

**THE REPUBLIC OF TURKEY
BAHÇEŞEHİR UNIVERSITY**

**A RESEARCH ON THE EFFECTS OF LEADER
MEMBER EXCHANGE ON ORGANIZATIONAL
CITIZENSHIP BEHAVIOR**

Master's Thesis

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THE REPUBLIC OF TURKEY
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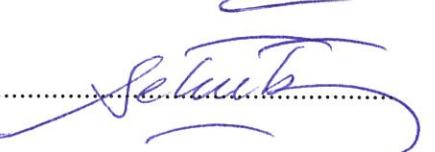
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ABSTRACT

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The significance of the leadership has been gradually increasing due to the developments in business and organizational life. In this respect, leader-member exchange (LMX) depending on the effective interactions between leaders and followers gains more importance, and this interaction influences lots of organizational outcomes, one of them is organizational citizenship behavior (OCB). In context to this research, it was aimed to investigate the effect of LMX on OCB.

The research was conducted on 235 Bahçeşehir University MBA English department students who work in different sectors. . In order to measure the LMX, the scale developed by Liden and Maslyn (1998) was used which has 4 dimensions and 11 items. Moreover, in order to measure OCB, the scale developed by Podsakoff et al. (1990) was used which has 5 dimensions and 24 items. According to the results, it was determined that LMX has positive and significant effect on OCB. Moreover, the results show that “affect and loyalty” dimension has positive and significant effects on “courtesy and conscientiousness” and “civic virtue” dimensions; “contribution and professional respect” dimension have positive and significant effects on “courtesy and conscientiousness”, “altruism”, “civic virtue” dimensions. However, “affect and loyalty” dimension has no significant effect on “altruism” dimension.

Key words: Leadership, Leader-Member Exchange, Organizational Citizenship Behavior

ÖZET

LİDER ÜYE ETKİLEŞİMİNİN ÖRGÜTSEL VATANDAŞLIK DAVRANIŞI ÜZERİNE ETKİSİNE YÖNELİK BİR ARAŞTIRMA

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Liderlik konusunun önemi, iş dünyası ve örgütsel yaşamdaki gelişmeler neticesinde sürekli olarak artış göstermektedir. Bu doğrultuda, liderler ve takipçileri arasındaki etkin etkileşimlere dayanan lider-üye etkileşimi konusu da önem kazanmaktadır. Bu etkileşimlerin pek çok örgütsel sonucu bulunmakla birlikte, bu sonuçlardan birisi de örgütsel vatandaşlık davranışıdır. Bu bağlamda çalışma kapsamında lider-üye etkileşiminin örgütsel vatandaşlık davranışının üzerindeki etkisi araştırılmaktadır.

Araştırma çerçevesinde Bahçeşehir Üniversitesi Sosyal Bilimler Enstitüsü İngilizce MBA programında yüksek lisans öğrenimi gören 235 farklı sektörlerde çalışan öğrenciyle gerçekleştirılmıştır. Lider-üye etkileşimi ölçmek üzere Liden ve Maslyn (1998) tarafından geliştirilen, 4 boyut ve 11 maddeden meydana gelen ölçek kullanılmıştır. Örgütsel vatandaşlık davranışını ölçmek üzere Podsakoff vd. (1990) tarafından geliştirilen, 5 boyut ve 24 maddeden oluşan ölçek kullanılmıştır. Araştırma bulgularına göre, lider-üye etkileşimi, örgütsel vatandaşlık davranışını pozitif ve anlamlı şekilde etkilemektedir. Ayrıca, “duygusal etkileşim ve sadakat” boyutunun “nezaket ve vicdanlılık” ve “sivil erdem boyutları üzerinde”; “katkı ve mesleki saygı” boyutunun “nezaket ve vicdanlılık”, “özgecilik” ve “sivil erdem” boyutları üzerinde pozitif ve anlamlı etkileri bulunduğu saptanmıştır. Ancak, “duygusal etkileşim ve sadakat” boyutunun “özgecilik” boyutu üzerinde anlamlı bir etkisi bulunmadığı tespit edilmiştir.

Anahtar Kelimeler: Liderlik, Lider-Üye Etkileşimi, Örgütsel Vatandaşlık Davranışı.

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ABBREVIATIONS

A	:	Affect
AL	:	Altruism
BAU	:	Bahçeşehir University
C	:	Contribution
CO	:	Courtesy
CON	:	Conscientiousness
CV	:	Civic Virtue
LMX	:	Leader Member Exchange
L	:	Loyalty
OCB	:	Organizational Citizenship Behavior
VDL	:	Vertical Dyad Linkage
PR	:	Professional Respect

1. INTRODUCTION

Leadership issue has been one of the most important and the most discussed topics in the business and management literature for many years. It is known that lots of model and theories about leadership and leader behaviors. One of these theories is leader-member exchange (LMX) theory.

The interaction relation founded between leaders and followers affects organizational atmosphere, and also individual and organizational outcomes such as performance, organizational commitment, job satisfaction, occupational burnout, tendency to leave the job and etc. One of the other outcomes is organizational citizenship behavior (OCB) which means extra behaviors displayed by the employees voluntarily beyond their formal roles and responsibilities.

The current research aims at determining the effects of leader-member exchange (LMX) and its dimensions on organizational citizenship behavior (OCB) and its dimensions. The research was conducted on 235 Bahcesehir University MBA English department students who work in different sectors.

The structure of the thesis comprises of six full length chapters. The first chapter is the basic introduction part of the study. Then, the second chapter is the literature review part of the thesis. This chapter provides the theoretical background and empirical findings about the research topics. The theories of LMX, and OCB are discussed in view of the scholarly literature in this chapter. The part provided the basis of conceptual framework of the thesis.

In the third chapter, the research methodology and used approaches are discussed briefly. Purpose and importance of research, participant and sampling of research, research method, research model, variables and hypothesis, measurement instruments and data analysis are discussed in this chapter. The fourth chapter is the findings part

based on the detailed statistical analysis of the collected quantitative data from the sample group.

The fifth chapter is the results of study in which findings of the research are summarized. The sixth chapter is the concluding part presents the conclusion of research findings, limitations, recommendations, and other important conclusive remarks on the research.



2. LITERATURE REVIEW

In this part, the general concept of leader member exchange (LMX), organizational citizenship behaviour (OCB) and studies related to those topics will be discussed.

2.1 LEADERSHIP

The leadership concept which is one of the concepts used frequently in both daily life and business life, excites attention of both management and organization theorists and practitioners (Pawar and Eastman 1997, p. 80). Leadership is one of the topics social scientists make researches mostly in management field. However, it can be said that leadership is still today a mysterious issue despite all previous researches, because there is no one unique leadership model which is valid every time and everywhere (Güney 2012, p. 26).

In this regard, definition of leader and leadership, leadership theories, definition, theoretical development and dimensions of LMX are mentioned in detail.

2.1.1 Definition of Leader and Leadership

Leadership specifies the process of starting, maintaining and finalising the changes in the institutions, organizations, companies and societies of today's world, because managing these is not so easy as before (Güney 2012, p. 34). The word of leadership was firstly used in English in 1300. The root of the leadership comes from "lede" word which means guiding or governing person. Moreover, the first scientific studies on leadership started to be made in late 20th century in the U.S.A. (Sorenson 2000). Bennis (2001, p. 2) states that identifying leadership is so hard since it resembles into beauty, but anyone can know the leader when sees his/her. In this respect, it can be said that there are numerous studies on leadership concept and lots of different definition about the concept in the literature.

Davis (1988: 141) defines leadership as the ability to make people to adopt for making effort in accordance with the pre-determined targets. According to Adair (2004: 119), leadership is the method or mechanism to change mentalities of people and to direct them for reaching organizational goals more effectively and efficiently.

Chemers (1997, p. 23) describes leadership as the social impact process a person applies for the support and help of others in order to complete a certain goal with success. Alabduljader (2012, p. 212) defines leadership as the ability to gather a group of people to oneself, to influence and direct them in order to carry out a target of a goal.

Deitzer et al. (1979, p. 196) identify leadership as the process to influence and direct the activities of people in order to carry out corporate or social goals in certain conditions. Kempner (1976, p. 221) defines leadership as the process to create positive impact on others behaviours without making pressure.

According to Johns and Moser (1989, p. 115), leadership means mobilising the followers in accordance with the desires, needs and expectations of the group. Güney (2012, p. 36) describes leadership as the ability to direct the individuals comprising the society towards certain goals and targets through gathering them together. In this regard, leadership can be defined in terms of companies as the ability to gather employees for the goals of the company and provide them to work efficiently.

The most important reason that why leadership is so important in terms of organization is setting the employees into action via combining them for certain goals. Thus, the employees will reflect their all abilities to carry out these goals (Ribiere and Sitar 2003, p. 40).

On the one hand, Vries (2007, p. 20) specifies that the leader is the person directing the others walking together with the leader, and states that the main task for effective leadership is to think in unordinary way. Tolan (1991, p. 424) defines the leader as the creative, organiser and coordinator person who determines the goal of the group, organizes in-group communication.

Chaudhry and Javed (2012) advocates that it is so hard for an organization to reach into the main goal if there is no leader. Moreover, Barnes et al. (2013) states that a good leader decreases the turnover of the organization and affects individual performances of the employees.

There are some common features of leaders. In this regard, Uludağ (2016, pp. 13-14) states these features that the leaders should have as followings:

- i. Leaders determine the future vision and its steps strategically. They communicate with people to adopt the vision, persuade people with their words and behaviours, and establish teams in the organizations in order to succeed in the vision.
- ii. Leaders rely on junior level managers and other personnel working with his/her. Moreover, they mobilise the energies and abilities of everyone working in the organization via spreading his/her responsibilities and authorized power into junior levels.
- iii. Leaders do not avoid from taking risks if needed.
- iv. Leaders support opposing views and prepare an environment in which all employees working under the command of the leader can state their opinions easily and freely.
- v. Leaders keep her temper during crisis periods and cope with the crisis situation via planning rational measures.
- vi. Leaders show courtesy for others. They believe that being sensitive to the emotions of others provides benefit always and courtesy is the most persuasive way in certain times.
- vii. Leaders do not appropriate whole of the reward and success. They think that happiness should also be shared as well as responsibilities.
- viii. Leaders influence the people around them and their followers with their charismatic structures.
- ix. Leaders are aware that how important communication is. They know that problems resulted from communication bring failure for them.
- x. Leaders give inspiration and energy to people via motivating them.

- xi. Leaders believe that they should have a deep accumulation of knowledge for the change they target, and accordingly they benefit from formal and informal resources.
- xii. Leaders organize their teams effectively, they are well-informed and skilful managers, clever controllers and carry on the business quickly.
- xiii. Leaders have balanced and consistent personality structures, and have the ability to control their emotions and excitements.
- xiv. Leaders have the ability to create the understanding of unity and solidarity in the organization.
- xv. Leaders protect their followers from threats under negative conditions, but enable them to face the facts.
- xvi. Leaders are lively people giving positive energy to the environment.

On the other hand, the terms of manager and leader are used for each other, but in fact these two terms have different meanings and different features. These differences can be shown in Table 2.1.

Table 2.1: Differences between the terms of manager and leader

Manager	Leader
Administrator	Innovator
Maintaining the order	Creating difference
Protector	Developer
System and structure-oriented	Person-oriented
Control-oriented	Trust promoter
Long-term perspective	Short-term perspective
How and when is important	What and why is important
Looking at junior managerial level	Looking at the environment
Accepting current situation	Querying current situation
Acting suitable with the settled norms	Going beyond the settled norms
Makes the work accurately	Makes the accurate work
Repeater	Original
Rule-based	Risk-taker if needed
Encourager	Directive
Asking questions	Responding
Opinions are more important	Facts are more important
Strict	Flexible

Source: Güney 2012, p. 42.

2.1.2 Leadership Theories

As mentioned before, leadership has been defined very widely and in different ways. The researchers tried to give clearance about the different aspects of leadership in their definitions. In fact each definition is highlighting some important aspects of the leadership through which can easily get closer to know how to be a good leader (George and Jones 2008, p.392). In this regard, some different leadership theories and models have been developed by different researchers in 20th century. The first theory is known as trait theory of leadership which concentrates on the features of leaders. The second theory is behavioural leadership theory which concentrates on behaviours of the leaders. The third theory is contingency theory of leadership which concentrates on the conditions rather than features and behaviours. The forth one is modern leadership theories are centered around the levels of skill, as well as situational adaptability of the individual leading. (Genç 1995, p. 226).

Trait theory of leadership is the first developed leadership theory as it was mentioned above. The trait theory has been the primary systematic attempts to take a look at leadership. It emerged within the hope of choosing the exact and proper individuals in order to heap roles of leadership by diagnosing the leaders' traits (Robbins and Langron 2006, p.259). The theory advocates that some people have different innate or inborn characteristic features that make them leaders (Northouse 2010, p. 4).

Trait theory has investigated the physical features, cognitive features, personality features and socioeconomic features (Hodgetts 1999, p. 535; Güney 2012, pp. 365-369). In this respect, trait theory which began to be studied after 1940s, aims at determining the distinguishing features of leaders from others (Ergeneli 2001, p. 14). According to the theory, in order for a person's to become a leader in a community, this person has to have distinguishing features from other members in terms of physical and personality features (Bakan and Doğan 2013, pp. 11-12).

According to trait theory, it is believed that leaders have certain physical, social and personality features innate. One of the important factors that distinguishes a leader from others is whether or not the leader has these certain features (Hellriegel and John 1992,

p. 475). According to the theory, the features of the leaders are generally sorted as follows (Eren 2013; Sabuncuoğlu and Vergiliel-Tüz 2013; Güney 2012);

- i. *Physical Features*: Height, weight, age, beauty, race, strength and etc.
- ii. *Characteristic Features*: Compatible, enterprising, dynamic, decisive, serious and etc.
- iii. *Intellectual Features*: Intelligence, determination, analytical thinking and etc.
- iv. *Emotional Features*: Perception, desire for achievement, influence, control and etc.
- v. *Social Features*: Communication, confidence, oratory, responsibility, discipline, cooperation and etc.

Some researchers advocate that trait theory is not so effective in identifying leaders, since it does not take into consideration all leadership environment. Even if there are various leadership features, the leader might not be effective until a certain group or fact requires his/her. Therefore, it is advocated that there is no certain relation between personal features and leadership activities (Davis 1988, p. 143). Moreover, the theory ignores the needs of followers and employees, and this situation directs researchers to investigate different dimensions of the leadership, thus different leadership theories and models have been developed in time (Gedikoglu 2015, p. 31). However, it can be said that trait theory is significant that the theory has contributed to the literature in terms of discovering some features special to the nature of leadership and sorting effective leadership features although the theory has some inadequacies (Hodgetts 1999, p. 534).

Behavioural approach emerged as the result of different studies made on leadership rather than trait theory. On the contrary of trait theory, behavioural approach researchers advocate that leadership could be identified via certain behaviours foreseeing that these behaviours will take certain reactions. According to these researchers, the leadership skill does not come innate, but it can be learned in time. The main obvious difference between trait theory and behavioural approach is that trait theory asks the question of what the leader is, but behavioural approach asks the question of what the leader does (Kalyar 2017, p. 14).

As mentioned above, due to the limitations of trait theory, researchers started to focus on leader behaviours between the years of 1950s and 1970s (Eren 2013, p. 417). In this regard, lots of researchers investigated the possibility of different leaders to display different behaviours (Tabak and Sığrı 2013, p. 384).

Behavioural leadership approach supposes that the power making the leaders effective and successful is behaviours of leaders, and the quality of the relation between the leader and followers rather than personal features (Koçel 2011, p. 577). In this respect, different researchers suggested different behavioural leadership models and terms in time. The main behavioural leadership studies and models in the literature can be summarised as followings (Tepe 2016, pp. 17-20; Adalan 2016, pp. 15-20);

- i. *Ohio State University Researches*: The more the leaders pay attention to others, the less labour turnover and reluctance to work is. Furthermore, the more the behaviours of leaders considering goodwill is, the more group performance increases.
- ii. *Michigan University Researches*: Leader behaviours are sorted as job-oriented and person-oriented. In terms of job-oriented behaviours, leaders give close attention to the job and explain to the group members what they will do. In terms of person-oriented behaviours, leaders give more importance on happiness and comfort of the employees.
- iii. *Management Type Matrix of Blake and Moutan*: Blake and Moutan determined five different leadership styles as impoverished, country club, produce or perish, middle-of-the-road and team leader.
- iv. *X and Y Theories of McGregor*: According to X theory, leaders think that people are passive, reluctant, they resist to organizational needs, and they need for guidance and motivation. On the other hand, according to Y theory, leaders think that people are ready to take responsibilities and are open for motivation.
- v. *System 4 Model of Likert*: Likert investigated leader behaviours in four dimensions as exploitative authoritative, benevolent authoritative, consultative and participative, and stated that each of these leadership models comprises certain behaviours and assumptions.

Behavioural leadership models have been criticised in many aspects. In every study made by different researchers, there were used different methods, thus there is method differences in terms of the researches. Moreover, researchers applied for different resources to evaluate leader behaviours. In some cases, researchers asked questions to leaders, and in some other cases, researchers asked questions to group members. On the other hand, in some researches there were benefited from observation results. Therefore, it became so hard to determine the real behaviours and activities of the leaders. Furthermore, these leadership models did not certainly and completely determine which type of leadership is the most effective and influential. Some researches stated that leadership giving importance into inter-personal relations is valid and successful, on the other hand some researches stated that leadership giving importance into the job done by employees is successful. Also, one other criticism is about these studies' to be made in the same cultural environment. It is known that most of these studies were made in the U.S.A., thus research results reveals the cultural features of this country. These critics resulted in developing new modern contingency theories about leadership (Güney 2012, p. 386).

Contingency leadership theory which was developed between 1970 and 1980, assumes that leadership takes shape according to the environmental, conditional and situational factors (Tabak and Sığrı 2013, p. 384). According to the theory, every leadership behaviour is not valid for every situation, thus different situations and conditions require different leadership styles (Koçel 2011, p. 134).

Contingency leadership theory asserts that the suitable leadership behaviour can change according to the qualification of the goal desired to reach, the features and expectations of group members, and organizational features differently from behavioural models advocating there is unique and the best leadership style (Saha 1979, pp. 315-316). According to the theory, leadership changes in terms of internal environment conditions and situations such as structural, technical, social and educational factors and external environment conditions and situations such as economic, political, legal and

technological factors (Eren 2013, p. 442). In this respect, the main assumptions of contingency theory of leadership can be stated as follows (Nahavandi 2000, pp. 46)

- i. There is no unique management type and/or leadership style for every condition and situation. Different leader features and behaviours can lead to effective results under proper conditions.
- ii. The conditions and situations of the company affect management style and organizational structure. The main fact determining the most effective organization type and leadership style for every company is the condition and situation of the company.
- iii. Employees can develop their leadership skills in time.
- iv. Leadership has a determiner role that influence companies and groups.
- v. Both personal and conditional factors have determiner roles on the effectiveness of the leader. Neither the feature of the leader nor the needs of the condition can determine the effectiveness of the leader alone. There is a mutual interaction between these. Thus, both leader and leadership condition should be understood.

Contingency theory of leadership was developed by Fiedler (1964). Fiedler (1964, pp. 149-190) tried to understand relationship motivation and situational factors, and found that relationship motivation or activities depends on whether or not the leader can control the feedback get from the team. It can be said that contingency theory is closely related with behavioural theory, but contingency theory emphasizes that the leadership models can be successful in some certain conditions.

There are three main contingency models of leadership developed by some researchers in the literature as followings (Tepe 2016, pp. 21-24);

- i. *Fiedler's Contingency Model*: In this leadership model, there are three main variables as leader-member relation, task structure and leader's position power. Moreover, Fiedler stated that there are two types of leadership as job-oriented and relation-oriented leaderships.
- ii. *Path-Goal Theory*: This model was developed by Robert House and Martin Evans in 1970s. According to the model, the task of the leader is using

achievement power of the followers in order to carry out collective goals. Thus, the leader should motivate others and display behaviours providing job satisfaction. In terms of the model, there are four types of leader as directive, supportive, participative and achievement.

- iii. *Vroom–Yetton Normative Leadership Model*: This model is also named as decision tree model, and it focuses on the importance of decision making in leadership. According to the model, decision are made and implemented more effectively when leaders consult to members and receive their approvals.

Over the years there have been a number of modern theories addressing the understanding of leadership, including, transactional and transformational leadership, charismatic leadership, ethic leadership, authentic leadership, tacit leadership, paternalistic leadership. .

2.1.3 Leader-Member Exchange (LMX) Theory

Traditional leadership theories emphasizes on leader features or which behaviours should be displayed in various conditions, and assume that the leader exhibits similar behaviours to followers (Baş et al. 2010, p. 1023). However, researches about leader-member exchange (LMX) investigating the interaction between the leader and group have started to be made in the literature (Göksel and Aydintan 2012, p. 248). In other words, it has been observed that the leader does not behave to all followers as the same, and the leader communicate differently with each follower (Yukl 2006, p. 116). For this purposes, following parts are include definition of LMX, theoretical development of LMX, and dimensions of LMX.

2.1.3.1 Definition of leader-member exchange (LMX)

Graen and Uhl-Bien (1995, p. 200) evaluated LMX in relationship-oriented approach. The focus of this approach is about mutual relationship between the leader and member. The main point of the approach is that effective leadership can appear if a leadership relation is developed between the leader and member. In this respect, the main question

of the approach is what the features of most suitable relation to receive desired results are.

According to Scandura et al. (1986), LMX investigates individuals and sources subject to the social change, and searches this change process to result in which quality. Cheung and Wu (2012) states that LMX is the name of one-to-one job-focused relations established between employees and managers. In this model, the leader gets in contact with all employees in the workplace, and the quality of LMX depends on common trust, respect and love.

Gerstner and Day (1997, p. 827) states that LMX is one of the most remarkable theories foreseeing to evaluate the leadership process in organizational leadership area and the relations among the results of this process. Martin et al. (2005, p. 141) states that LMX depends on the opinion of leaders to develop different types of relations with their members on the contrary of leadership styles advocating leaders behave the same to the members. Harris et al. (2009, p. 2374) expresses the key point of LMX as people's to become in series of interactions and these interactions to differentiate as the result of mutual emotions and necessities.

Dunegan et al. (1992, pp. 59-60) states that the leader does not behave every member likewise according to LMX, establishes separate relations with everyone, and is one-to-one interaction with them. According to Yu and Liang (2004, p. 251), LMX depends on these three relation types as follows;

- i. Relations between the leader and follower is established on one-to-one hierarchical structure.
- ii. The relations of the leader with a group of followers have in the same interaction with the members in the group.
- iii. The interactions between the leader and the two groups (in-group and out-group) in the organization are different.

Arslantaş (2007, p. 161) states that leaders avoid from displaying a unique style of behaviour via considering the relations developed with the members. In this regard, the relations between the leader and members are categorized as in-group and out-group relations. Danserau et al. (1975, p. 70) identifies these groups as follows;

- i. *In-group*: The leader supports in-group members more, has much closer and in high-quality relations and communications. In-group interaction is based on mutual trust and support.
- ii. *Out-group*: The leader supports out-group members less, keeps them at a distance and establishes relations and communications in low-quality. Out-group interaction is based on conducting the tasks written in job definition.

In the first examples of LMX, the model was named as Vertical Dyad Linkage (VDL) which mentions about a leader-focused relation structure. VDL states that the leader and follower has a formal relation and they carry out this relation in limited level to achieve determined targets. In such a relation level, in-group and out-group elements are much obvious, thus there cannot be established strong linkages with everyone (Tarim 2017, p. 9).

In literature, the features of LMX which distinguish the model from other models and theories are stated as followings (Kirboğa 2017, pp. 80-81);

- i. LMX revealed that quality in the relation between the leader and members is one of the important parts of the model via making communication-focused explanation on the contrary of previous leadership explanations.
- ii. LMX depends on the relation that is established by the leader with every member is not the same.
- iii. LMX is a descriptive model.
- iv. LMX is a model trying to determine leader-member relations in the organization according to its own structure.

- v. LMX has enriched leadership concept with some sub-dimensions resulted from mutual communication such as contribution, liking, loyalty and occupational respect.

LMX theory is distinguished from other leadership theories since it investigates one-to-one relation between the leader and the member (Martin et al. 2005, p. 142). This theory has four main phases as follows (Özutku et al. 2008, pp. 194-195);

- i. In the first phase, there are emphasized on vertical dual/dyad relations. The leaders develop different relations with the members. In this phase, in-group and out-group relations are described.
- ii. In the second phase, there are focused on the quality of leader-member relations and the results of these relations.
- iii. In the third phase, there are emphasized on the development and description of high-quality leader-member relations. Thus, suggestions about how vertical dual/dyad cooperation can be formed are made.
- iv. In the fourth and the last phase, the analysis of leader-member interaction is not made only on the basis of vertical dual/dyad relations, and this analysis is expanded via involving the group and organization levels. In this phase, how to organize the dual/dyad relations in the organization are investigated via integrating the findings received from previous phases.

2.1.3.2 Theoretical development of leader-member exchange

There are some approaches comprising the theoretical basis of LMX as role theory, social change theory, equality theory and justice theory (Scandura 1999, pp. 25-40).

Role theory is about the members to carry out their jobs via roles or behaviour styles according to their positions in the organization (Cevrioglu 2007, p. 23). Role theory investigates the important aspects that the behaviours and attitudes of the employees focus on. According to the theory, the employees play different roles based on many factors (Yu and Liang 2004, p. 253).

Social change theory is closely related to the interaction quality of the leader with the followers for transformational leader's to become effective and powerful. Therefore, LMX has so important function in terms of social change (Gupta and Krishnan 2004, p. 4). Social change theory investigates the interaction of the leaders with the employees and the reasons of behavioural differences (Shore, Bommer and Shore 2008, p. 637). This theory is about the power of the leader's to what extent influence the LMX and explains complex behaviours in the group in context to the relation processes occurred between leader and members. Social interactions have various positive results such as creating sense of mission, increasing appreciation and confidence emotions. In organizational social interactions, exchange is occurred among lots of tangible and intangible factors (Greguras and Ford 2006, pp. 433-440).

Equality theory is also important about developing leader-member relations. Equality is continued with the changes in inputs and outputs in the point of maintaining the most suitable levels for every group (Cevrioglu 2007, p. 26). Proportional equality of contributions of members into the organization and contributions of organization into individuals is named as equality theory (Adams 1965).

In context to the *justice theory*, justice perceptions of the members about the leader and the efforts of the leader to behave fairly brings important benefits in establishing better relations among individuals in LMX model (Uhl-Bien, Graen and Scandura 2000, p. 142). This theory makes important contributions in organization members to form justice perception about the manager, in managers to make effort to secure the justice and in developing interpersonal relations (Kaşlı 2009, p. 36).

2.1.3.3 Dimensions of leader member exchange

LMX model was firstly named as Vertical Dyad Linkage (VDL) model developed by Dansereau, Cashman and Graen (1973) focusing on only bilateral vertical relations between the leader and follower (Kahraman 2012, p. 11). Then, the model was renamed as LMX by Dansereau, Graen ve Haga (1975).

In 1980s, LMX continued to be described as the quality of the interaction between the leader and follower, researchers tried to identify the dimensions of the model. In 1990s, 18 dimensions were described as trust, competence, motivation, help and support, understanding, liberality, authority, knowledge, influence in decision making, communication, self-reliance, consideration, talent, assignment, innovation, experience, the use of organizational resources and mutual control (Schriesheim et al. 1999, p. 81).

Some researchers (Graen et al. 1977; Graen and Uhl-Bien 1995) assert that LMX has only one dimension, on the other hand some other researchers (Schriesheim, Castro and Cogliser 1999; Dienesch and Liden 1986; Liden and Maslyn 1998) advocate that LMX has multidimensional structure.

Dienesh and Liden (1986) stated that there are three dimensions of LMX as contribution, loyalty and affect. Then, Liden and Maslyn (1998) added two dimensions as professional respect and trust to these three dimensions, but the trust dimension discussed under the loyalty dimension. Thus, the dimensions of LMX are analysed in four groups as contribution, loyalty, affect and professional respect today.

Contribution is the level of activity of each member/follower to achieve the mutual goal. Here, the quality and quantity of the activities are considered (Dienesch and Liden 1986, p. 624). This dimension is described as positively mutual perception about the level and quality of job-oriented and common goal-oriented activities of leader and followers in order to fulfil the targets (Liden and Maslyn 1998, p. 50). In order to reach into organizational goals, supports and contributions of the employees are so important (Dionne 2000, p. 6).

Loyalty is seen as the 2nd dimension of LMX model. Leader gives specific tasks to the loyal followers rather than the others. Loyalty is the result of influence level of the leader to the followers which makes the followers to perform all type of tasks that are assigned to them (Dienesch and Liden 1986, p. 625). Leaders have the tendency to

assign tasks to the members who have high loyalty level for the tasks in which responsibility and decision making is so significant (Bauer and Green 1996).

Professional respect states the past and/or current job-related successes and reputations of members to be used for interacting (Liden ve Maslyn 1998). Schriesheim, Castro, Zhou and Yammorino (2001) states that one of the most important factors in increasing LMX is mutual respect between the leader and member.

Affect factor is about the interaction resulted from mutual attraction between the leader and member. This affect between leader and member has an important role in maintaining the relation (Dienesch and Liden 1986, p. 625). Affect dimension gains importance when close contact and special cooperation depending on mutual trust is needed. Friendships developed via business relations, spending time together frequently and mutual communication leads to increase in the quality of the interaction. Affect dimension which is an important indicator of social change, increases mutual liabilities of the leader and member (Liden and Maslyn 1998, p. 48).

2.2 ORGANIZATIONAL CITIZENSHIP BEHAVIOUR (OCB)

In recent years, as a result of globalization, competition has increased strikingly. During this turbulent environment, for the companies, it is very difficult to gain competitive advantage. In order to gain competitive advantages companies needs to increase organizational effectiveness. For increasing organizational effectiveness, researchers emphasize on some vital ideas such as organizational commitment, job satisfaction, motivation, organizational justice and organizational citizenship behaviour. In this respect, one of the most important topics in organizational behaviour and management fields is evaluated as organizational citizenship behavior (OCB) (Okurame 2013, p. 66; Nafei 2015, p. 218). With this regard, in this part, definition of OCB, theoretical development of OCB, dimensions of OCB, and factors affecting OCB are mentioned in detail.

2.2.1 Definition of Organizational Citizenship Behaviour

Organizational citizenship behavior (OCB) is recognized in the 1950s (Fok et al. 2000, p. 1). Bateman and Organ (1983) describe individuals who engage in OCB as “good soldiers.” OCB basically considers the behaviour of staff in the working environment and their relationship. It describes the attitudes of the employees in regard of assisting other fellows, habits of hard-working, following standards, getting on with the work pressures and their active role in the organization (Organ 1988, pp. 4-12).

The first OCB studies made by Organ (1977). The researcher investigated the behaviours of employees in context to the motivation and interaction, and determined that some behaviours are displayed out of the formal role descriptions. Then, Bateman and Organ (1983, p. 592) used the term of citizenship behaviour in their study, investigated the relation between citizenship behaviour and job satisfaction, and determined a strong relation. In the same year, Smith, Organ and Near (1983) used the OCB concept for the first time in the literature, and investigated the facts related with OCB.

According to Organ (1988, p. 4), OCB is the behaviour which is not directly involved or specified in formal reward system, and contributes to the organization voluntarily or extra as a whole. These behaviours are not specified as mandatory in job description, and individuals carry out these with their own preferences. Moreover, they are not punished if they do not display these behaviours.

After conceptualisation of OCB by Organ (1988), the concept did not attract attention initially. However, OCB started to be investigated in many scientific fields such as human resources management, marketing, communication, psychology, strategic management, international management, military psychology, economy, leadership and etc. after emphasizing on its positive impacts on organizational success in the upcoming years (Podsakoff et al. 2000, p. 514).

Zhang, Liao and Zhao (2011, p. 366) states that OCB is defined in context to the pro-social behaviours in the literature. Pro-social behaviours are organization members informal behaviours that are aimed at providing individual, group or organizational comfort while members carry out their organizational roles. Wang (2014, p. 210) describes OCB as individual behaviours based on voluntariness supporting the organization's to reach into its targets via contributing its social and psychological environment, and the researcher states that OCB is not clearly or directly defined in formal reward system.

Vigoda-Gadot (2006, p. 77) states that the behaviours which are not specified in role descriptions, do not lead to any sanction and bring benefits for the organization differentiate from some other behaviours that the employees are supposed to display as formal behaviours. The informal behaviours mentioned above are named as OCB. Ariani (2012, p. 161) defines OCB as the behaviours displayed as the result of personal preference mostly, it is not described in task and job definition, and it is not punitive while its negligence.

Organ (1988, p. 9) specifies that there are three main features of OCB. These features can be stated as followings;

- i. Behaviours appear based on the individual's own discretionary power.
- ii. Behaviours are not involved in formal reward system directly or indirectly.
- iii. Behaviours support the running of the company effectively.

Deluga (1995) states that in the root of OCB there are sacrifice, ownage and behaviours made without having an expectation. Rayner, Lawton and Williams (2012, p. 118) defines OCB as pro-social helpful behaviours displayed by employees for individual, group and organizational benefits.

On the other hand, organizational citizenship behaviour which has positive impacts on organizational performance, is also named as pro-social organizational behaviour by Brief and Motowidlo (1986, p. 713), good soldier syndrome by Turnipseed and

Murkison (2000, p. 281), extra role behaviour by Van Dyne and LePine (1998, p. 110) and counter-role behaviour by Staw and Boettger (1990, p. 536) in the literature.

Due to OCB's to be based on voluntariness, it is not a behaviour required by formal job description in the organization (Jex and Britt 2008, p. 116). Therefore, OCB depends upon the psychological contract of the individual with both the organization and the leader. Psychological contract is based on a perception created in the minds of individuals and defined as the utility liability which will become in the future and personal beliefs towards a given commitment's to be fulfilled in the future (Walker and Hutton 2006, p. 434). In addition to this perception, the individual expects these behaviours to be realised by organization or leader, and to be rewarded as a result (Chompoonkum and Derr 2004, p. 409).

2.2.2 Theoretical Development of Organizational Citizenship Behaviour

There are some theories helping the OCB concept's to be understood and forming the basis of the concept although OCB's to enter into organizational behaviour discipline and literature was in 1980s (Gürbüz 2006, p. 52). Theoretically, Aydin (2015, p. 57) states that OCB is closely related to some theories and approaches such as social exchange theory of Blau (1964), equality theory of Adams (1965), reciprocity norm of Gouldner (1960), psychological contract theory of Argyris (1960), pro-social organizational behaviours of Brief and Motowidlo (1986), and LMX theory of Dansereau, Graen and Haga (1975).

According to *social exchange theory* (Blau 1964), individuals are continuously in solidarity, communication and interaction to meet their needs. The parties are generally in dependent, independent or mutual dependent situations to meet the needs. In social exchange, the parties can be managers, employers, suppliers, employees, syndicates and customers, and these parts can provide two types of outputs to each other as economic and socio-emotional outputs. Economic outputs are tangible and have some financial features such as wages, yearly wage increases, extra profits and etc. There is a contract between the parts and this contract has concrete features. Moreover, the parts display

voluntary behaviours only in case of necessity. On the other hand, socio-emotional outputs are about individuals social and respect needs such as promotion, statue, education and training, personal development and etc. The relation between the parties does not depend on a certain necessity, but it depends on give-and-take and resourcing. However, the timing and shape of mutuality depends on voluntariness. The benefit that the parties will receive does not become a matter of negotiation (Cropanzano and Mitchell 2005). The employee perceiving social exchange's to be fulfilled under equal terms and for the benefit of the two parties displays the role of good citizen, and in case of feeling to be hard done, he/she can display negative attitudes and behaviours in the organization (Gürbüz 2006).

Equality theory is a motivational approach emphasizing on the issues resulting in job satisfaction and dissatisfaction. Equality or justice emotion perceived by the employee in the organization influences the success and satisfaction of the individual in the workplace. The employee compares his/her work performance, contributions to the organizations and the outcomes such as reward, promotion, wage, prestige and etc. with other employees, and makes organizational justice or equality emotion explicit in the mind. Positive justice and equality perception of employees towards organization results in employees to display behaviours which are beneficial for the organization. However, negative perception affects their trust, job satisfaction, commitment, turnover, performance and motivation towards the organization and/or managers (McCormick and Ilgen 1980).

Reciprocity norm requires individual to help others who help him/her, to display positive behaviours according to the received benefit, and not to exhibit damaging behaviours towards others who help him/her like it is in social exchange theory (Gouldner 1960). Employees respond with displaying positive OCB in compliance with the reciprocity norm towards the perceived fair, honest, human-focused and equal behaviours displayed by managers (Smith, Organ and Near 1983).

Psychological contract is not written in any document between the organization and the employee. It is resulted from reciprocal negotiation which is not uttered by parties. This

contract has a psychological aspect and is about employees a series of expectations in business relations in their favour (Kotter, 1973). It is an individual expectation that the organization should provide benefit for the employee in return of his/her contribution to the organization. Mutual trust is the most important element for this contract (Gürbüz 2006; Cutcher 2008).

Pro-social organizational behaviours which are displayed optionally and voluntarily, comprise described role and beyond role behaviours. These behaviours have the feature of contributing to individual, other organization members and organizational effectiveness. OCB comprises only beyond role behaviours of pro-social organizational behaviours. Described role behaviours are written in the formal job definition of the employee. However, beyond role behaviours do not involve in these job definitions (Onyishi 2012, p. 97). Pro-social behaviours include the behaviours of organization members towards facilitating the jobs of individuals, groups and/or the organization they interact with, while fulfilling their organizational roles (Brief and Motowidlo 1986, p. 713). In general, pro-social behaviours can be states as follows (Brief and Motowidlo 1986, pp. 713-716);

- i. Helping for colleagues on job-related issues,
- ii. Helping for colleagues on personal issues,
- iii. Becoming flexible, thoughtful and compassionate on issues such as recruitment, performance evaluation, charging and etc.,
- iv. Providing products and services for customers via taking their needs and desires into consideration, and also organizational benefit and success,
- v. Helping for the customers personal problems which are not related to the organization's products and/or services,
- vi. According with organizational values, policies and regulations,
- vii. Making suggestions about procedures, managerial or organizational improvements,
- viii. Objecting to unreasonable instructions and policies,
- ix. Becoming volunteer for additional tasks,

- x. Remaining in the organization and becoming supportive despite all challenges and problems,
- xi. Making effort for the organization's to create a positive impression in external environment.

LMX theory developed by Dansereau, Graen and Haga (1975) advocates that leadership behaviour is not based on group-focused, but on person-focused. It can be said that there are continuous relations and interactions between managers and employees in the organizations. There appear two different results of the leader-member interaction as high-quality changes and low-quality changes (Fisk and Friesen 2012, pp. 3-4). In high-quality change relation, both parties accept their reciprocal interest of each other and take joint action to fulfil these interest. Therefore, high-quality change relation requires the parties to display behaviours beyond the formal role descriptions in order to reach into desired targets. On the other hand, the leader and members do not exhibit behaviours beyond the formal role behaviours in low-quality change relation. In this context, it is possible to state that LMX theory indicates the quality of the relations of managers with the employees. According to the theory, a type of exchange is fulfilled between managers and employees in the process of tasks to be carried out (Deluga 1994, p. 317).

2.2.3 Dimensions of Organizational Citizenship Behavior

The first study made on identifying the dimensions of the OCB made by Smith et al. (1983, p. 564), and there were found two dimensions as altruism and generalized compliance. Then, Organ (1988, pp. 1-14) suggested five dimensions as altruism, conscientiousness, sportsmanship, courtesy and civic virtue. Moreover, Farh et al. (1997, pp. 421-444) found five dimensions as identification with the company, altruism toward colleagues, conscientiousness, interpersonal harmony and protecting company resources. Furthermore, Podsakoff et al. (2000, pp. 513-563) identified OCB with seven dimensions as helping behaviour, sportsmanship, organizational loyalty, organizational compliance, individual initiative, civic virtue and self-development. In general, the mostly used categorization about OCB dimensions is Organ's (1988) and Podsakoff et al.'s (1990) one. In this study, the dimensions of OCB are investigated within the scope

of the classification of Podsakoff et al.'s (1990) study. According to this classification, there are 5 dimensions as altruism, conscientiousness, sportsmanship, courtesy and civic virtue.

Altruism appears as pro-social behaviours increasing organizational effectiveness (Organ 1988, p. 5). It comprises supporting others in job-related issues and displaying extra behaviours about job-related problems (Podsakoff et al. 2000, p. 514). Altruism behaviour can be defined as the whole of voluntary behaviours aiming at helping other members about organizational tasks and problems (Podsakoff and MacKenzie 1994, p. 351). Moreover, employees undertake colleagues tasks and responsibilities voluntarily without expecting any reward or command according to this dimension (Podsakoff et al. 2000, p. 516). It can be said that orientation of employees, their use of tools and materials, completing their tasks, reaching into certain information, preparing a project or presentation in time, understanding computer program, and sharing other employees heavy workloads are examples of altruism behaviour (Allison et al. 2001, p. 283).

Conscientiousness is about employee's job-related discipline perception (Barksdale and Werner 2001). It means praising the organization to external environment, protecting from external threats and becoming loyal to the organizations even under negative conditions. This behaviour comprises to obey organization's rules, regulations and procedures and to interiorise these even if nobody monitor the employee. The employees adopting this behaviour dimension in high-level, generally display more effective and efficient performances rather than employees adopting in low-level (Barrick and Mount 1991, pp. 25-26). It can be said that being punctual, using tea/coffee and lunch breaks cautiously, participating regularly in the organizational meetings, trying to remain loyal to all formal and informal rules developed for providing organizational order are examples of conscientiousness behaviour (Wang et al. 2010, p. 119).

Sportsmanship involves individuals not to complain in case of feeling uncomfortable from others, and to display positive behaviours even in case of worsening of the job (Podsakoff et al. 2000, p. 517). Moreover, it can be described as condonation behaviour

displayed voluntarily during working without complaining about undesired situations and inevitable disharmonies (Organ 1990). It is expected that this dimension has positive relation with job performance. Sportsmanship dimension allows managers to spend their time more for productive activities such as planning, timing, problem solving and organizational analysis (Podsakoff et al. 1997, p. 264).

Courtesy can be stated as taking precaution for possible problems that can be happened among organization members, and the tendency to display behaviours about giving information to employees on the topics that interest and can affect them (Organ 1988). It involves preventive behaviours of employees such as hindering a problem's to appear, helping or making solution suggestions via pre-determining issues that can create problems for other employees (Organ 1990, p. 47). Moreover, employees who are in communication and interaction to each other's consulting to each other and warning about the results of implementations in accordance with their tasks and decisions in the organization are also identified as courtesy behaviour (Deluga 1995, p. 2).

Civic virtue states the loyalty and interest to the organization as a whole and macro-level citizenship (Podsakoff et al. 2000, p. 525). This interest is indicated via participating in organizational management actively and following the threats and opportunities around the organization effectively. Taking part in meetings, expressing opinions about the strategies that should be followed by the organization are examples of OCB behaviours in this group (Organ 1988). Civic virtue refers to behaviours that include participation in bureaucratic existence of the organization. Employees will maintain in touch with the matters affecting organizational management and participate in decision making manner and meetings of the business enterprise. Organ and Ryan also defined civic virtue as accountable and optimistic involvement inside the troubles and control of the organization (Organ and Ryan 1995, p.48).

2.2.4 Factors Affecting Organizational Citizenship Behaviour

OCB is influenced by various factors due to its being a behaviour developed in organizational environment. In the literature, there were made lots of studies on determining the factors affecting the OCB. In this respect, the general factors affecting

OCB can be stated as followings (Podsakoff et al. 2000, p. 526; Organ and Ryan 1995, p. 779);

- i. *Job satisfaction*: Desire, voluntary effort and sincere behaviour is essential in OCB. During this process, employees display these behaviours voluntarily. There is no need for this type of behaviour due to personal or occupational relations (Sezgin 2005, p. 320). An employee with job satisfaction have positive mood that display positive attitudes towards colleagues in the organization. This situation resulted in motivation to display OCB. In this respect, job satisfaction is accepted one of the most important factors affecting OCB (Acar 2006, p. 10).
- ii. *Justice perception*: It is about the beliefs of employees that there is a fair environment in the workplace. Thus, employees can desire to display informal role behaviours when thinking that managers behave fairly in the organization (Organ 1997, p. 88). Justice perception leads employees to trusting into their managers, and this trust stimulates employees to display OCB (Dirks and Ferrin 2002, p. 51).
- iii. *Organizational commitment*: It is thought that individuals display OCB according to their passion degree towards participating and remaining in the organization. In this respect, employees exhibit OCB since they give personal importance to organization's welfare continuously (Alizadeh et al. 2012). Employees who are loyal to the organization, have more tendency to display voluntary behaviours which are beneficial for the organizations. Employees who work without any expectation from formal reward and punishment system of the organization, display OCB due to their loyalty to the organization (Qamar 2012).
- iv. *Leader support*: It is observed that leadership behaviours have positive effects on OCB and all OCB factors (Jha and Jha 2009; Jafari-Karfestani et al. 2013). In companies, the leaders providing support for members to solve the problems contribute more for employees to display OCB (Jafari-Karfestani et al. 2013).
- v. *Personal features*: Positive spiritual features tend individuals to display voluntary behaviours more, thus such individuals are in tendency to display OCB (Modassir and Singh 2008; İplik 2010; Çetin 2011). Moreover, individuals with high self-discipline, who looking at the situations positively, giving

importance to social relations, empathizing with others, and supporting teamwork have more tendency to display OCB (Çetin 2011).

vi. *Organizational environment*: Individuals supported, motivated and valued by the organization display high-level of OCB. Contemporary researches about this relations suggest that organizational culture have impact on OCB (Çetin, Şeşen and Basım 2012; Jafari-Karfestani et al. 2013).

2.3 STUDIES RELATED TO LEADER MEMBER EXCHANGE AND ORGANIZATIONAL CITIZENSHIP BEHAVIOUR

There were various studies made to determine the relation between LMX and OCB.

There were various studies made to determine the relation between LMX and OCB. According to the study conducted by Asgari et al. (2008) with 220 managers and employees in education sector in Iran, there were found positive and significant relations between LMX and OCB. Burton et al. (2008) made a study with 258 employees and 34 managers in an international manufacturing company. They found that LMX has significant relations with OCB. According to the study, employees who have of high quality relations with their leaders, display high degree of OCB.

Chen et al. (2008) studied the relation between LMX and OCB with 200 nurses working at hospitals in Taiwan, and found that the quality of LMX affects OCB positively and significantly. Erdem (2008) made a research with 286 nurses and head nurses in health sector in Turkey, and found that LMX affects OCB in both individual and organizational basis positively and significantly.

Ali (2009) made a research with 395 medical representatives in Pakistan. The results indicated that there was low quality LMX interaction between medical representatives and their managers, thus medical representatives have low tendency to display OCB. According to the research made by Ishak and Alam (2009) in Malaysia, the result that LMX affects OCB positively and significantly was reached. Kandan and Ali (2010)

made a research with 165 people working in a public institution in Malaysia, and found positive relations between LMX and OCB.

Rafferty and Restubog (2011) investigated the relation between LMX and OCB with 175 employees and managers working in a bank in Philippines, and found that employees working with abusive supervisors do not display good OCB. Ma and Qu (2011) made a study with 407 employees working in a hotel in China, and found positive relations between LMX and OCB.

Meiners and Boster (2012) explored the relation between LMX and OCB in a Southern United States city government with 80 full-time employees and 25 divisional supervisors from a sample of 500. The researchers found that high-quality LMX relationships were shown to have higher levels of mutual persuasion and reciprocal influence, indicating a flexible relationship open to compromise resulting in an improved work environment.

According to the study conducted by Ürek (2015) with 423 healthcare personnel working at public and private hospitals in Ankara, the result indicates that employees LMX degrees have positive impacts on the tendency to display OCB and its sub-dimensions. Tekin (2018) conducted a research with 250 employees working in banking sector. The results reveal that LMX affects OCB positively and significantly. Çetin et al. (2012) made a study with 659 teachers in education sector in Turkey, and the result shows that the more the quality of LMX is the more OCB.

3. RESEARCH METHODOLOGY

This section covers the following topics: purpose and importance of the research, participants and sampling of the research, research method, research model, variables and hypothesis, measurement instruments of the research variables and data analysis.

3.1 PURPOSE and IMPORTANCE of THE RESEARCH

The principle purpose of this study is to identify effects of leader-member exchange on organizational citizenship behavior.

The objectives of the study were determined as followings:

- a. Measuring effects of leader-member exchange (LMX) on organizational citizenship behavior (OCB).
- b. Measuring the effects of leader- member exchange (LMX) dimensions on organizational citizenship behavior (OCB) dimensions.

To address this issue a conceptual model was developed to test the relationships empirically among the variables of the study.

3.2 PARTICIPANTS AND SAMPLING OF THE RESEARCH

The target population in this study is Bahçeşehir University Graduate School of Social Sciences Master of Business Administration (MBA) English language students. The sample is consisted of white-collared participants. The data were accumulated through April and May 2017. During that time, 514 students are registered at MBA English language department. The sample size has been determined as 221 students for a population of 514 students, at a 95% confidence interval and %5 significance level. Therefore 514 questionnaire were delivered. However, a total of 258 questionnaires

have been collected. Consequently, a complete of 235 responses has been used for further analysis.

3.3. RESEARCH METHOD

In this study, quantitative research method was used. Quantitative research is a formal objective, systematic process in which numerical data are used to obtain information about the world. This research method is used to describe variables; to examine relationships among variables; to determine cause and affect interactions between variables (Delice 2010, p. 1971).

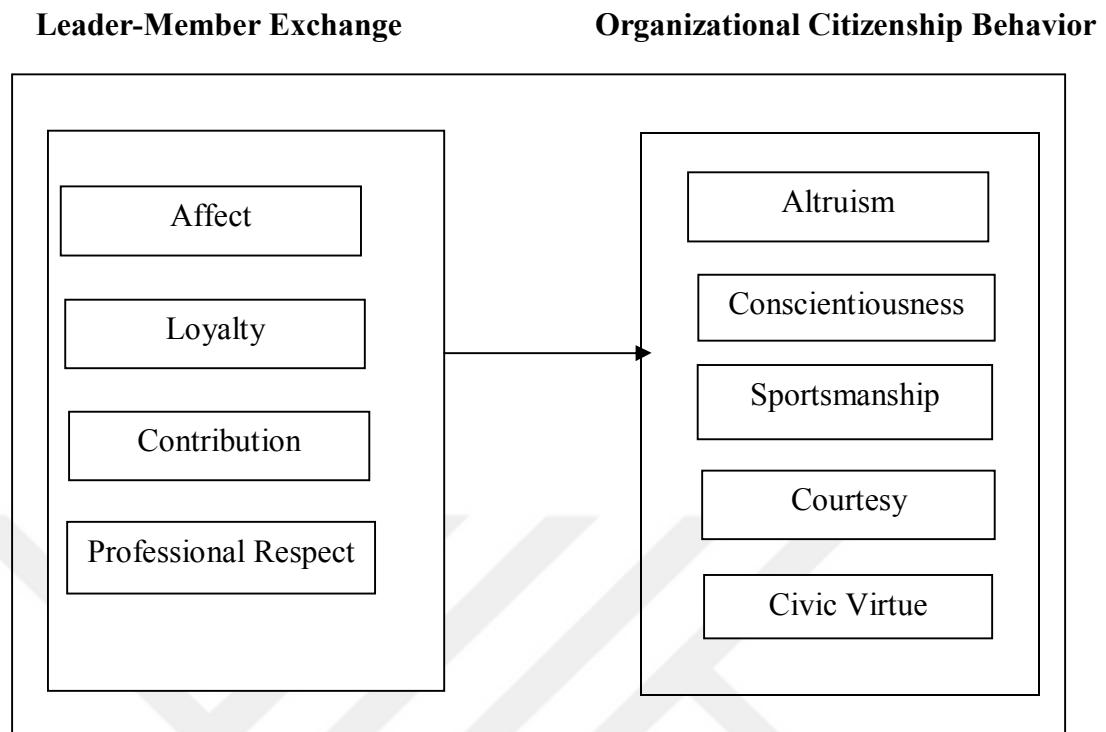
3.4 RESEARCH MODEL VARIABLES AND HYPOTHESIS OF THE STUDY

This model is explained by social exchange theory which is developed by Blau, according to Blau (1964) social exchange theory is a social psychological and sociological perspective that explains social modification and stability as a method of negotiated exchanges between parties. Social exchange theory posits that human relationships are formed by the employment of a subjective analysis and the comparison of alternative.

The research model can be seen in Figure 3.1. As seen in the figure, dependent variable of the research is organizational citizenship behaviour (OCB). Independent variable of this study is leader member exchange (LMX).

Furthermore, demographic variables of this study are age, gender, marital status, working status, working experience and organizational experience.

Figure 3.1 Research model of the study



The hypothesis of the study are presented at below:

1.H₁: Leader-member exchange (LMX) significantly affects organizational citizenship behavior (OCB).

3.5 MEASUREMENT INSTRUMENTS of the RESEARCH VARIABLES

In this research, surveys are used as a means of data collection. After literature review, the scales have been determined that will measure the variables best. The determined scales are tested scales and found to be valid and reliable in various studies.

The leader member exchange scale includes 4 factors and 11 items. Those four dimensions called “affect”, “loyalty”, “contribution” and “professional respect”, introduced by Liden and Maslyn and (Liden and Maslyn 1998, pp.43-72) [Appendix 1].

Four dimensions of LMX are as below:

- a. Affect: was measured by 3 items: 1, 2 and 3.
- b. Loyalty: was measured by 3 items: 4, 5, and 6.
- c. Contribution: was measured by 2 items: 7 and 8.
- d. Professional Respect: was measured by 3 items: 9, 10 and 11.

In this study, organization citizenship behavior instrument which is developed by Podsakoff et al. (1990) is used. This scale has 5 dimensions with 24 items. Those factors are called “altruism”, “conscientiousness”, “sportsmanship”, “courtesy” and “civic virtue”. Some of the items are reverse in this scale (items: 2, 4, 7, 16, 19) [Appendix 2].

Five-dimensions of OCB are as below:

- e. Altruism: is measured by 5 items: 1, 10, 13, 15 and 23.
- f. Conscientiousness: is measured by 5 items: 3, 18, 21, 22 and 24.
- g. Sportsmanship: is measured by 5 items: 2, 4, 7, 16 and 19.
- h. Courtesy: is measured by 5 items: 5, 8, 14, 17 and 20.
- i. Civic virtue: is measured by 4 items: 6, 9, 11 and 12.

The responses of participants for each item were gathered through 5-point Likert scale as “1: Strongly Disagree”, “2: Disagree”, “3: Neutral”, “4: Agree” and “5: Strongly Agree”.

3.6. DATA ANALYSIS OF THE RESEARCH

IBM SPSS 24.0 (Statistical Package for the Social Sciences) program was used for the analysis of the primary data collected. With demographic data, descriptive statistical analysis was conducted. Additionally, factor and reliability analysis, regression analysis, were conducted to test the research model respectively.

4. FINDINGS

In this part, result of the descriptive statistics of participants, factor and reliability analysis, descriptive analysis of variables, hypothesis testing and the results of the regression analysis were made.

4.1 DESCRIPTIVE STATISTICS

The frequency distribution and percentages regarding the demographic variables of 235 respondents that are subject to this research is provided in Table 4.1.

Table 4.1: Descriptive statistics for demographic variables

Demographic Variables	Frequency	Percent (%)
Gender		
Male	109	47
Female	126	53
Marital Status		
Single	138	59
Married	97	41
Job Position		
Employee	202	86
Manager	33	14
Working Experience		
<1 year	22	10
1-3	59	25
4-6	50	21
7-9	36	15
10-12	18	8
13-15	14	6
>15	36	15
Organizational Experience		
<1 year	56	24
1-3	80	34
4-6	34	14
7-9	25	11
10-12	11	5
13-15	8	3
>15	21	9

Out of 235 respondents 47% were male, while 53% of the respondents were female. 59% of the respondents were single and 41% of them were married. The percentage of employees in the sample is 86% comparing to managers 14%.

The years of work life experience of the respondents concentrate on 0-1-year experience with %10, 25% have 1-3 years' experience, 21% have 4-6 years' experience, 15 % have 7-9 years' experience, 8% have 10-12 years' experience, 6% have 13-15 years' experience, and 15% have more than 15 years' experience in their work life.

Experience years of respondents at the current organization percentage concentrates on 0-1 years with 24%, 34% of the respondents have 1-3 years' experience, 14% have 4-6 years' experience, 11% have 7-9 years' experience and 5% have 10-12 years' experience, 3% have 13-15 years' experience, 9% have 15 or more years of experience in their organization.

4.2 FACTOR AND RELIABILITY ANALYSIS OF THE SCALE

To identify and test the underlying structure of the scales, factor and reliability analysis were employed to leader member exchange (LMX) and organizational citizenship behavior (OCB) measurements as the initial step.

4.2.1 Factor and Reliability Analysis of Leader Member Exchange (LMX)

To determine the dimensions of LMX factor analysis with principle component factoring and varimax rotations was conducted. Kaiser-Meyer-Olkin measure of sampling adequacy and Bartlett test were performed to test the appropriateness of data for conducting factor analysis (Sharma 1996, pp.116). Result of the tests (KMO=0.893, p=0.000) were satisfactory.

Table 4.2 shows factor and reliability analysis result of LMX. As shown in Table 4.2, the diagonals of the anti-image correlation matrix were all over 0.50, supporting the inclusion of each item in the factor analysis (Hair et al. 1998, pp.111).

The original of the LMX scale is consist of 4 different sub dimensions called “affect”, “loyalty”, “contribution” and “professional respect”. By conducting exploratory factor analysis, it was found that leadership member exchange (LMX) is measured on two dimensions; called “affect and loyalty” and “contribution and professional respect” in this study.

As shown in Table 4.2, “affect and loyalty” factor loading values were found between 0.86- 0.64; “contribution and professional respect” factor loading values were found between 0.86-0.64. Thus, there were not any items to be eliminated from the scale.

According to Table 4.2, “affect and loyalty” factor has reliability of 0.91; “contribution and professional respect” factor has reliability of 0.84. This indicates a high reliability values (Sekaran 1992, p.633).

Table 4.2: Factor and reliability analysis result of leader member exchange (LMX)

Factor Name	Label	Factor Items	Factor Loading	Reliability
Affect and Loyalty	LMX-6	“My supervisor would defend me to others in the organization if I made an honest mistake.” (L)	0.86	0.91
	LMX-5	“My supervisor would come to my defense if I were “attacked” by others.” (L)	0.85	
	LMX-4	“My supervisor defends my work actions to a superior, even without complete knowledge of the issue in question.” (L)	0.85	
	LMX-3	“My supervisor is a lot of fun to work with.” (A)	0.72	
	LMX-2	“My supervisor is the kind of person one would like to have as a friend” (A)	0.69	
	LMX-1	“I like my supervisor very much as a person.” (A)	0.64	
Contribution and Professional Respect	LMX-7	“I do work for my supervisor that goes beyond what is specified in my job description.” (C)	0.86	0.84
	LMX-8	“I am willing to apply extra efforts, beyond those normally required, to further the interests of my work group.” (C)	0.85	
	LMX-9	“I am impressed with my supervisor's knowledge of his/her job.” (PR)	0.83	
	LMX-10	“I respect my supervisor's knowledge of and competence on the job.” (PR)	0.73	
	LMX-11	“I admire my supervisor's professional skills.” (PR)	0.64	

A: Affect; L: Loyalty; C: Contribution; PR: Professional Respect

4.2.2 Factor and Reliability Analysis of Organizational Citizenship Behavior (OCB)

To determine the dimensions of OCB factor analysis with principle component factoring and varimax rotations was conducted. Kaiser-meyer-olkin measure of sampling adequacy and Bartlett test were performed to test the appropriateness of data for conducting factor analysis (Sharma 1996, pp.116). Result of the tests (KMO=0.913, p=0.000) were satisfactory.

Factors with eigenvalues over one were retained and items with factor loadings below 0.50 and items with high cross loadings were excluded (Hair et al. 1998, pp.111). For this reasons items 2, 4, 7, 16 and 19 are eliminated because of low and high cross factor loading. For this reason the factor of “sportsmanship” is eliminated in the scale.

The original of the OCB scale is consist of 5 different sub dimensions called “courtesy”, “conscientiousness”, “sportsmanship”, “altruism” and “civic virtue”. As shown in Table 4.3, by conducting factor analysis, it is found that organizational citizenship behavior (OCB) is measured with three dimensions; called “courtesy and conscientiousness”, “altruism” and “civic virtue” in this study.

As shown in Table 4.3, “courtesy and conscientiousness” factor loading values were found between 0.77- 0.61; “altruism” factor loading values were found between 0.81- 0.60; “civic virtue” factor loading values were found between 0.82-0.54.

According to Table 4.3, “courtesy and conscientiousness” factor has reliability of 0.88; “altruism” has reliability of 0.88; “civic virtue” factor has reliability of 0.84. This indicates a high reliability values (Sekaran 1992, p.633).

Table 4.3: Factor and reliability analysis result of organizational citizenship behavior (OCB)

Factor Name	Label	Factor Item	Factor Loading	Reliability
Courtesy and Conscientious-ness	OCB-8	“I consider the impact of my actions on coworkers.” (CO)	0.77	0.88
	OCB-22	“I obey company rules and regulations even when no one is watching.” (CON)	0.73	
	OCB-14	“I do not abuse the rights of others.” (CO)	0.70	
	OCB-24	“I am one of the most conscientious employees.” (CON)	0.70	
	OCB-3	“I believe in giving an honest day’s work for an honest day’s pay.” (CON)	0.69	
	OCB-20	“I am mindful of how my behavior affects other people’s job.” (CO)	0.68	
	OCB-21	“I do not take extra breaks.” (CON)	0.67	
	OCB-18	“My attendance at work is above the norm.” (CON)	0.64	
	OCB-5	“I try to avoid creating problems for coworkers.” (CO)	0.62	
	OCB-17	“I take steps to try to prevent problems with other workers.” (CO)	0.61	
Altruism	OCB-15	“I willingly help others who have work related problems.” (AL)	0.81	0.88
	OCB-1	“I help others who have heavy workloads.” (AL)	0.79	
	OCB-10	“I am always ready to lend a helping hand to those around me.” (AL)	0.73	
	OCB-23	“I help orient new people even though it is not required.” (AL)	0.67	
	OCB-13	“I help others who have been absent.” (AL)	0.60	
Civic Virtue	OCB-6	“I keep abreast of changes in the organization.” (CV)	0.82	0.84
	OCB-11	“I attend functions that are not required, but help the company image.” (CV)	0.80	
	OCB-9	“I attend meetings that are not mandatory, but are considered important.” (CV)	0.57	
	OCB-12	“I read and keep up with organization announcements, memos and so on.” (CV)	0.54	

CO:courtesy; CON:conscientiousness; AL:altruism; CV:civic virtue

4.3 DESCRIPTIVE VALUES OF VARIABLES AFTER FACTOR ANALYSIS

Table 4.4 indicates the descriptive values of “leader member exchange” and “organizational citizenship behaviour”.

According to Table 4.4, the mean of leader member exchange is 3.40. The highest mean belongs to “I am willing to apply extra efforts, beyond those normally required, to further the interests of my work group.” with 3.79 and the lowest mean belongs to “My supervisor is the kind of person one would like to have as a friend” with 3.13.

According to Table 4.4 the mean of organizational citizenship behaviour is 3.99. The highest mean belongs to “I attend functions that are not required, but help the company image” with 4.40 and the lowest mean belongs to “I help orient new people even though it is not required” with 3.38.

Table 4.4: Descriptive analysis of variables

		Mean	Std. Dev
LMX1	“I like my supervisor very much as a person.”	3.39	0.08
LMX2	“My supervisor is the kind of person one would like to have as a friend.”	3.13	0.09
LMX3	“My supervisor is a lot of fun to work with.”	3.17	0.08
LMX4	“My supervisor defends my work actions to a superior, even without complete knowledge of the issue in question.”	3.35	0.08
LMX5	“My supervisor would come to my defense if I were "attacked" by others.”	3.37	0.08
LMX6	“My supervisor would defend me to others in the organization if I made an honest mistake.”	3.28	0.08
LMX7	“I do work for my supervisor that goes beyond what is specified in my job description.”	3.46	0.08
LMX8	“I am willing to apply extra efforts, beyond those normally required, to further the interests of my work group.”	3.79	0.07
LMX9	“I am impressed with my supervisor's knowledge of his/ her job.”	3.48	0.08
LMX10	“I respect my supervisor's knowledge of and competence on the job.”	3.65	0.08
LMX11	“I admire my supervisor's professional skills.”	3.31	0.08
TOTAL LMX		3.40	0.08
OCB1	“I help others who have heavy workloads.”	4.15	0.07
OCB3	“I believe in giving an honest day's work for an honest day's pay.”	4.08	0.06
OCB5	“I try to avoid creating problems for coworkers.”	4.11	0.06
OCB6	“I keep abreast of changes in the organization.”	3.71	0.08
OCB8	“I consider the impact of my actions on coworkers.”	4.17	0.06
OCB9	“I attend meetings that are not mandatory, but are considered important.”	4.14	0.07
OCB10	“I am always ready to lend a helping hand to those around me.”	4.23	0.06
OCB11	“I attend functions that are not required, but help the company image.”	4.40	0.06
OCB12	“I read and keep up with organization announcements, memos and so on.”	3.58	0.08
OCB13	“I help others who have been absent.”	4.10	0.06
OCB14	“I do not abuse the rights of others.”	4.38	0.06
OCB15	“I willingly help others who have work related problems.”	4.03	0.06
OCB17	“I take steps to try to prevent problems with other workers.”	4.20	0.06
OCB18	“My attendance at work is above the norm.”	3.90	0.06
OCB20	“I am mindful of how my behavior affects other people's job”	3.84	0.07
OCB21	“I do not take extra breaks.”	3.91	0.06
OCB22	“I obey company rules and regulations even when no one is watching.”	3.72	0.07

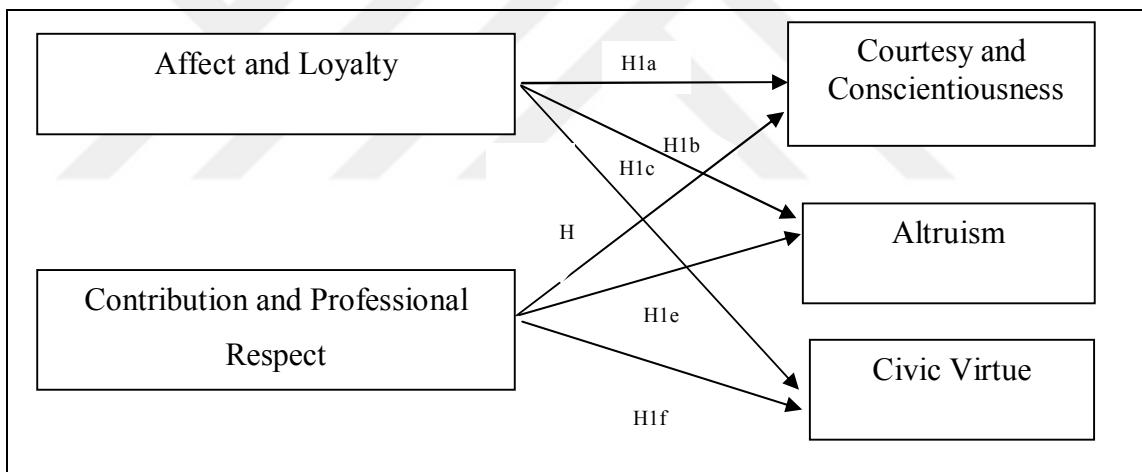
OCB23	“I help orient new people even though it is not required.”	3.38	0.07
OCB24	“I am one of the most conscientious employees.”	3.75	0.07
TOTAL OCB		3.99	0.06

4.4 HYPOTHESIS TESTING

There were conducted regression analysis to measure whether there is an effect of leader-member exchange (LMX) on organizational citizenship behavior (OCB).

As shown in Figure 4.1, after factor analysis, the conceptual research model is changed. Thus, hypothesis is tested according to revised research model.

Figure 4.1: Revised Research Model



The research hypothesis is:

1. H_1 : Leader-member exchange (LMX) significantly affects organizational citizenship behavior (OCB).

In this respect, after factor analysis, the sub-hypothesis is determined as:

1. H_{1a} : “Affect and loyalty” significantly affects “courtesy and conscientiousness.”

1. H_{1b} : “Affect and loyalty” significantly affects “altruism.”

1. H_{1c} : “Affect and loyalty” significantly affects “civic virtue.”

1.H_{1d}: “Contribution and professional respect” significantly affects “courtesy and conscientiousness.”

1.H_{1e}: “Contribution and professional respect” significantly affects “altruism.”

1.H_{1f}: “Contribution and professional respect” significantly affects “civic virtue.”

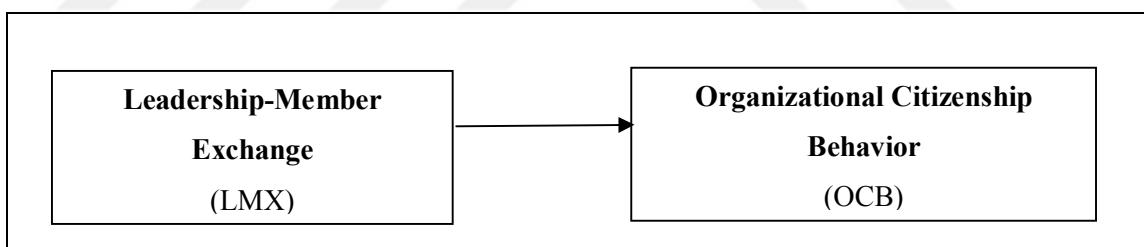
Preliminary analysis were conducted to ensure no violation of the assumptions of sample size, multi-collinearity, outliers and normality, linearity, homoscedasticity in order to conduct regression analysis to data.

For the purpose of this study, *1.H₁* hypothesis is developed in order to measure the effects of leader-member exchange on organizational citizenship behavior.

1.H₁: Leader-member exchange (LMX) significantly affects organizational citizenship behavior (OCB).

As shown in Figure 4.2, it conducted simple linear regression analysis for *1.H₁*.

Figure 4.2: Model of *1.H₁*



As seen on Table 4.5, in the regression analysis leadership-member exchange and organizational citizenship behavior is added to the model. According to regression analysis findings, there is a significant effect of leadership-member exchange on organizational citizenship behavior ($p=0.000 < 0.05$). Changes in organizational citizenship behavior is explained by leadership-member exchange at 0.06% (Adjusted R^2). Also, as seen on Table 4.5, when one unit increases in leadership-member exchange, organizational citizenship behavior increases by 0.135 (β). Thus, it can be said that as leadership-member exchange increases, organizational citizenship behavior rises. Thus, *1.H₁* hypothesis is supported.

Table 4.5: Linear regression analysis result of 1.H₁

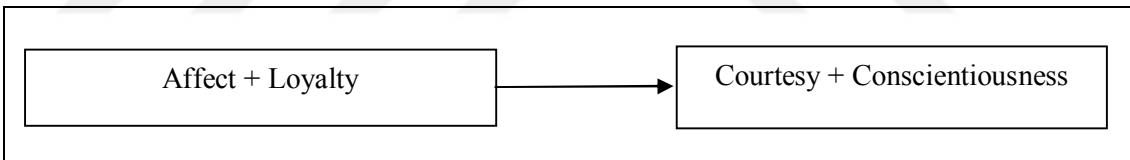
Dependent Variable: Organizational Behavior Citizenship			
Independent Variable:	Beta	t value	p value
Leadership-Member Exchange	0.135	3.590	0.000
R =0.13; Adjusted R ² =0.06; F value =12.89; p value =0.000			

1.H_{1a} hypothesis is developed in order to measure the effects of “affect and loyalty” on “courtesy and conscientiousness”.

1.H_{1a}: “Affect and loyalty” significantly affects “courtesy and conscientiousness.”

As shown in Figure 4.3, it conducted simple linear regression analysis for *1.H_{1a}*.

Figure 4.3: Model of *1.H_{1a}*



As seen on Table 4.6, in the regression analysis “affect and loyalty” and “courtesy and conscientiousness” is added to the model. According to regression analysis findings, there is a significant effect of “affect and loyalty” on “courtesy and conscientiousness” ($p=0.011 < 0.05$). Changes in “courtesy and conscientiousness” is explained by “affect and loyalty” at 0.03% (Adjusted R^2). Also, as seen on Table 4.6, when one unit increases in affect and loyalty, courtesy and conscientiousness increases by 0.107 (β). Thus, it can be said that as “affect and loyalty” increases, “courtesy and conscientiousness” rises. Thus, *1.H_{1a}* hypothesis is supported.

Table 4.6: Linear regression analysis result of H_{1a}

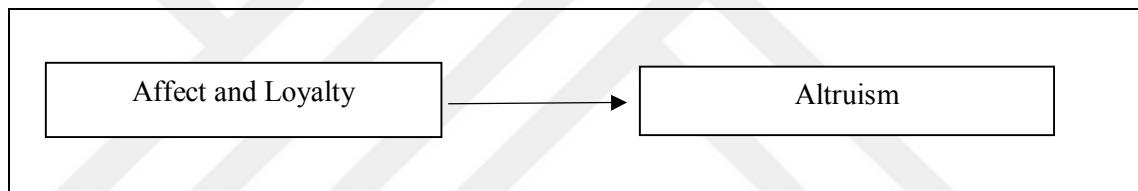
Dependent Variable: Courtesy and Conscientiousness			
Independent Variable:	Beta	t value	p value
Affect and Loyalty	0.107	2.580	0.011
R =0.10; Adjusted R ² =0.03; F value =6.65; p value =0.011			

H_{1b} hypothesis is developed in order to measure the effects of “affect and loyalty” on “altruism”.

H_{1b} : “Affect and loyalty” significantly affects “altruism.”

As shown in Figure 4.4, it conducted simple linear regression analysis for H_{1b} .

Figure 4.4: Model of H_{1b}



As seen on Table 4.7, in the regression analysis “affect and loyalty” and “altruism” is added to the model. According to regression analysis findings, there is not a significant effect of “affect and loyalty” on “altruism” ($p=0.118 > 0.05$). Thus, H_{1b} hypothesis is rejected.

Table 4.7: Linear regression analysis result of H_{1b}

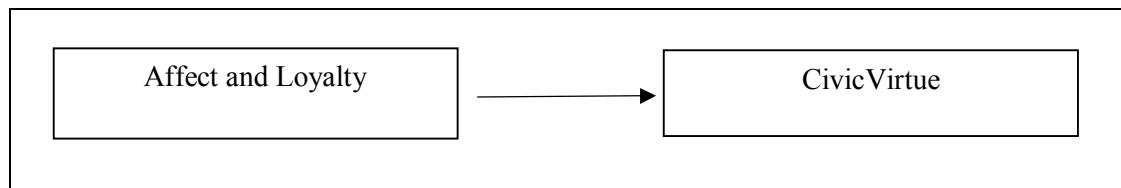
Dependent Variable: Altruism			
Independent Variable:	Beta	t value	p value
Affect and Loyalty	0.079	1.571	0.118
R =0.07; Adjusted R ² =0.01; F value =2.46; p value =0.118			

H_{1c} hypothesis is developed in order to measure the effects of “affect and loyalty” on “civic virtue”.

I.H_{1c}: “Affect and loyalty” significantly affects “civic virtue.”

As shown in Figure 4.5, it conducted simple linear regression analysis for *I.H_{1c}*.

Figure 4.5: Model of *I.H_{1c}*



As seen on Table 4.8, in the regression analysis “affect and loyalty” and “civic virtue” is added to the model. According to regression analysis findings, there is a significant effect of “affect and loyalty” on “civic virtue” ($p=0.000 < 0.05$). Changes in “civic virtue” is explained by “affect and loyalty” at 0.07% (Adjusted R^2). Also, as seen on Table 4.8, when one unit increases in “affect and loyalty”, “civic virtue” increases by 0.223 (β). Thus, it can be said that as “affect and loyalty” increases, “civic virtue” rises. Thus, *I.H_{1c}* hypothesis is supported.

Table 4. 8: Linear regression analysis result of *I.H_{1c}*

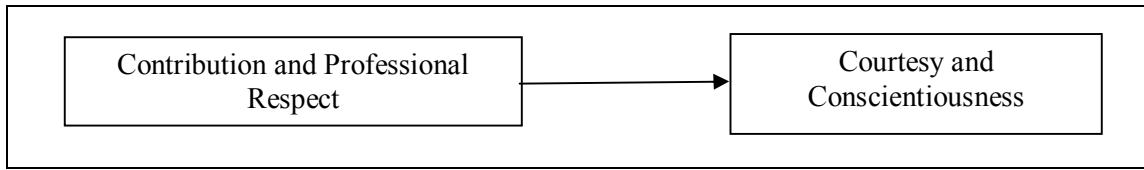
Dependent Variable: Civic Virtue			
Independent Variable:	Beta	t value	p value
Affect and Loyalty	0.223	4.061	0.000
R=0.223;	Adjusted R²=0.07;	F value=16.49;	p value=0.000

I.H_{1d} hypothesis is developed in order to measure the effects of “contribution and professional respect” on “courtesy and conscientiousness”.

I.H_{1d}: “Contribution and professional respect” significantly affects “courtesy and conscientiousness.”

As shown in Figure 4.6, it conducted simple linear regression analysis for *I.H_{1d}*.

Figure 4.6: Model of $I.H_{1d}$



As seen on Table 4.9, in the regression analysis “contribution and professional respect” and “courtesy and conscientiousness” is added to the model. According to regression analysis findings, there is a significant effect of “contribution and professional respect” on “courtesy and conscientiousness” ($p=0.000 < 0.05$). Changes in “courtesy and conscientiousness” is explained by “contribution and professional respect” at 0.07% (Adjusted R^2). Also, as seen on Table 4.9, when one unit increases in “contribution and professional respect”, “courtesy and conscientiousness”, increases by 0.171 (β). Thus, it can be said that as “contribution and professional respect” increases, “courtesy and conscientiousness” rises. Thus, $I.H_{1d}$ hypothesis is supported.

Table 4.9: Linear regression analysis result of $I.H_{1d}$

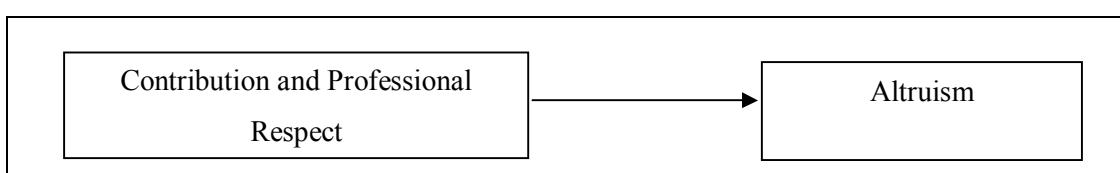
Dependent Variable: Courtesy and Conscientiousness			
Independent Variable:	Beta	t value	p value
Contribution and Professional Respect	0.171	4.112	0.000
R =0.171; Adjusted R ² =0.07;		F value =16.90;	p value =0.000

$I.H_{1e}$ hypothesis is developed in order to measure the effects of “contribution and professional respect” on “altruism”.

$I.H_{1e}$: “Contribution and professional respect” significantly affects “altruism.”

As shown in Figure 4.7, it conducted simple linear regression analysis for $I.H_{1e}$.

Figure 4.7 Model of $I.H_{1e}$



As seen on Table 4.10, in the regression analysis “contribution and professional respect” and “altruism” is added to the model. According to regression analysis findings, there is a significant effect of “contribution and professional respect” on “altruism” ($p=0.000<0.05$). Changes in “altruism” is explained by “contribution and professional” respect at 0.10% (Adjusted R^2). Also, as seen on Table 4.10, when one unit increases in “contribution and professional respect”, “altruism” increases by 0.221 (β). Thus, it can be said that as “contribution and professional respect” increases, “altruism” rises. Thus, $1.H_{1e}$ hypothesis is supported.

Table 4.10: Linear regression analysis result of $1.H_{1e}$

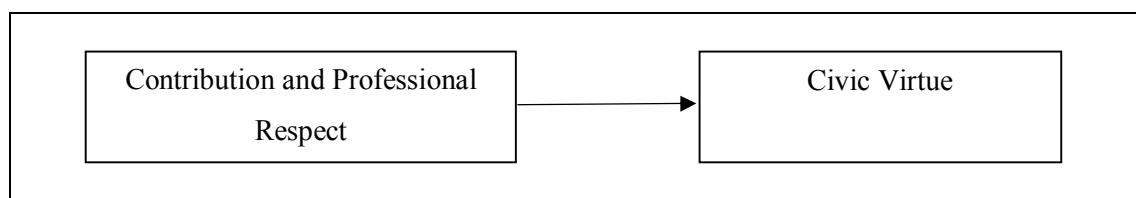
Dependent Variable: Altruism			
Independent Variable:	Beta	t value	p value
Contribution and Professional Respect	0.221	4.651	0.000
R=0.221; Adjusted $R^2=0.10$;		F value=21.62;	p value=0.000

$1.H_{1f}$ hypothesis is developed in order to measure the effects of “contribution and professional respect” on “civic virtue”.

$1.H_{1f}$: “Contribution and professional respect” significantly affects “civic virtue.”

As shown in Figure 4.8, it conducted simple linear regression analysis for $1.H_{1f}$.

Figure 4.8 Model of $1.H_{1f}$



As seen on Table 4.11, in the regression analysis “contribution and professional respect” and “civic virtue” is added to the model. According to regression analysis findings, there is a significant effect of “contribution and professional respect” on “civic virtue”

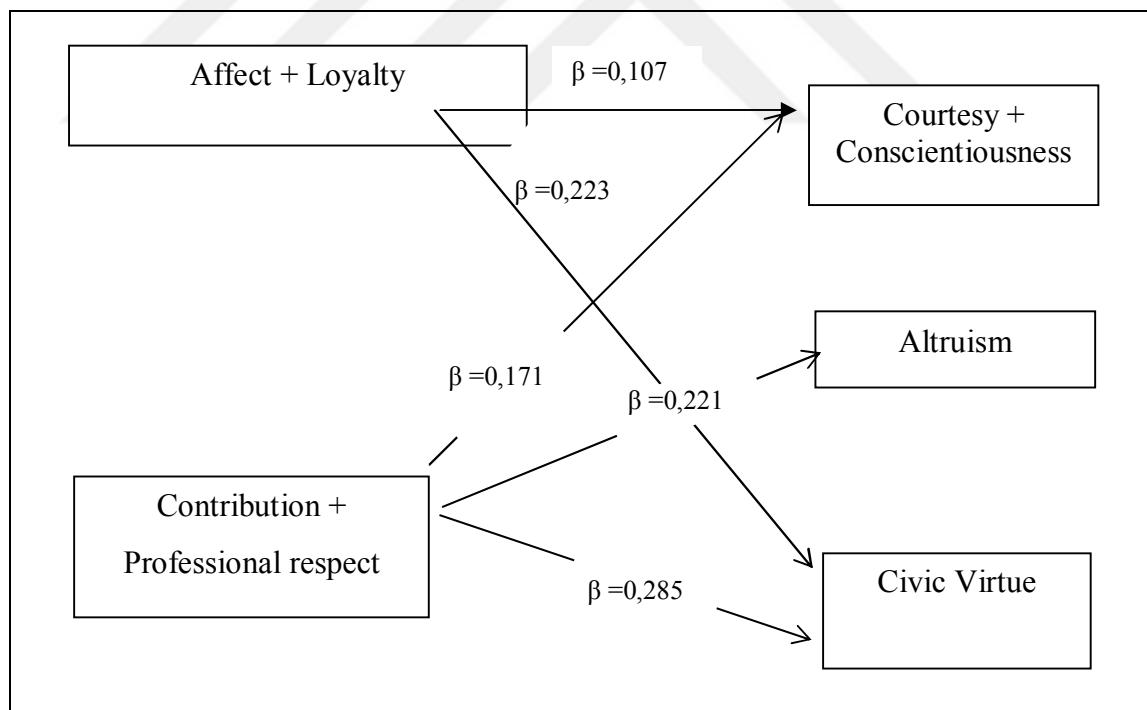
($p=0.000 < 0.05$). Changes in “civic virtue” is explained by “contribution and professional respect” at 0.12% (Adjusted R^2). Also, as seen on Table 4.11, when one unit increases in “contribution and professional respect”, “civic virtue” increases by 0.285 (β). Thus, it can be said that as “contribution and professional respect” increases, “civic virtue” rises. Thus, H_{If} hypothesis is supported.

Table 4.11: Linear regression analysis result of H_{If}

Dependent Variable: Civic Virtue			
Independent Variable:	Beta	t value	p value
Contribution and Professional Respect	0.285	5.589	0.000
R=0.285; Adjusted R²=0.120; F value=31.237; p value=0.000			

All regression analysis result and β values were showed in Figure 4.9.

Figure 4.9: Regression analysis result and β values



As a result, according to the data analysis, it is found that there is a significant and positive relationship between leader member exchange and organizational behavior citizenship.

Also it was seen that there is a positive relationship between “affect and loyalty” and “courtesy and conscientiousness” and “civic virtue”. At the same time, there is a positive relationship between “contribution and professional respect” and “courtesy and conscientiousness”, “altruism” and “civic virtue”. On the other hand the relationship between “affect and loyalty” and “altruism” was rejected statistically.

In Table 4.12 hypothesis and their results can be shown. According to the table, it can be said that 6 of the hypothesis were accepted, and only 1 of them was rejected.

Table 4.12: Hypothesis and results

Hypotheses			
1. H_I: Leader-member exchange (LMX) significantly affects organizational citizenship behavior (OCB).			Accepted
1. H_{Ia}:	“Affect and loyalty” significantly affects “courtesy and conscientiousness.”		Accepted
1. H_{Ib}:	“Affect and loyalty” significantly affects “altruism.”		Rejected
1. H_{Ic}:	“Affect and loyalty” significantly affects “civic virtue.”		Accepted
1. H_{Id}:	“Contribution and professional respect” significantly affects “courtesy and conscientiousness.”		Accepted
1. H_{Ie}:	“Contribution and professional respect” significantly affects “altruism.”		Accepted
1. H_{If}:	“Contribution and professional respect” significantly affects “civic virtue.”		Accepted

5. RESULTS OF THE STUDY

Within the context of this study, it was aimed at investigating the effects of leader-member exchange on organizational citizenship behavior. In this regard, there was conducted a survey with 235 MBA English language department students at Bahçeşehir University Graduate School of Social Sciences.

In terms of demographic findings of the study, %53 of the participants are female and %59 of them are single. In terms of job position, %86 of the participants are employee. Moreover, %56 of them have less than 6 year working experience. Furthermore, %72 of them have less than 6 year organizational experience.

In order to measure leader-member exchange (LMX), there were conducted a scale with 11 statements. According to the factor analysis, two dimensions are found as “affect and loyalty” and “contribution and professional respect”. Moreover, in order to measure organizational citizenship behavior (OCB), there were conducted a scale with 24 statements. According to the factor analysis, three dimensions are found as “courtesy and conscientiousness”, “altruism” and “civic virtue”. Furthermore, the reliability rates of all factors are found above 0,70 that is sufficient for the further analysis processes. Moreover, LMX scale has the mean of 3.40, and OCB scale has the mean of 3.99 which are high.

There were conducted linear regression analysis to measure whether there is effect of LMX on OCB. According to the results, LMX has positive and significant effect on OCB. Thus 1.H₁ was accepted. Then, the hypotheses about whether or not LMX dimensions have effects on OCB dimensions were tested.

According to the results, “affect and loyalty” dimension has positive and significant effect on “courtesy and conscientiousness” dimension, thus 1.H_{1a} was accepted. Moreover, “affect and loyalty” dimension has no significant effect on “altruism” dimension, thus 1.H_{1b} was rejected. Furthermore, “affect and loyalty” dimension has

positive and significant effect on “civic virtue” dimension, thus 1.H_{1c} was accepted. Moreover, “contribution and professional respect” dimension has positive and significant effect on “courtesy and conscientiousness” dimension, thus 1.H_{1d} was accepted. Then, “contribution and professional respect” dimension has positive and significant effect on “altruism” dimension, thus 1.H_{1e} was accepted. Lastly, “contribution and professional respect” dimension has positive and significant effect on “civic virtue” dimension, thus 1.H_{1f} was accepted.



6. CONCLUSION, LIMITATIONS AND RECOMMENDATIONS

This research aims to investigate the relationship between leader-member exchange (LMX) and organizational citizenship behavior (OCB). For this purpose, this research was conducted on 235 Bahçeşehir University MBA English department students who work in different sectors.

One of the main factor providing organizational success is the quality of the organization's human resources although new technologies, superior management systems, electronic systems and databases are needed for the success of organizations, since technological tools and materials are used and required decisions are made by people working in the organizations. Human factor is so significant in social, economic and political development of societies and also in effectiveness and efficiency of the organizations. Moreover, it is required to have eager employees for contributing to organizational effectiveness and development for organizations to be successful under continuously changing conditions without remaining limited with formal job descriptions.

On the other side, group functioning with leaders are more devoted to increase employees associations with organizations. Leaders can significantly influence commitment of the followers, and involve followers in decision-making processes, solving problems, caring, and recognizing different needs of the followers. Followers reciprocate to the leader's efforts with higher levels of commitment and feel supported and gain self-confidence in the leadership, because leaders understand the expectations of their followers and pay attention to them. Furthermore, employees having high level of trust in their organization, have inspiration leaders-member exchange. So the mission and vision of their organization would be accepted and internalized easily by the employees.

As it is discussed before, affectively dedicated employee has an expressive attachment to their work place. By involving in the organization employee gets its identification.

This employee obligates to the organization on the basis of free-will and enhanced commitment. Therefore, a valid relationship in private and public companies can create more long term impacts of LMX on employee's commitment and engagement through promoting OCB.

In this research, it is found that, LMX affects OCB. At the same time, it is pointed out that there is a relationship between LXM dimensions and OCB dimensions.

In terms of the effect of "affect and loyalty" on "courtesy and conscientiousness", it can be said that good relations with the leader as having fun, liking and defense of the leader can influence the employee's behavior towards the coworkers and the job positively. At the same time, if there is a mutual attraction between leaders and members, employees will obey organization's rules and regulations. And also, employees take precaution for possible problems.

Moreover, in terms of the effect of "affect and loyalty" on "civic virtue", it can be said that mutual trust in relation with the leader influence the enthusiasm of the employee to take part in meeting, functions and etc. of the organization positively.

In terms of the effect of "contribution and professional respect" on "courtesy and conscientiousness", it can be said that eagerness to contribute into the organization and respect to the leader influence the employee's behavior towards organization favoring. In other words, employee's help or make solution or suggestion for problems of the organization.

Besides, in terms of the effect of "contribution and professional respect" on "altruism", it can be said that positively mutual perception about quality of organizational goals and respect to the leader influence employee's to have help-oriented perception. Meanwhile employees also display extra behaviors that the organization does not expect.

Furthermore, in terms of the effect of "contribution and professional respect" on "civic virtue", it can be said that successes and reputations of interactions between leader and

fallowers, influence the employee participating in organizational management actively. And also, taking part in strategic decision of organization.

In terms of limitations of the study, it can be said that generalizability of the research is the first limitation of the study. The study included relationships of LMX and OCB, but ignored the presence of the variables that can affect these relationships. Therefore, more consideration of variables and diversification in measurement techniques are required. The use of observation, experiments, or interview techniques will increase the triangulation of research and can incorporate longitudinal designs for further exploration of causality directions in three main variables of LMX and OCB. The self-reporting of participants in the presence of research generate high chance of respondent biasness as no counter measure of evaluation of relationships of LMX and OCB was used in current research. Use of mixed methods or multi methods approach will increase the counter measure of assumptions and will result in reduction of respondent biasness.

To sum up, a good relationship between leader and employees that is called LMX affect OCB. Put it differently, if employees have good relationship between leaders, they can work hard. In other words, they can display extra role behavior that is not written in their job description. That is also increase OCB. That's to say, if the relation between leaders and employees are well, their commitment level will be high which leads increase in OCB.

For future studies, researchers can conduct the same study on different MBA students in different universities and can make comparisons among these students. It will be beneficial to make new researches on the topic, because different researchers can find the original factors of LMX and OCB in new researches. Moreover, new researches can be made in international and corporate companies to learn the exact results of the effects of LMX on OCB in business life. Furthermore, similar researches can be conducted in companies operating in different cities in Turkey to determine the impact of local culture on leadership perception and organizational citizenship perception.

This study can be beneficial for managers and organizations to learn the employees perceptions and thoughts on and LMX, and also its impacts on their OCB within the organizations they work.



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APPENDICES



APPENDIX 1: LEADER MEMBER EXCHANGE SCALE

	1	2	3	4	5
1. I like my supervisor very much as a person.					
2. My supervisor is the kind of person one would like to have as a friend.					
3. My supervisor is a lot of fun to work with.					
4. My supervisor defends my work actions to a superior, even without complete knowledge of the issue in question.					
5. My supervisor would come to my defense if I were "attacked" by others.					
6. My supervisor would defend me to others in the organization if I made an honest mistake.					
7. I do work for my supervisor that goes beyond what is specified in my job description.					
8. I am willing to apply extra efforts, beyond those normally required, to further the interests of my work group.					
9. I am impressed with my supervisor's knowledge of his/her job.					
10. I respect my supervisor's knowledge of and competence on the job.					
11. I admire my supervisor's professional skills.					

APPENDIX 2: ORGANIZATIONAL CITIZENSHIP BEHAVIOR SCALE

	1	2	3	4	5
1. I help others who have heavy workloads.					
2. I am the classic “squeaky wheel” that always needs greasing. (R)					
3. I believe in giving an honest day’s work for an honest day’s pay.					
4. I consume a lot of time complaining about trivial matters. (R)					
5. I try to avoid creating problems for coworkers.					
6. I keep abreast of changes in the organization.					
7. I tent to make “mountains out of molehills.” (R)					
8. I consider the impact of my actions on coworkers.					
9. I attend meetings that are not mandatory, but are considered important.					
10. I am always ready to lend a helping hand to those around me					
11. I attend functions that are not required, but help the company image.					
12. I read and keep up with organization announcements, memos and so on.					
13. I help others who have been absent.					
14. I do not abuse the rights of others.					
15. I willingly help others who have work related problems.					
16. I always focus on what’s wrong, rather than the positive side. (R)					
17. I take steps to try to prevent problems with other workers.					
18. My attendance at work is above the norm.					
19. I always find fault with what the organization is doing. (R)					
20. I am mindful of how my behavior affects other people’s job.					
21. I do not take extra breaks.					
22. I obey company rules and regulations even when no one is watching.					
23. I help orient new people even though it is not required.					
24. I am one of the most conscientious employees.					

R: Reverse

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