

The relationship between affective commitment (AC) and organizational citizenship behavior (OCB): A study of public and private enterprises in Dinar district

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Abstract

Meyer and Allen (1991) suggested a model of organizational commitment with three dimensions: Affective commitment, continuance commitment and normative commitment. The first one is related to willing to stay in organizations. The employee wants to stay in his or her organization because he or she loves his or her organization.

Organizational citizenship behavior (OCB) can be defined as “the individual behaviors not defined directly or clearly in formal reward system but contribute to the organizational effectiveness”. Organ (1990) suggested a model of organizational citizenship behavior with five dimensions: Conscientiousness, altruism, civic virtue, sportsmanship, and courtesy.

The objective of this paper is to determine the relationship between affective commitment (AC) and organizational citizenship behavior (OCB). The importance of the study is especially great for enterprises operating in crisis. Employers committed to their organizations by affective and acting OCB will probably keep working in the same organization even if there is an economic crisis.

The area of the study is public and private enterprises in the Dinar district of Afyonkarahisar. The samples were selected from the population by the method of decision sampling. To determine the relationship between affective commitment and organizational citizenship behavior, the analyses of regression and correlation were performed. The data were entered into the Statistics Program of Social Sciences and processed.

We found that AC would have a meaningful influence on conscientiousness behavior. But we saw AC wouldn't have a meaningful influence on OCB, altruism, civic virtue, sportsmanship and courtesy. In the second step, we determined the variance between variables and type of enterprise. Accept the sportsmanship behavior, the others change according to the type of enterprise. Thirdly, this time, the variance about gender. We found that employees' AC, OCB and components of OCB don't change according their gender. Finally, the findings, conclusions and recommendations were presented.

Key words: Affective commitment, organizational citizenship behavior, conscientiousness, altruism, civic virtue, sportsmanship, courtesy.

Introduction

Enterprises that own employees working hard, willingly, and conscientiously, will have a competitive advantage. These characteristics are relevant to the concepts “affective commitment” and “organizational citizenship behavior”. Employees, committed to their organizations by affective and acting OCB, are expected to work hard, willingly, and conscientiously. They’re also expected to be friendly to the others. The employees that love their organizations will promote their organizations. Even if there are bad conditions in the environment, they won’t leave their organizations.

Enterprises have the two main objectives: Economical and social objectives. Profitable, growing up and continuousness are the major economical ones (Dinçer, 1998: 146-154). The objective “continuousness” is a very important one in enterprises. Enterprises that own productive, experienced, hard-working, helpful, honest etc. employees will be able to live for ever. So, enterprises will realize their economical and social objectives by only their valuable human resources.

We think that valuable human resources are committed to their organizations by affective and fulfill their formal tasks and informal works successfully. These are relevant to “affective commitment” and “job performance”. Thus, task performance and organizational citizenship behavior determine the level of job performance. The importance of the study is especially great for enterprises operating in crisis. Employers committed to their organizations by affective and acting OCB will probably keep working in the same organization.

Literature Review

Affective Commitment

Meyer and Allen (1991) identified three distinguishable forms of organizational commitment: affective (AC), normative (NC), and continuance (CC) commitment. AC reflects an emotional attachment to, identify with, and involvement in the organization, whereas NC is experienced as a sense of obligation to remain, and CC reflects the perceived costs associated with leaving (Meyer and others, 2012: 226).

In other words, affective commitment, the desire to achieve goals in favor of the organization; normative commitment, the obligation to be bound to an organization; and continuance commitment, the calculative bond towards an organization (Breitsohl and Ruhle, 2013: 162; Allen and Meyer, 1990a; Meyer & Herscovitch, 2001). An employee who is committed to the organization by affective, stays in the organization by his or her will (Bilgin and Demirer, 2012: 471; Meyer and Allen, 1991).

In a study (in a financial service setting) in order to assess the impact of three psychological antecedents (position involvement, volitional choice and informational complexity) on affective commitment and the consequences of affective commitment of loyalty in terms of word of mouth, purchase intention, price insensitivity and complaining, Bloemer and Schröder (2003), found that affective commitment could best be explained by position involvement. Moreover, affective commitment is a key determinant of word of mouth, purchase intention and price sensitivity (Bloemer and Schröder, 2003: 33).

In another study, Norris-Watts and Levy (2004) found that affective commitment mediated the relation between the feedback environment and organizational citizenship behavior, and this mediated relation was stronger for OCBs directed at individuals than directed at the organization as a whole (Watts and Levy, 2004: 351).

An empirical study investigated how perceptions of organizational virtuousness (OV) predicted affective well-being (AWB) and affective commitment (AC). The findings show that perceptions of OV predict AC both directly and through the mediating role of AWB. The study suggests that fostering organizational virtuousness (e.g., through honesty, interpersonal respect, and compassion; combining high standards of performance with a culture of forgiveness and learning from mistakes) improves employees' AWB and promotes a more committed workforce. Considering these findings and mirroring the growing contributions of the positive psychology, positive organizational behavior, and positive organizational scholarship movements, the study suggest that a "positive-people-management" perspective should be considered, both by practitioners and scholars (Rego & et al, 2011: 524).

Loi, Lai, and Lam (2012) found positive relationships between supervisors' and subordinates' affective commitment, and between subordinates' affective commitment and their task and extra-role performance (Loi & et al, 2012: 466).

A study investigated the impact of two types of organizational commitment, continuance and affective, on the correctional staff life satisfaction at two Midwestern prisons, one private and one public. Continuance commitment was negatively related and affective commitment was positively related to life satisfaction for staff in both prisons (Lambert & et al, 2013: 1).

Another study examined the relationship between the preferences and perceptions of employees regarding an ongoing share ownership plan on the one hand, and the employees' affective organizational commitment on the other. At the end of the study, it was found that a preference for ownership and the perceived fairness of the employee ownership plan were significant predictors of affective commitment (Kuvaas, 2003: 193).

A research on 220 employees working in the higher education industry, shown that perceived organizational reputation had a positive correlation with organizational commitment and job satisfaction whereas it had a significant negative correlation with turnover intentions. However, when they are jointly included in a multiple regression analysis, perceived corporate reputation surprisingly exerted a positive effect on turnover intentions (Alniacik & et al, 2011:1177).

Meyer, Stanley, Herscovitch, and Topolnytsky (2002) found that the three forms of commitment (affective, normative and continuance) were related yet distinguishable from one another as well as from job satisfaction, job involvement, and occupational commitment. (Meyer & et al, 2002: 20).

In a study of 271 employees of 7 hotel organizations, Bilgin and Demirer (2012) found a significant and positive relationship between perceived organizational support (POS), affective commitment and job satisfaction (Bilgin and Demirer, 2012: 470).

Organizational Citizenship Behaviors (OCB)

Organ (1988) explains OCB as a distinct behavior, which is not directly recognized by the formal reward system but in the average promotes the organizational performance. He views OCB as the extra-role behavior since it is the act of job performance beyond the stated job requirement. Employees go beyond the contract signed by them at the time of entering the organization and they perform non-obligatory tasks without expecting any rewards or recognition (Swaminathan and Jawahar, 2013: 71).

Organ (1988) suggested a model of organizational citizenship behavior with five dimensions: Conscientiousness, altruism, civic virtue, sportsmanship, and courtesy. Conscientiousness, the act of carrying out duties beyond the minimum required levels. Altruism, the act of helping a specific person with a work-related task. Civic virtue, actions that represent responsible participation in or involvement with meetings and other governance issues in the organization. Sportsmanship, actions that are positive when people refrain from doing them, such as complaints or railing against perceived slights. Courtesy, actions that include communicating with individuals affected by one's decisions (Walz and Niehoff, 1996: 307).

The five dimensions of OCB are explained below (Swaminathan and Jawahar, 2013: 71-80).

Conscientiousness

Organ (1988) defined conscientiousness as the dedication to the job, which exceed formal requirements such as working long hours, and volunteer to perform jobs besides duties. Barrick and Mount (2000) argue that conscientious people “plan and organize their work, and are careful, thorough, and detail oriented [and these traits are] likely to lead to fewer accidents and safety violations” (Postlethwaite & et al, 2009: 711).

Altruism

Smith, Organ and Near (1983) defined altruism as “voluntary behaviors where an employee provides assistance to an individual with a particular problem to complete his/her task under unusual circumstances”. Altruism is helping behaviors for supporting personnel or the coworkers who have work related problems (Podsakoff & et al, 2000).

Civic Virtue

Deluga (1998) defines civic virtue as “the subordinate participation in organizing political life and supporting the administrative function of the organization”. It refers to the employees' participation in the political life of the organization like attending meetings, which are not really required by the firm and thus keeping up with the changes in the organization (Organ, 1988). Generally, employees engage in civic virtue when they are willing to participate actively in governing the organization, to monitor its environment for threats and opportunities, and to look to its best interests, even at great personal cost (Bellou, 2008: 780; Podsakoff & et al., 1990).

Sportsmanship

Sportsmanship is defined as refraining from actions which may lead to unfavorable tension in the workplace and maintaining a synergistic atmosphere within the organization against any adverse incidents (Polat, 2009:1593; Organ, 1988, 1990; Podsakoff and et al., 2000).

Courtesy

Courtesy refers to discretionary behavior on the part of an individual aimed at preventing work-related problems with others from occurring (Hadjali and Salimi, 2012: 527; Borman and Motowidlo, 1993; 1997). Courtesy also means members encouraging other members in their work. The literature reveals that a courteous employee would help reduce the intergroup conflict and thus reduce the time spent on conflict management activities (Podsakoff et al., 2000).

In a study, some researchers found that the OCB had a significant impact on self-esteem. Moreover, there was a significant relationship between educational background and self-esteem, but no relationship was observed between educational background and OCB (Devin, Zohoorianb, Peymanizad, and Sane, 2012:1203). In another study among the staff of Tehran University, the researchers investigated the relationship between organizational citizenship behavior (OCB) and dimensions of personality. The results are following; 1) OCB and personality dimensions, take a place higher than average position. 2) OCB has positive relations with personality dimensions including: agreeableness, conscientiousness, openness, and extraversion; however, the relation between neuroticism and OCB seems negative. 3) Conscientiousness, agreeableness and openness predict the OCB (Mahdiun, & et al, 2010: 178).

Methodology

In our empirical analysis, we determined if there was a relationship between affective commitment and organizational citizenship behavior. We used Ellen and Meyer's (1991) scale of affective commitment which was improved by Wasti (2000). And, for the OCB scale, we used Konovsky and Organ's (1996) which was improved by Erdem (2003).

At first, we determined the levels of AC, OCB and subcomponents of OCB. Secondly, the correlations between AC, OCB and the subcomponents of OCB were determined. Thirdly, we tried to determine if the employees' levels of AC, OCB and subcomponents of OCB change according to the types of enterprise and gender.

The area of the study is public and private enterprises which employ at least 10 employees in the Dinar district of Afyonkarahisar. The samples were selected from the population by the method of decisionsampling. The samples from about 25% of the population.

We chose eight enterprises for samples. Three of them are public (governmental) and the others are private (non-governmental). Totally, 128 employees answered the questionnaire. There are details about enterprises and employees in Table 1.

To determine the relationship between affective commitment (AC) and organizational citizenship behavior (OCB), the analysis of correlation was performed. The data were entered into the Statistics Program of Social Sciences and processed.

Table 1: Demographic information about employees in enterprises in Dinar

TYPE		PUBLIC				PRIVATE				T	%
ENTERPRISE		1st	2nd	3rd	4th	5th	6th	7th	8th	T	%
Gender	Female	-	8	1	10	2	-	-	2	23	18
	Male	20	12	12	10	12	15	20	4	105	82
Age	- 21	-	-	-	2	1	-	-	3	6	4
	22-28	1	12	1	8	7	6	6	1	42	33
	29-35	3	5	4	3	4	2	9	-	30	24
	36-42	10	3	3	4	1	5	2	2	30	24
	43-49	6	-	2	3	1	1	2	-	15	12
	50+	-	-	2	-	-	1	1	-	4	3
Education	Elementary	12	3	1	13	1	11	7	1	49	39
	High School	6	14	2	5	12	3	13	3	58	45
	V.H.S.	2	-	3	1	1	-	-	2	9	7
	Faculty	-	3	5	1	-	1	-	-	10	8
	Master	-	-	1	-	-	-	-	-	1	1
	Doctorate	-	-	-	-	-	-	-	-	-	-
Marital Status	Single	1	7	4	8	3	5	2	3	33	26
	Married	18	13	8	12	11	10	18	3	93	74
	Widow	-	-	-	-	-	-	-	-	-	-
Tenure	- 1 year	-	-	-	1	4	-	-	3	8	6
	1-5 year	6	20	4	10	10	5	20	3	78	61
	6-10 year	5	-	3	2	-	2	-	-	12	9
	11-15 year	2	-	1	2	-	3	-	-	8	6
	16-20 year	7	-	4	1	-	2	-	-	14	11
	20 years +	-	-	1	3	-	3	-	-	7	7
Table 1(continued)											
Number of Workplace	First	8	1	4	10	2	2	-	-	27	21
	Second	4	9	2	7	2	4	-	1	29	23
	Third	6	3	1	2	3	5	7	2	29	23
	Fourth +	2	7	5	1	7	4	12	3	41	33

T = Total V.H.S.=Vocational High School

The level of AC and OCB

Table 2 shows the level of AC and OCB for public and private enterprises. The rating is following; “5,00-4,21 very high; 4,20-3,41 high; 3,40-2,61 medium; 2,60-1,81 low; 1,80-1,00 very low”. We evaluated the level of variables according to this rating.

Table 2: Descriptive statistics for public (1,2,3) and private (4,5,6,7,8) enterprises

Variable	Conscientiousness		Altruism		Civic virtue		Sportsman		Courtesy		OCB		AC	
	M	SD	M	SD	M	SD	M	SD	M	SD	M	SD	M	SD
Ent. 1	4,50	0,56	4,21	0,66	4,08	0,61	3,98	0,80	4,22	0,53	4,20	0,51	4,50	0,63
2	4,62	0,47	4,38	0,51	4,46	0,35	4,65	0,59	4,79	0,35	4,58	0,39	4,19	1,41
3	3,95	1,04	3,85	0,76	4,46	0,68	3,62	1,03	4,12	0,65	4,00	0,71	3,16	1,33
M	4,41	0,72	4,19	0,66	4,32	0,57	4,14	0,88	4,41	0,58	4,29	0,57	4,06	1,25
4	4,07	0,57	3,62	0,66	4,03	0,60	3,78	0,77	3,77	0,76	3,85	0,57	3,59	0,95
5	3,76	0,26	3,48	0,50	3,45	0,38	4,17	0,41	3,90	0,38	3,75	0,32	3,79	1,30
6	4,24	0,72	4,04	0,64	3,88	0,72	3,91	0,79	4,23	0,49	4,06	0,59	2,66	0,78
7	4,22	0,75	4,02	0,57	4,20	0,62	3,93	0,69	4,09	0,50	4,09	0,57	3,99	0,61
8	3,63	0,51	3,69	0,94	3,83	0,47	3,11	0,98	3,71	0,69	3,60	0,62	4,58	0,30
M	4,05	0,63	3,79	0,66	3,92	0,63	3,87	0,75	3,97	0,59	3,92	0,55	3,63	1,02

M=Mean; SD=Standard Deviation; OCB=Organizational Citizenship Behavior; AC=Affective Commitment; Ent.: Enterprise

The general level of AC for public enterprises is high (4,06). The general level of OCB is very high (4,29). The subcomponents of OCB are high or very high. The highest ones are conscientiousness and courtesy behaviors (4,41).

The general level of AC for private ones is high (3,63). But this level, in fact, is not enough; the managements must develop this type of commitment. Therefore, the managements must take care of employees psychological and social needs. For example, employees approved and rewarded by their managers, will probably commit to their organizations emotionally. The general level of OCB is high (3,92). Conscientiousness behavior is the highest (4,05). In comparison with conscientiousness behavior, altruism behavior is low (3,79). Employees helping the others must be rewarded by the management. For example, in basketball playing, number of assists is a dimension of performance.

The questions and hypotheses of the study

We tried to answer following questions;

1. Does the AC have a meaningful influence on OCB and subcomponents of OCB?
2. Does AC, OCB and components of OCB change according to the type of enterprise?
3. Does AC, OCB and components of OCB change according to gender?

From the questions, we developed following hypotheses;

H1: AC has a meaningful influence on OCB (H1a: AC has a meaningful influence on conscientiousness behavior; H1b: AC has a meaningful influence on altruistic behavior; H1c: AC has a meaningful influence on civic virtue behavior; H1d: AC has a meaningful influence on sportsmanship behavior; H1e: AC has a meaningful influence on courtesy behavior)

H2: AC changes according to the type of enterprise

H3: OCB changes according to the type of enterprise (H3a: Conscientiousness behavior changes according to the type of enterprise; H3b: Altruism behavior changes according to

the type of enterprise; H3c: Civic virtue behavior changes according to the type of enterprise; H3d: Sportsmanship behavior changes according to the type of enterprise; H3e: Courtesy behavior changes according to the type of enterprise)

H4: Employees' levels of AC change according to gender

H5: Employees' levels of OCB change according to gender (H5a: Employees' levels of conscientiousness behavior change according to gender; H5b: Employees' levels of altruism behavior change according to gender; H5c: Employees' levels of civic virtue behavior change according to gender; H5d: Employees' levels of sportsmanship behavior change according to gender; H5e: Employees' levels of courtesy behavior change according to gender).

The relationship between AC and OCB

To determine the relationship between AC and OCB, and its subcomponents, we made correlation and regression analyses. The outputs can be seen in Table 4.

Table 3: Correlations

		OCB	AC	conscientiousness	Altruism	civic virtue	sportsmanship	courtesy
OCB	Pearson Correlation	1	0,126	0,854(**)	0,911(**)	0,796(**)	0,829(**)	0,869(**)
	Sig. (2-tailed)		0,157	0,000	0,000	0,000	0,000	0,000
AC	Pearson Correlation	0,126	1	0,170	0,123	0,113	0,059	0,079
	Sig. (2-tailed)	0,157		0,056	0,167	0,206	0,510	0,374
Conscientiousness	Pearson Correlation	0,854(**)	0,170	1	0,740(**)	0,638(**)	0,618(**)	0,647(**)
	Sig. (2-tailed)	0,000	0,056		0,000	0,000	0,000	0,000
Altruism	Pearson Correlation	0,911(**)	0,123	0,740(**)	1	0,728(**)	0,648(**)	0,783(**)
	Sig. (2-tailed)	0,000	0,167	0,000		0,000	0,000	0,000
civic virtue	Pearson Correlation	0,796(**)	0,113	0,638(**)	0,728(**)	1	0,490(**)	0,587(**)
	Sig. (2-tailed)	0,000	0,206	0,000	0,000		0,000	0,000
sportsmanship	Pearson Correlation	0,829(**)	0,059	0,618(**)	0,648(**)	0,490(**)	1	0,704(**)
	Sig. (2-tailed)	0,000	0,510	0,000	0,000	0,000		0,000
courtesy	Pearson Correlation	0,869(**)	0,079	0,647(**)	0,783(**)	0,587(**)	0,704(**)	1
	Sig. (2-tailed)	0,000	0,374	0,000	0,000	0,000	0,000	

** Correlation is significant at the 0.01 level (2-tailed); AC=Affective Commitment; OCB=Organizational Citizenship Behavior

There is a low correlation between AC and OCB (%12,6). When we look at the correlation between AC and the subcomponents of OCB, again we find the low correlations; %17, %12, %11, %6 and %8, respectively. The highest correlation is between AC and conscientiousness behavior (%17).

We tested H1, H1a, H1b, H1c, H1d and H1e, according to correlations above. The level of significance (0,157) is higher than 0,05. There's a low correlation (%12,6) and there is not

a meaningful relationship between AC and OCB. So, the hypothesis H1 “AC has a meaningful influence on OCB” was rejected.

The level of significance about conscientiousness is 0,056. In spite of the low correlation (%17), it's possible to say that there is a meaningful relationship between AC and conscientiousness behavior. So, the hypothesis H1a “AC has a meaningful influence on conscientiousness behavior” was accepted.

The levels of significance about altruism behavior, civic virtue, sportsmanship and courtesy are higher than 0,05. So, the hypothesis H1b “AC has a meaningful influence on altruism behavior”, the hypothesis H1c “AC has a meaningful influence on civic virtue behavior”, the hypothesis H1d “AC has a meaningful influence on sportsmanship behavior”, the hypothesis H1e “AC has a meaningful influence on courtesy behavior” were rejected.

The Change of AC and OCB according to the types of enterprises

To determine if the employees’ level of AC and OCB change according to types of enterprises, Independent-Samples T Test was fulfilled. The findings are summarized in Table 4. The employees’ levels of AC and OCB in public enterprises are higher than the private ones.

Table 4: The Change of AC, OCB, components of OCB according to the types of enterprise

VARIABLE S		t-test for Equality of Means				95% CIOTD		
		t	df	Sig. (2-tailed)	MD	SED	Lower	Upper
OCB	EVA	-3,740	126	0,000	-0,37508	0,10029	-0,57354	-0,17661
	EVNA	-3,721	110,080	0,000	-0,37508	0,10079	-0,57482	-0,17534
AC	EVA	-2,132	126	0,035	-0,42994	0,20162	-0,82894	-0,03093
	EVNA	-2,061	97,565	0,042	-0,42994	0,20863	-0,84399	-0,01589
conscientiousness	EVA	-3,007	126	0,003	-0,36065	0,11993	-0,59799	-0,12331
	EVNA	-2,942	102,899	0,004	-0,36065	0,12259	-0,60378	-0,11753
altruism	EVA	-3,364	126	0,001	-0,39632	0,11781	-0,62946	-0,16318
	EVNA	-3,363	111,999	0,001	-0,39632	0,11784	-0,62981	-0,16283
civic virtue	EVA	-3,646	126	0,000	-0,39604	0,10862	-0,61099	-0,18109
	EVNA	-3,712	118,719	0,000	-0,39604	0,10668	-0,60728	-0,18479
sportsmanship	EVA	-1,924	126	0,057	-0,27799	0,14447	-0,56389	0,00792
	EVNA	-1,869	99,762	0,065	-0,27799	0,14874	-0,57309	0,01712
courtesy	EVA	-4,214	126	0,000	-0,44439	0,10547	-0,65311	-0,23567
	EVNA	-4,226	113,307	0,000	-0,44439	0,10515	-0,65271	-0,23608

EVA= Equal variances assumed; EVNA= Equal variances not assumed; MD=Mean difference
 SED=Std.Error Difference; CIOTD=Confidence Interval of The Difference

Significance level is lower than 0,05. So, AC, OCB and subcomponents of OCB, except sportsmanship, change according to the type of enterprise. Then, the hypothesis H3d “Sportsmanship behavior changes according to the type of enterprise” is rejected but the others are accepted.

AC, OCB, subcomponents of OCB and gender

To test the hypothesis H4 “Employees’ levels of AC change according to gender”, the hypothesis H5 “Employees’ levels of OCB change according to gender” K Independent Samples Kruskal Wallis H was applied. The findings are summarized in Table 5.

Table 5: The Change of AC, OCB, components of OCB according to gender

	OCB	AC	Conscientiousness	altruism	civic virtue	sportsmanship	courtesy
Chi-Square	0,045	1,605	0,254	0,364	1,204	0,063	1,420
df	1	1	1	1	1	1	1
Asymp. Sig.	0,833	0,205	0,615	0,546	0,273	0,802	0,233

a Kruskal Wallis Test b Grouping Variable: gender

Significance levels for each variable are higher than 0,05. So, the hypothesis H4 “Employees’ levels of AC change according to the gender”, the hypothesis H5 “Employees’ levels of OCB change according to the gender”, and other ones about subcomponents of OCB were rejected. In Table 6, the results about hypotheses are summarized.

Table 6: Accepted or Rejected Hypotheses

HYPOTHESES	ACCEPTED	REJECTED
H1: AC has a meaningful influence on OCB		X
H1a: AC has a meaningful influence on conscientiousness behavior	X	
H1b: AC has a meaningful influence on altruism behavior		X
H1c: AC has a meaningful influence on civic virtue behavior		X
H1d: AC has a meaningful influence on sportsmanship behavior		X
H1e: AC has a meaningful influence on courtesy behavior		X
H2: AC changes according to the type of enterprise	X	
H3: OCB changes according to the type of enterprise	X	
H3a: Conscientiousness behavior changes according to the type of enterprise	X	
H3b: Altruism behavior changes according to the type of enterprise	X	
H3c: Civic virtue behavior changes according to the type of enterprise	X	
H3d: Sportsmanship behavior changes according to the type of enterprise		X
H3e: Courtesy behavior changes according to the type of enterprise	X	
H4: Employees’ levels of AC change according to gender		X
H5: Employees’ levels of OCB change according to gender		X
H5a: Employees’ levels of conscientiousness behavior change according to gender		X
H5b: Employees’ levels of altruism behavior change according to gender		X
H5c: Employees’ levels of civic virtue behavior change according to gender		X
H5d: Employees’ levels of sportsmanship behavior change according to gender		X
H5e: Employees’ levels of courtesy behavior change according to gender		X

Conclusions

Firstly, we determined the employees’ levels of AC and OCB by the types of enterprises and gender. For the public enterprises, the mean of OCB is 4, 29 and the mean of AC is 4, 06. The mean for the private enterprises, OCB is 3, 92 and AC is 3,63. So, in comparison with the employees in private enterprises, the employees in public ones are committed to their organizations emotionally and have extra-role performance. For the subcomponents of OCB are the same.

Gender is not a determinant factor for the employees' AC and OCB. For the subcomponents of OCB are the same.

In our study, we've determined there is no meaningful relationship between AC and OCB (and the subcomponents of OCB, except conscientiousness behavior). However, except sportsmanship behavior, all the other variables change according to the type of enterprise. The levels of the public enterprises are higher than the private ones.

The employees in public sector have higher OCB and AC than those in private ones. But, gender is not a determinant for OCB and AC.

There is no meaningful relationship between AC and OCB. But AC has a meaningful impact on conscientiousness behavior.

Higher OCB and AC don't mean privatization is bad. Definitely not. We all know that hidden unemployment is in public enterprises generally. In addition, most public enterprises have wasteful expenditure.

Most of the employees in private sector in Dinar have a low economical welfare. Most of them earn the minimum wage and have long working hours. They have to work for their company because there is unemployment in the environment.

Especially, in institutionalized private organizations which have distanced human resource departments, employees' levels of AC, OCB, job performance, work motivation, job satisfaction etc. will probably be higher.

In public enterprises, generally, the managers are not interested in employees' performance. But enterprises can exceed the objectives by only its human resources. So, the key factor for success is "human". We think the privatization of enterprises is the most important factor for economical welfare. But the privatization is not enough itself. These private enterprises must be institutionalized, have professional managers.

The managers of enterprises must develop their organizations. For this, the practitioners and the academics must help each other. They, in fact, must work co-operatively. The practitioners must provide information and the academics must share the findings with the practitioners.

Academics, practitioners, representatives of government must participate in the symposiums about management actively. They must discuss the problems of working life in these meetings. Finally, advisable decisions must be made and fulfilled.

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