Sorunu olan birisine yardım etmekte <u>asla</u> tereddüt etmem.		
2. <u>Hiçbir zaman</u> isteyerek birisini üzecek bir şey söylemedim.		
3. Bir şeylerden kurtulmak için <u>bazen</u> hasta rolü oynadığım oldu.		
4. Başkalarını kullandığım anlar olmuştur.		
5. Kiminle konuşsam konuşayım, <u>daima</u> iyi bir dinleyiciyimdir.		
6. Sevmediğim insanlar da dahil herkese karşı <u>her zaman</u> kibar ve dostaneyimdir.		
7. Yanlış yaptığımda bunu <u>her zaman</u> kabul ederim.		
8. <u>Bazen</u> , başkalarının başına kötü bir şey geldiğinde bunu hak ettiklerini düşünürüm.		
9. Affetmek yerine <u>bazen</u> intikam almaya çalışmışımdır.		
10. <u>Bazen</u> dedikodu yapmayı severim.		

BÖLÜM 10. Aşağıda bazı çalışan davranışlarını tanımlayan ifadeler yer almaktadır. Lütfen her bir maddede tanımlanan davranışı ne ölçüde sergilediğinizi düşününüz ve verilen ölçeği kullanarak değerlendiriniz.

1	2	3	4	5	6	7
Kesinlikle katılmıyorum	Katılmıyorum	Biraz katılmıyorum	Emin Değilim	Biraz Katılıyorum	Katılıyorum	Kesinlikle Katılıyorum

1. İş yükü ağır olan diğer çalışanlara yardım ederim.	
2. Görev bilinci en yüksek çalışanlardan biriyimdir.	
3. Grupta her zaman başkaları tarafından idare edilmesi gereken, açıkları kapatılması gereken biriyimdir.	
4. İş arkadaşlarıma sorun yaratmaktan kaçınırım.	
5. Kurumdaki değişiklikleri sürekli olarak takip ederim.	
6. Her zaman çevremdekilere yardım etmeye hazırım.	
7. Aldığım paranın hakkını vermenin gerekliliğine inanırım.	
8. Önemsiz konularla ilgili şikayet ederek çok zaman kaybederim.	
9. Davranışlarımın iş arkadaşlarım üzerindeki etkisini göz önünde tutarım.	
10. Katılımı zorunlu olmayan fakat önemli görülen toplantılara katılırım.	
11. İşe gelememiş bir kişiye yardım ederim.	
12. İşe devamlılığım standartların üzerindedir.	
13. Pireyi deve yaparım.	
14. Başkalarının haklarına tecavüz etmem.	
15. Katılımı zorunlu olmayan fakat kurum imajı için önemli olan görevleri üstlenirim.	
16. İşle ilgili problemleri olanlara kendi isteğimle yardım ederim.	
17. Fazladan molalar vermem.	
18. Olumlu yönlere odaklanmak yerine her zaman hata ararım.	
19. Diğer çalışanlarla sorun oluşmaması için önlemler alırım.	
20. Kurumsal duyuru, not... vb. materyalleri okur ve takip ederim.	
21. Yeni gelenlerin ortama alışmalarına zorunlu olmadığım halde yardım ederim.	
22. Kimsenin farkında olmadığı zamanlarda bile şirket kurallarına uyarım.	
23. Kurumun yaptıklarında her zaman kusur bulurum.	
24. Davranışlarımın diğer çalışanların işlerine olan etkisine dikkat ederim.	

BÖLÜM 11. Lütfen aşağıdaki her maddeyi dikkatlice okuduktan sonra o maddede yer alan ifadeye ne derecede katıldığınızı aşağıdaki ölçeği kullanarak belirtiniz.

1	2	3	4	5	6
Kesinlikle katılmıyorum	Katılmıyorum	Biraz katılmıyorum	Biraz katılıyorum	Katılıyorum	Kesinlikle katılıyorum

1. Ebeveynler ve çocuklar mümkün olabildiğince birbirlerine bağlı kalmalıdır.	
2. Yakın çevremizin kararlarına saygı göstermek benim için önemlidir.	
3. Ne kadar fedakarlık gerektirirse gerektirsin, aile üyeleri birbirlerine kenetlenmelidir.	
4. Benim için mutluluk, çevremdeki insanlarla vakit geçirmektir.	

KİŞİSEL BİLGİLER:

Cinsiyetiniz: Erkek Kadın Yaşınız: _____

Kaç yıldır mevcut görevinizde çalışıyorsunuz? (1 yıldan az ise lütfen ay olarak belirtiniz)

Şu anda bağlı olduğunuz yöneticinizle kaç yıldır birlikte çalışıyorsunuz? (1 yıldan az ise lütfen ay olarak belirtiniz)

İşiniz: Yarı zamanlı (Part-time) Tam zamanlı (Full-time)

Kontrat türünüz: Sözleşmeli Kadrolu

Eğitim düzeyiniz: Ortaokul Lise Yüksekokul Üniversite (Lisans) Yüksek Lisans

ARAŞTIRMAMIZA KATKIDA BULUNDUĞUNUZ İÇİN TEŞEKKÜR EDERİZ! ☺



Appendix 2a.

Table A1.

Summary of Exploratory Factor Analysis Results for All Organizational Citizenship Behaviors Items

Items	Factor Loadings						
	1	2	3	4	5	6	7
Factor 1:							
20. Kurumsal duyuru, not... vb. materyalleri okur ve takip ederim. (Civic virtue)	.69	.28	.00	.17	-.02	.16	.03
19. Diğer çalışanlarla sorun oluşmaması için önlemler alırım. (Courtesy)	.67	.01	-.01	.07	.23	.19	.18
24. Davranışlarımın diğer çalışanların işlerine olan etkisine dikkat ederim. (Courtesy)	.63	.25	.27	.11	.11	.05	.05
9. Davranışlarımın iş arkadaşlarım üzerindeki etkisini göz önünde tutarım. (Courtesy)	.58	.03	.23	.25	.40	-.09	.10
5. Kurumdaki değişimleri sürekli olarak takip ederim. (Civic virtue)	.51	-.10	.09	.50	-.26	-.01	-.10
21. Yeni gelenlerin ortama alışmalarına zorunlu olmadığım halde yardım ederim. (Altruism)	.51	.42	.09	.01	.21	.10	-.29
10. Katılımı zorunlu olmayan fakat önemli görülen toplantılara katılırım. (Civic virtue)	.47	.30	.03	.26	.11	-.18	.17
Factor 2:							
2. Görev bilinci en yüksek çalışanlardan biriyimdir. (Conscientiousness)	.12	.69	.10	.19	.07	.24	.11
22. Kimsenin farkında olmadığı zamanlarda bile şirket kurallarına uyarım. (Conscientiousness)	.39	.64	.07	-.12	-.07	.05	.24
7. Aldığım paranın hakkını vermenin gerekliliğine inanırım. (Conscientiousness)	-.01	.60	.28	.25	.34	.13	-.01
15. Katılımı zorunlu olmayan fakat kurum imajı için önemli olan görevleri üstlenirim. (Civic virtue)	.30	.58	-.06	.32	-.09	-.16	.17
Factor 3:							
8. Önemsiz konularla ilgili şikayet ederek çok zaman kaybederim. (R) (Sportsmanship)	.14	-.01	.74	.11	-.16	.16	-.05
13. Pireyi deve yaparım. (R) (Sportsmanship)	.07	.09	.74	-.02	.13	-.05	.02
18. Olumlu yönlere odaklanmak yerine her zaman hata ararım. (R) (Sportsmanship)	-.04	.10	.62	.07	.11	-.01	.30
23. Kurumun yaptıklarında her zaman kusur bulurum. (R) (Sportsmanship)	.23	.13	.49	-.13	.03	.18	.41
Factor 4:							
16. İşle ilgili problemleri olanlara kendi isteğimle yardım ederim. (Altruism)	.05	.26	-.05	.70	-.02	-.00	.19
6. İş yükü ağır olan diğer çalışanlara yardım ederim. (Altruism)	.17	.15	.09	.66	.09	.01	-.11
11. İşe gelememiş bir kişiye yardım ederim. (Altruism)	.24	-.11	-.07	.58	.09	.28	.24
6. Her zaman çevremdekilere yardım etmeye hazırım. (Altruism)	.15	.30	.31	.56	.42	-.01	-.01
Factor 5:							
4. İş arkadaşlarıma sorun yaratmaktan kaçınırım. (Courtesy)	.18	.06	.03	.02	.72	.05	.06
Factor 6:							
12. İşe devamlılığım standartların üzerindedir. (Conscientiousness)	.16	.10	-.09	.16	.22	.68	.28
3. Grupta her zaman başkaları tarafından idare edilmesi gereken, açıkları kapatılması gereken biriyimdir. (R) (Sportsmanship)	-.06	.22	.25	-.13	-.35	.66	-.11
14. Başkalarının haklarına tecavüz etmem. (Courtesy)	.25	.00	.30	.16	.30	.42	-.08
Factor 7:							
17. Fazladan molalar vermem. (Conscientiousness)	.10	.16	.20	.13	.05	.05	.72
Percentage of explained variance (%)	24.71	8.40	5.83	5.47	5.06	4.59	4.57
Eigenvalues	5.93	2.02	1.40	1.31	1.21	1.10	1.10

Note. (R) : Reverse coded item

Appendix 2b.

Table A2.

Summary of Exploratory Factor Analysis Results for Organizational Citizenship Behavior Scale After Excluding the Third Item

Items	Factor Loadings					
	1	2	3	4	5	6
Factor 1:						
20. Kurumsal duyuru, not... vb. materyalleri okur ve takip ederim. (Civic virtue)	.69	.01	.28	.15	.06	.15
19. Diğer çalışanlarla sorun oluşmaması için önlemler alırım. (Courtesy)	.65	.00	.03	.05	.24	.30
24. Davranışlarımın diğer çalışanların işlerine olan etkisine dikkat ederim. (Courtesy)	.63	.27	.25	.10	.16	.07
9. Davranışlarımın iş arkadaşlarım üzerindeki etkisini göz önünde tutarım. (Courtesy)	.56	.22	.04	.25	.36	.05
21. Yeni gelenlerin ortama alışmalarına zorunlu olmadığım halde yardım ederim. (Altruism)	.53	.09	-.10	.44	-.20	-.03
5. Kurumdaki değişiklikleri sürekli olarak takip ederim. (Civic virtue)	.50	.04	.40	-.00	.33	-.14
10. Katılımı zorunlu olmayan fakat önemli görülen toplantılara katılırım. (Civic virtue)	.47	.04	.31	.28	.06	.01
Factor 2:						
2. Önemsiz konularla ilgili şikayet ederek çok zaman kaybederim. (R) (Sportsmanship)	.15	.74	-.03	.09	-.04	-.01
22. Pireyi deve yaparım. (R) (Sportsmanship)	.07	.73	.08	-.01	.17	-.10
15. Olumlu yönlere odaklanmak yerine her zaman hata ararım. (R) (Sportsmanship)	-.05	.65	.12	.08	.08	.15
7. Kurumun yaptıklarında her zaman kusur bulurum. (R) (Sportsmanship)	.21	.54	.16	-.15	.02	.36
Factor 3:						
8. Görev bilinci en yüksek çalışanlardan biriyimdir. (Conscientiousness)	.10	.12	.68	.18	.14	.21
13. Kimsenin farkında olmadığı zamanlarda bile şirket kurallarına uyarım. (Conscientiousness)	.38	.11	.67	-.12	-.07	.19
18. Katılımı zorunlu olmayan fakat önemli görülen toplantılara katılırım. (Civic virtue)	.31	-.04	.59	.34	-.11	.02
23. Aldığım paranın hakkını vermenin gerekliliğine inanırım. (Conscientiousness)	-.03	.26	.57	.25	.42	-.01
Factor 4:						
16. İşle ilgili problemleri olanlara kendi isteğimle yardım ederim. (Altruism)	.05	-.03	.26	.69	-.04	.16
1. İş yükü ağır olan diğer çalışanlara yardım ederim. (Altruism)	.18	.07	.13	.65	.15	-.04
11. İşe gelememiş bir kişiye yardım ederim. (Altruism)	.24	-.05	-.11	.56	.12	.38
6. Her zaman çevremdekilere yardım etmeye hazırım. (Altruism)	.14	.28	.28	.55	.46	-.06
Factor 5:						
4. İş arkadaşlarıma sorun yaratmaktan kaçınırım. (Courtesy)	.16	.00	.05	.02	.68	.09
14. Başkalarının haklarına tecavüz etmem. (Courtesy)	.24	.27	-.03	.12	.44	.21
Factor 6:						
12. İşe devamlılığım standartların üzerindedir. (Conscientiousness)	.13	-.04	.10	.10	.30	.69
17. Fazladan molalar vermem. (Conscientiousness)	.07	.30	.24	.11	-.12	.60
Percentage of explained variance (%)	25.85	8.25	5.83	5.63	4.99	4.80
Eigenvalues	5.95	1.90	1.34	1.30	1.15	1.10

Note. (R) : Reverse coded item.

Appendix 3a.

Table B1.

Summary of Exploratory Factor Analysis Results for All Paternalistic Leadership Items

Items	Factor Loadings				
	1	2	3	4	5
Factor 1:					
1. Çalışanlarına karşı bir aile büyüğü (baba/anne veya ağabey/abla) gibi davranır. (Family atmosphere at workplace)	.83	-.05	.13	.06	.05
4. Çalışanlarına bir aile büyüğü gibi öğüt verir. (Family atmosphere at workplace)	.79	.31	-.02	.05	.10
6. İşyerinde aile ortamı yaratmaya önem verir. (Family atmosphere at workplace)	.72	.16	.02	.25	.20
2. Çalışanlarını dışarıdan gelen eleştirilere karşı korur. (Family atmosphere at workplace)	.70	-.01	.13	.21	.01
14. İhtiyaçları olduğu zaman, çalışanlarına iş dışı konularda (örn., ev kurma, çocuk okutma, sağlık vs.) yardım etmeye hazırdır. (Involving in non-work lives of employees)	.68	.06	.06	.37	.06
3. Çalışanlarını yakından (örn., kişisel sorunlar, aile yaşantısı vs.) tanımaya önem verir. (Individualized relationships with subordinates)	.66	.16	.06	.39	.09
13. Çalışanlarıyla bire bir ilişki kurmak onun için çok önemlidir. (Individualized relationships with subordinates)	.65	.14	.20	.36	.04
5. Çalışanlarına karşı tatlı-serttir. (Status hierarchy)	.64	.02	.32	-.16	.23
11. Bir ebeveynin çocuğundan sorumlu olması gibi, her çalışanından kendini sorumlu hisseder. (Family atmosphere at workplace)	.59	.19	.37	.23	.04
16. Çalışanlarıyla yakın ilişki kurmasına rağmen aradaki mesafeyi de korur. (Status hierarchy)	.58	.39	.35	-.10	-.06
17. Çalışanlarının gelişimini yakından takip eder. (Individualized relationships with subordinates)	.54	.46	.23	.20	-.21
15. Çalışanlarına gösterdiği ilgi ve alakaya karşılık, onlardan bağlılık ve sadakat bekler. (Loyalty expectation)	.42	.35	.36	.00	.34
Factor 2:					
18. Çalışanları için neyin en iyi olduğunu bildiğine inanır. (Status hierarchy)	.21	.72	.18	.26	-.05
12. Gerektiğinde, çalışanları adına, onaylarını almaksızın bir şeyler yapmaktan çekinmez. (Status hierarchy)	-.01	.69	.04	.02	.32
Factor 3:					
21. İşle ilgili konularda çalışanlarının fikrini sorar, ama son kararı kendisi verir. (Status hierarchy)	.12	.09	.81	.18	-.07
10. İşle ilgili her konunun kontrolü altında ve bilgisi dahilinde olmasını ister. (Status hierarchy)	.20	.38	.52	-.04	.12
Factor 4:					
19. Çalışanlarının özel günlerine (örn., nikah, cenaze, mezuniyet vs.) katılır. (Involving in non-work lives of employees)	.18	.11	.26	.74	.09
8. Çalışanlardan birinin özel hayatında yaşadığı problemlerde (örn; eşler arası problemlerde) arabuluculuk yapmaya hazırdır. (Involving in non-work lives of employees)	.38	.10	-.06	.70	.19
Factor 5:					
7. Çalışanlarıyla ilişkilerinde duygusal tepkiler gösterir; sevinç, üzüntü, kızgınlık gibi duygularını dışa vurur. (Individualized relationships with subordinates)	.11	.27	.03	.04	.71
9. Çalışanlarıyla ilgili kararlar alırken (örn., terfi, işten çıkartma), performans <u>en önemli</u> kriter değildir. (Loyalty expectation)	.03	-.03	-.04	.09	.66
20. Çalışanlarında sadakate, performansa verdiğiinden daha fazla önem verir. (Loyalty expectation)	.18	-.04	.50	.26	.56
Percentage of explained variance (%)	37.07	7.92	6.64	5.27	4.79
Eigenvalues	7.79	1.66	1.39	1.11	1.01

Appendix 3b.

Table B2.

Exploratory Factor Analysis Results for Items in the Short Form of Paternalistic Leadership Scale

<i>Items</i>	<i>Factor Loadings</i>
4. Çalışanlarına bir aile büyüğü gibi öğüt verir. (Family atmosphere at workplace)	.80
1. Çalışanlarına karşı bir aile büyüğü (baba/anne veya ağabey/abla) gibi davranır. (Family atmosphere at workplace)	.78
13. Çalışanlarıyla bire bir ilişki kurmak onun için çok önemlidir. (Individualized relationships with subordinates)	.77
6. İşyerinde aile ortamı yaratmaya önem verir. (Family atmosphere at workplace)	.77
3. Çalışanlarını yakından (örn., kişisel sorunlar, aile yaşantısı vs.) tanımaya önem verir. (Individualized relationships with subordinates)	.75
14. İhtiyaçları olduğu zaman, çalışanlarına iş dışı konularda (örn., ev kurma, çocuk okutma, sağlık vs.) yardım etmeye hazırdır. (Involving in non-work lives of employees)	.74
11. Bir ebeveynin çocuğundan sorumlu olması gibi, her çalışanından kendini sorumlu hisseder. (Family atmosphere at workplace)	.74
2. Çalışanlarını dışarıdan gelen eleştirilere karşı korur. (Family atmosphere at workplace)	.71
17. Çalışanlarının gelişimini yakından takip eder. (Individualized relationships with subordinates)	.69
16. Çalışanlarıyla yakın ilişki kurmasına rağmen aradaki mesafeyi de korur. (Status hierarchy)	.69
5. Çalışanlarına karşı tatlı-serttir. (Status hierarchy)	.65
15. Çalışanlarına gösterdiği ilgi ve alakaya karşılık, onlardan bağlılık ve sadakat bekler. (Loyalty expectation)	.60
Percentage of explained variance (%)	52.73
Eigenvalue	6.33

Appendix 4.

Table C.

Summary of Exploratory Factor Analysis Results for Transformational Leadership Scale

Items	Factor Loadings	
	1	2
Factor 1:		
11. Saygınızı kazanacak şekilde hareket eder. (Idealized influence)	.81	.09
17. Güçlü yönlerinizi geliştirmeniz için yardım eder. (Individualized consideration)	.77	.35
16. Sorunlara birçok farklı açıdan bakmanızı sağlar. (Intellectual stimulation)	.72	.40
9. Grubun iyiliği için kendi çıkarlarını bir kenara bırakır. (Idealized influence)	.72	.22
10. Size sadece grubun bir üyesi olarak değil bir birey olarak davranır. (Individualized consideration)	.71	.02
5. Kendisiyle çalışmaktan gurur duymanızı sağlar. (Idealized influence)	.71	.37
13. Güç ve güven duygusu sergiler. (Idealized influence)	.69	.31
20. Amaçların gerçekleştirileceğine dair güvenini ifade eder. (Inspirational motivation)	.69	.44
18. Verilen görevlerin nasıl tamamlanması gerektiği konusunda yeni yollar önerir. (Intellectual stimulation)	.68	.36
15. Sizi başkalarından farklı gereksinimleri, yetenekleri ve beklentileri olan bir birey olarak dikkate alır. (Individualized consideration)	.68	.27
12. Kararların ahlaki ve etik sonuçlarını göz önüne alır. (Idealized influence)	.66	.34
14. Çekici bir gelecek vizyonunu açıkça ifade eder. (Inspirational motivation)	.62	.44
19. Ortak bir misyon duygusuna sahip olmanın önemini vurgular. (Idealized influence)	.59	.54
8. Öğretmeye ve yetiştirmeye zaman harcar. (Individualized consideration)	.58	.46
4. Gelecek hakkında iyimser konuşur. (Inspirational motivation)	.53	.42
Factor 2:		
2. Önem verdiği değerleri ve ilkeleri açıklar. (Idealized influence)	.06	.81
7. Güçlü bir amaç duygusuna sahip olmanın önemini vurgular. (Idealized influence)	.25	.76
6. Başarılması gerekenler hakkında coşkulu konuşur. (Inspirational motivation)	.25	.71
1. Önemli varsayımların uygun olup olmadığını sorgulamak için onları tekrar inceler. (Intellectual stimulation)	.31	.62
3. Sorunların çözümünde farklı bakış açıları arar. (Intellectual stimulation)	.52	.52
Percentage of explained variance (%)	51.84	7.17
Eigenvalues	10.37	1.43

Appendix 5a.

Table D1.

Summary of Exploratory Factor Analysis Results for Trust to Supervisor Scale

<i>Items</i>	<i>Factor Loadings</i>
3. İş konusunda haklı olduğumda beni koruyacağını bilirim.	.83
8. Talep ve önerilerine güvenirim.	.81
6. Söyledikleri ve yaptıkları birebir örtüşür.	.79
5. Konumunu hakkettiğine inanırım.	.78
1. Beni başarılı olduğum zaman ödüllendireceğini bilirim.	.75
2. İşimi sadece çalışma performansıma bağlı değerlendireceğini bilirim.	.55
7. Otoritesinden rahatsızlık duyarım. (R)	.43
4. Bir üstüne danışmayı / sormayı tercih edeceğim işler vardır. (R)	-0.26
Percentage of explained variance	46.18
Eigenvalue	3.69

Note. (R) : Reverse coded item.

Appendix 5b.

Table D2.

Summary of Exploratory Factor Analysis Results for Trust in Supervisor Scale After Excluding the Fourth Item

<i>Items</i>	<i>Factor Loadings</i>
3. İş konusunda haklı olduğumda beni koruyacağımı bilirim.	.83
8. Talep ve önerilerine güvenirim.	.81
6. Söyledikleri ve yaptıkları birebir örtüşür.	.79
5. Konumunu hakkettiğine inanırım.	.78
1. Beni başarılı olduğum zaman ödüllendireceğini bilirim.	.75
2. İşimi sadece çalışma performansıma bağlı değerlendireceğini bilirim.	.55
7. Otoritesinden rahatsızlık duyarım. (R)	.44
Percentage of explained variance (%)	52.06
Eigenvalue	3.64

Note. (R) : Reverse coded item.

Appendix 6.

Table E.

Summary of Exploratory Factor Analysis Results for Psychological Empowerment Scale

<i>Items</i>	<i>Factor Loadings</i>		
	1	2	3
Factor: Self-Determination & Impact			
8. İşimi nasıl yapacağım konusunda gereken serbestliğe sahibim. (Self-determination)	.84	.14	-.01
3. İşimi nasıl yapacağım konusunda önemli ölçüde serbestlik ve özgürlüğe sahibim. (Self-determination)	.81	.10	.02
9. Çalıştığım bölümde olup bitenler üzerinde kontrolüm gayet fazladır. (Impact)	.79	.22	.20
5. Çalıştığım bölümde olup bitenler üzerinde sözüm geçer. (Impact)	.72	.33	.19
2. Çalıştığım bölümde olup bitenler üzerinde büyük etkim vardır. (Impact)	.65	.25	.29
11. İşimi nasıl yapacağıma kendim karar verebilirim. (Self-determination)	.63	.26	.24
Factor: Competence			
7. İşimi yapabilmek için gerekli becerilere tam olarak sahip olduğumu düşünüyorum.	.18	.84	.01
6. İşimi yapma konusundaki yeteneklerime güvenirim.	.30	.84	.05
12. İşimi yapma konusunda kendime güvenim tamdır.	.25	.80	.27
Factor: Meaning			
1. İşim benim için çok önemlidir.	-.00	.04	.82
4. Yaptığım iş benim için anlamlıdır.	.15	.21	.79
10. İşimle ilgili konular benim için kişisel anlam taşır.	.29	.01	.53
Percentage of explained variance (%)	43.01	1.42	1.34
Eigenvalues	5.16	1.42	1.34

Appendix 7a.

Table F1.

Summary of Exploratory Factor Analysis Results for All Identification Items

<i>Items</i>	<i>Factor Loadings</i>		
	1	2	3
Factor 1:			
1. Birisi bu <u>kurumu</u> eleştirdiğinde, bunu şahsıma yapılmış bir saldırı olarak algıladım.	.76	.28	.12
3. Başkalarının bu <u>kurum</u> hakkında ne düşündüğü ile çok ilgilenirim.	.74	.22	.18
6. Bu <u>kurum</u> hakkında konuşurken genellikle “onlar” yerine “biz” derim.	.69	-.01	.46
2. Başkalarının bu <u>çalışma gurubu</u> hakkında ne düşündüğü ile çok ilgilenirim.	.65	.31	.28
15. Bu <u>çalışma gurubu</u> hakkında konuşurken genellikle “onlar” yerine “biz” derim.	.64	.08	.46
5. Birisi <u>şu an bağlı bulunduğum yöneticiyi</u> eleştirdiğinde, bunu şahsıma yapılmış bir saldırı olarak algıladım.	.58	.54	.03
2. Birisi bu <u>çalışma gurubunu</u> övdüğünde, bana iltifat edilmiş gibi hissederim.	.57	.26	.39
Factor 2:			
16. Eğer medyada çıkan bir haberde <u>şu an bağlı bulunduğum yönetici</u> eleştirilirse, bundan utanç duyarım.	.11	.80	.22
14. Eğer medyada çıkan bir haberde bu <u>kurum</u> eleştirilirse, bundan utanç duyarım.	.10	.73	.31
11. Başkalarının <u>şu an bağlı bulunduğum yönetici</u> hakkında ne düşündüğü ile çok ilgilenirim.	.48	.60	.05
12. Birisi bu <u>çalışma gurubunu</u> eleştirdiğinde, bunu şahsıma yapılmış bir saldırı olarak algıladım.	.50	.58	.21
9. Birisi <u>şu an bağlı olduğum yöneticiyi</u> övdüğünde, bana iltifat edilmiş gibi hissederim.	.41	.57	.36
Factor 3:			
7. Bu <u>kurumun</u> başarıları benim başarılarımdır.	.21	.25	.82
4. Bu <u>çalışma gurubunun</u> başarıları benim başarılarımdır.	.24	.16	.81
13. <u>Şu an bağlı olduğum yöneticinin</u> başarıları benim başarılarımdır.	.18	.44	.58
10. Birisi bu <u>kurumu</u> övdüğünde, bana iltifat edilmiş gibi hissederim.	.46	.42	.55
Percentage of explained variance (%)	49.55	7.67	7.32
Eigenvalues	7.93	1.23	1.17

Appendix 7b.

Table F2.

Summary of Exploratory Factor Analysis Results for Organizational Identification Scale

<i>Items</i>	<i>Factor Loadings</i>
10. Birisi bu <u>kurumu</u> övdüğünde, bana iltifat edilmiş gibi hissederim.	.85
1. Birisi bu <u>kurumu</u> eleştirdiğinde, bunu şahsıma yapılmış bir saldırı olarak algılarıım.	.77
7. Bu <u>kurumun</u> başarıları benim başarılarımdır.	.77
6. Bu <u>kurum</u> hakkında konuşurken genellikle “onlar” yerine “biz” derim.	.74
3. Başkalarının bu <u>kurum</u> hakkında ne düşündüğü ile çok ilgilenirim.	.72
14. Eğer medyada çıkan bir haberde bu <u>kurum</u> eleştirilirse, bundan utanç duyarım.	.63
Percentage of explained variance (%)	56.46
Eigenvalue	3.39

Appendix 8.

Table G.

Summary of Exploratory Factor Analysis Results for Instrumentality Related to Leader and Work Group Scale

Items	Factor Loadings	
	1	2
Factor 1: Instrumentality Related to Work Group		
2. İş arkadaşlarına işle ilgili konularda yardımcı olmak (those in my work group recognize/criticize this behavior)	.82	.04
3. İşin gerektirdiği asgari zorunluluklardan fazlasını yapmak (those in my work group recognize/criticize this behavior)	.80	.12
4. İşle ilgili sorunları çözmek için inisiyatif kullanmak, kişisel girişimde bulunmak (those in my work group recognize/criticize this behavior)	.77	.06
1. Kurumda işlerin nasıl yapılması gerektiğiyle ilgili yararlı önerilerde bulunmak (those in my work group recognize/criticize this behavior)	.74	.09
5. Havadan sudan nedenlerden dolayı şikayet etmekten kaçınmak (those in my work group recognize/criticize this behavior)	.57	.19
Factor 2: Instrumentality Related to Leader		
1. Kurumda işlerin nasıl yapılması gerektiğiyle ilgili yararlı önerilerde bulunmak (my immediate supervisor recognizes/criticizes this behavior)	.04	.79
2. İş arkadaşlarına işle ilgili konularda yardımcı olmak (my immediate supervisor recognizes/criticizes this behavior)	.12	.77
4. İşle ilgili sorunları çözmek için inisiyatif kullanmak, kişisel girişimde bulunmak (my immediate supervisor recognizes/criticizes this behavior)	.13	.74
3. İşin gerektirdiği asgari zorunluluklardan fazlasını yapmak (my immediate supervisor recognizes/criticizes this behavior)	.06	.67
5. Havadan sudan nedenlerden dolayı şikayet etmekten kaçınmak (my immediate supervisor recognizes/criticizes this behavior)	.13	.59
Percentage of explained variance (%)	34.19	20.35
Eigenvalues	3.42	2.04

Appendix 9a.

Table H1.

Summary of Exploratory Factor Analysis Results for Impression Management Scale

<i>Items</i>	<i>Factor Loadings</i>	
	1	2
6. Amirinizden kötü laf işitmekten kaçınmak	.78	.14
7. Başkalarının gözünde kötü bir izlenim bırakmaktan kaçınmak	.77	.14
5. Sorumsuz biri gibi görünmekten kaçınmak	.68	.42
4. Tembel görünmekten kaçınmak	.66	.50
1. Beraber çalıştığımız kişilerin üzerinde olumlu bir etki bırakmak	.64	-.23
2. Belaya bulaşmamak	.48	.00
3. Beraber çalıştığımız kişilerden daha üstün görünmek	.02	.79
8. Meşgulmüş gibi görünmek	.05	.78
Percentage of explained variance (%)	39.25	17.07
Eigenvalue	3.14	1.37

Appendix 9b.

Table H2.

Summary of Exploratory Factor Analysis Results for Impression Management Items After Excluding the Third and The Eighth Items

<i>Items</i>	<i>Factor Loadings</i>
5. Sorumsuz biri gibi görünmekten kaçınmak	.80
4. Tembel görünmekten kaçınmak	.79
6. Amirinizden kötü laf işitmekten kaçınmak	.79
7. Başkalarının gözünde kötü bir izlenim bırakmaktan kaçınmak	.77
1. Beraber çalıştığımız kişilerin üzerinde olumlu bir etki bırakmak	.52
2. Belaya bulaşmamak	.45
Percentage of explained variance (%)	49.03
Eigenvalue	2.94

Appendix 10.

Table I.

Summary of Exploratory Factor Analysis Results for Vertical Collectivism Scale

<i>Items</i>	<i>Factor Loadings</i>
4. Ne kadar fedakarlık gerektirirse gerektirsin, aile üyeleri birbirlerine kenetlenmelidir.	.77
1. Ebeveynler ve çocuklar mümkün olabildiğince birbirlerine bağlı kalmalıdır.	.72
3. Kendi isteklerimden fedakarlık yapmam gerekse bile yakınım olan kişilerle ilgilenmek benim görevimdir.	.68
2. Yakın çevremın kararlarına saygı göstermek benim için önemlidir.	.59
Percentage of explained variance (%)	47.90
Eigenvalue	1.92
