THE ROLE OF JOB DESCRIPTIONS IN THE RELATIONSHIP BETWEEN ORGANIZATIONAL CITIZENSHIP BEHAVIOR AND ORGANIZATIONAL COMMITMENT

Yavuz YILMAZ*

ABSTRACT

The purpose of this paper is to investigate the mediating effect of job descriptions on the relationships between organizational commitment and organizational citizenship behavior in Banking Sector. Data was gathered from 162 employees of a public bank. Descriptive statistics were reported, followed by factor analysis, reliability analysis, Pearson correlation and hypotheses testing using hierarchical multiple regression. The affective commitment was found to be significantly related to organizational citizenship behavior, and affective commitment was found to be significantly associated with job descriptions. Thus, the results clearly show that job descriptions partially mediate the relationship between affective commitment and organizational citizenship behavior. Theoretical and practical implications of these findings as well as interesting avenues for future research are discussed. The paper contributes to the existing pool of knowledge on the relationships between organizational commitment, job descriptions, and organizational citizenship behavior. The mediating role in relationships between organizational commitment and organizational citizenship behavior were tested, so as to provide a wider and more comprehensive understanding of the factors that affect organizations and employees.

Keywords: Job descriptions, organizational commitment, organizational citizenship behavior.

Jel Code: M10, M12, M19.

Yavuz YILMAZ

ÖRGÜTSEL VATANDAŞLIK DAVRANIŞI VE ÖRGÜTSEL BAĞLILIK ARASINDAKİ İLİŞKİDE İŞ TANIMLARININ ROLÜ

ÖZ

Bu çalışmanın amacı, bankacılık sektöründeki iş tanımlarının örgütsel bağlılık ve örgütsel vatandaşlık davranışı arasındaki ilişkilere aracılık etmesini araştırmaktır. Bir kamu bankasının 162 çalışanından veri toplanmıştır. Tanımlayıcı istatistikler, faktör analizi, güvenilirlik analizi, Pearson korelasyonu ve hiyerarşik çoklu regresyon kullanılarak hipotez testleri yapıldı. Duygusal bağlılık ile örgütsel vatandaşlık davranışı arasında anlamlı ilişkili bulunmuştur ve duygusal bağlılık ile iş tanımları arasında önemli ölçüde ilişkili bulunmuştur. Sonuçlar iş tanımlarının duygusal bağlılık ve örgütsel vatandaşlık davranışı arasındaki ilişkiye aracılık ettiğini göstermektedir. Bu bulguların teorik ve pratik sonuçları ile gelecekteki araştırmalar için ilginç yollar tartışılmıştır. Çalışma, örgütsel bağlılık, iş tanımları ve örgütsel vatandaşlık davranışı arasındaki ilişkiler hakkında mevcut bilgi havuzuna katkıda bulunmaktadır. Örgütsel bağlılık ve örgütsel vatandaşlık davranışı arasındaki ilişkilerde arabuluculuk rolü, kurumları ve çalışanları etkileyen faktörlerin daha geniş ve kapsamlı bir şekilde anlaşılmasını sağlamak amacıyla test edilmiştir.

Anahtar Sözcükler: İş tanımları, örgütsel bağlılık, örgütsel vatandaşlık davranışı.

Jel Kodları: M10, M12, M19.

INTRODUCTION

The human resource constitute one of the most important factors that distinguishes one company from another (Ortiz et al., 2015). Organizational commitment (OC) and organizational citizenship behavior (OCB) have acquired much significance as the measures of employees' attitude and behavior for improving organizational effectiveness (Jain, 2015). OCB refers to discretionary behaviors that go beyond formal job descriptions and increase organizational effectiveness (Pooja et. al., 2016). Organizations often cannot provide detailed job descriptions due to fitful market conditions, so understanding the value of work behaviors that go beyond formal job requirements is critically important, as is defining the appropriate provision of developmental opportunities that can enhance employees' propensity to engage in such behaviors (Pooja et al., 2016). In the banking area, the customer service employee who behaves like a good citizen within the organization is one that goes beyond ordinary expectations and finds ways to solve customer problems (Ortiz et al., 2015).

A lot of research work has been done in the banking sector but there is a little evidence found for the research on the mediation impact of job descriptions on the relationship between OC and OCB. Extant literature has argued that employees committed to their organizations are productive, responsible and good job performers (Garg and Dhar 2014; Organ and Ryan 1995).

Some studies have reported that organizational commitment has a positive effect on organizational citizenship behavior (Schappe (1998); Bolon (1997); Shore and Wayne (1993); Feather and Rauter (2004); Huang et al. (2012)). Therefore, the main purposes of the current study are 1) to study the effects of organizational commitment on OCB 2) to investigate the effects of job descriptions on OCB and 4) to probe the mediating role of job descriptions in the relationship between organizational commitment and OCB.

1. LITERATURE REVIEW

The job description outlines the basic duties and responsibilities expected from the employee and the basic purpose of the work the

employee performs (Gan and Kleiner, 2005). Job descriptions are developed through job analysis or the process of gathering and analyzing information about a job, including data on job duties, responsibilities, and context, as well as critical components like required competencies and characteristics (Jacobson et al., 2012). The job description is defined as a formal document of an organisational structure, which defines a specific job's role in achieving both organisational and individual objectives (Verboncu and Zeininger, 2015). Job descriptions identify the tasks, duties and responsibilities needed to perform the job (Pennell, 2010). It also defines accountability and assigns task responsibility (Gan and Kleiner, 2005). Firms hire employees who have the skills and qualities required in the working groups and who are expected to demonstrate organizational citizenship behaviors (Ortiz et al., 2015).

140

İİBF Dergi
39/1
Haziran
June
2020

Organizational citizenship is defined as the behavior which is not formally part of the job description (Ortiz et al., 2015). Organizational citizenship behavior is defined as any form of behavior that is not formally described as being on the job and no reward is provided (Lau et al., 2016). OCB is defined as participation in events, procedures or actions that are not officially a part of the job description, but that do well to the organization (Premchandani and Sitlani, 2015). Organizational citizenship behavior is defined as helping behavior that goes beyond the job description (Premchandani and Sitlani, 2015). Organizational citizenship behavior is defined as the behavior which is in the discretionary and informal work environment to increase the profitability of the organization (Shanker, 2016). OCB is defined as individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, is beyond the formal requirements in their work, and promotes organizational effectiveness (Ariani, 2014; Acaray and Akturan, 2015). Organ (1988) identified five conceptual dimensions of organizational citizenship behavior: altruism, courtesy, sportsmanship, conscientiousness, and civic virtue (Lau et al., 2016). Conscientiousness means that employees execute job behaviors ahead of the minimum obligatory levels; Altruism means that the employees help others working with them; Civic virtue suggests that employees sensibly take part in the political life of the organization; Sportsmanship states that employees do not criticize but have positive and encouraging attitudes; and Courtesy indicates that the employees value their colleagues and treat them with respect, admiration and

esteem. Employees show more organizational citizenship behavior when they define these activities as part of their work role (Dettmers, 2014). Because OCB requires discretionary work energy that is not mandated by formal job descriptions (Pooja et al., 2016).

Organizational commitment is defined as a psychological state that characterizes the employee's relationships with the organization, and makes decision to go on as a member of the organization (Suparjo, 2015). Organizational commitment has been defined as identification and involvement (Ariani, 2014) with the organization by believing in the organization's value systems and goals, exerting efforts on behalf of the organization, and desire to remain with the organization (Saxena and Saxena, 2014). The model of organizational commitment of Allen and Meyer (1990) includes three dimensions.

Affective commitment (AC) (want to) refers to the emotional attraction, identification and involvement of employees in the organization (based on positive feelings or emotions toward the organization) (Nwibere, 2014; Indarti et al., 2017). Affective commitment make employees help co-workers who have a heavy workload; obey the rules and instructions of the organization; refrain from complaining about trivia; and voluntarily participate in meetings (Handayani et al., 2018).

Continuance commitment (CC) (need to) refers to a commitment based on costs related to the leaving of the employees of the organization (due to the high cost of leaving and the loss of seniority on promotion or benefit) (Nwibere, 2014; Indarti et al., 2017).

Normative commitment (NC) (ought to) refers that an employee feels having to remain in the organization (Nwibere, 2014; Indarti et al., 2017). Normative commitment refers to a loyalty and sense of debt toward the organization based on moral obligation and typically develops as a result of socialization practices and based on a sense of duty and loyalty (Ariani, 2014). Normative commitment is defined as perceived obligation to remain in the organization, and has similar antecedents to affective commitment (Meyer and Parfyonova, 2010). Normative commitment has not received as much attention in the literature as the other components, perhaps because of the overlapping correlates between affective and normative commitment (Meyer and Parfyonova, 2010). Like affective commitment, normative

142

İİBF Dergi
39/1
Haziran
June
2020

commitment also predicts turnover variables, in-role performance, OCB, and employee health andwell-being (Meyer et al, 2002). However, according to Meyer and Parfyonova (2010) normative commitment has 'two faces', that is 'moral imperative' (the desire to do the right thing) and 'indebted obligation' (the need to do something to prevent future social costs). As a consequence, normative commitment may have contradictive consequences. For example, individuals high on moral imperative may exhibit OCB, whereas individuals high on indebted obligation may not be expected to perform OCB (Purba et al., 2015). In management literature scholars have examined two important concepts -commitment and OCB- commonly. Both of the concepts have an extremely role for enhancing and promoting organizational performance. Recent evidence suggests that affective commitment is significantly related to organizational citizenship behavior. Based on empirical studies (Meyer et al. 2002; Vandenberghe et al. 2004), it was proposed that the affective and normative commitment generate extra-role behavior. Employees who are emotionally attaching their firms are more likely to show extra-role behavior and be involved in their organizations (Zehir et al., 2012).

It is widely accepted that employees' commitment to the organization can take various forms and that the antecedents and consequences of each can be quite different. First, affective commitment corresponds to an employee's personal attachment and identification with the organization resulting in a strong belief in and acceptance of the organization's goals and values. Employees with a strong affective commitment continue employment with the organization because they want to do so (Pare and Tremblay, 2007).

Second, although the positive link between HR practices and affective commitment has received extensive support, the role of these practices in the reinforcement of continuance commitment has been less clearly established. Continuance commitment is conceived as a tendency to engage in consistent lines of activity based on the individual's recognition of the costs associated with discontinuing the activity. Therefore, employees whose primary link to the organization is based on continuance commitment remain because they need to do so. Employees who are empowered in their job might not only view the organization as caring and supportive and thus experience a stronger affective commitment; but they might also believe that to lose

the benefits associated with a high level of empowerment would be costly, therefore experiencing greater continuance commitment (Pare and Tremblay, 2007).

Affective commitment expresses the desires of employees to belong to the organization; continuance forgoes opportunity costs when deciding to leave an organization; and normative indicates felt obligations to stay. Several tests of the reliability and validity of the three dimensions of organizational commitment have indicated good results. Yet, issues of reliability and validity of certain dimensions in cross-cultural contexts continue to persist with some unstable reliabilities of normative and continuance commitment and a lack of distinction between affective and normative dimensions. However, the problem resides in normative rather than affective commitment (Lau et al., 2015). Hence, affective commitment and continuance commitment are used here to predict organizational citizenship behaviour. Normative commitment is the exhibition of employees' behavior at individual level since they consider that it is moral and right thing to do. Under this study we focused on merely affective and continuance commitment. We did not consider normative commitment because of certain reasons such as, apast research established direct association between AC and NC and high level overlapping in the determinants and consequences of both items and bpast results are greatly more certain towards the affective dimensions than towards the normative item (Ahmad et al., 2010).

The aim of the present study is to investigate how Job Descriptions mediates the relationship between Organizational Commitment and Organizational Citizenship Behavior. In order to analyze this relationship, a model has been developed.
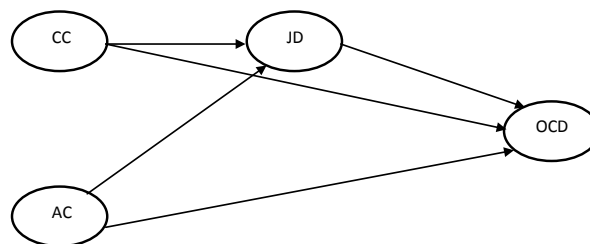
Figur 1. Research Model

2. METHODOLOGY

This research was conducted to analyze the mediation of job descriptions between organizational commitment and organizational citizenship behavior. The population in this study is employees of a public bank in Turkey. A sample of 162 respondents was obtained. The analytical methods used in analyzing empirical data gathered by participants include the analysis of descriptive statistics intended to determine the frequency distribution of the answers from the questionnaire. To evaluate the mediator effect of job descriptions, hierarchical regression analysis was conducted. SPSS 16.0 package program was used to perform the analysis.

The instrument used in this study was a questionnaire developed on the basis of standard measures taken from the relevant literature, validated across a lot of studies. It composed of four parts. The first part of the questionnaire deals with the questions related to the demographic attributes of the employees. The second part contains a 17-item scale to determine the level of organizational commitment. It is Allen and Meyer's (1990) three-component model for the measurement of organizational commitment. Affective commitment: This index is used as a measure of employee affection with the organization and is composed of eight items. Continuous commitment: This index measures employee' perceived costs associated with leaving the organizationand is composed of five items. Because some questions do not make sense to the Turkish, seventeen items are used with original questions that would be easily understood by Turkish employees. In the thirth part of questionnaire was used Delery and Doty's (1996) a 4-item scale. Finally, in the fourth part, the 11-item scale that Wang (2015) used in his study was used to measure OCB. Survey questions have been translated into Turkish. Participants were asked to evaluate themselves on each of the item with response possibilities using a five-point Likert-type scale ranging from strongly disagree (1) to strongly agree (5).

Table 1. Demographic information

Characteristic	Frequency	Percentage
Gender		
Female	54	33,30
Male	104	66,70
Age		
26-29	30	18,50
30-39	100	61,73
40-49	28	17,28
50-59	4	1,68
Education		
High School	4	3,36
Associate Degree	6	3,36
Bachelor	118	71,43
Postgraduate	34	21,85
Position		
Bank Assistant	13	9,24
Operation Assistant	34	22,69
Operation Officer	18	12,61
Retail Sales Customer Relations Asistant	21	13,45
Retail Sales Customer Relations Officer	31	18,49
Entrepreneur Customer Relations Asistant	22	11,76
Entrepreneur Customer Relations Officer	23	11,76
Length of service with the current employer		
1-5 years	27	18,49
6-10 years	77	44,53
11-15 years	32	21,85
More than 15 years	26	15,13

145

İİBF Dergi
39/1
Haziran
June
2020

The coefficient alpha estimates for all the scales are greater than the recommended level of 0.70, which has a reliability of 0.91. The items highlighted in table 2 were excluded from the study as a result of the reliability analysis. The strikethrough items have been removed to achieve the appropriate reliability rate.

Table 2. Reliability Rates

146

İİBF Dergi
39/1
Haziran
June
2020

Items	Cronbach's Alpha
Affective commitment	0,842
I would be very happy to spend the rest of my career with this organization	
I enjoy discussing about my organization with people outside it	
I really feel as if this organization's problems are my own	
~~I think that I could easily become as attached to another organization as I am to this one~~	
~~I do not feel like 'part of the family' at my organization~~	
~~I do not feel 'emotionally attached' to this organization~~	
This organization has a great deal of personal meaning for me	
~~I do not feel a 'strong' sense of belonging to my organization~~	
Continuance commitment	0,781
~~I am not afraid of what might happen if I quit my job without having another one lined up~~	
It would be very hard for me to leave the organization right now, even if I wanted to	
Right now, staying with my organization is a matter of necessity as much as desire	
I feel that I have very few options to consider leaving this organization	
One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice—another organization may not match the overall benefits I have here	
Job descriptions	0,796
Job descriptions contain all of the duties performed by individual employees	
~~The actual job duties are shaped more by the employee than by a specific job description~~	
Job descriptions are normally up-to-date	
The duties of jobs are clearly defined	
Organizational citizenship behavior	0,913
I always help others who are in need of support	
I would like to help others even by sacrificing my own time	
I always try to give others useful advice for avoiding failure	
I am always actively involved in any change in my company	
I am always actively involved in the developments and activities of the company	
I would not complain a lot about trivial matters	
I would not complain about any change in work methods in my department	
~~I would not find fault with the company~~	
I would not hurt others' feelings even as a joke	
I never take a break without a legitimate reason	
I never stop the work at hand during job time unless it is necessary	

3. DATA ANALYSIS

We conducted an exploratory factor analysis (using varimax rotation) of all measurement items. To testify the theoretical validity of the two-dimension model of organizational commitment, a principal factor method with a varimax rotation is performed on the eight items developed to measure organizational commitment. The result of the factor analysis is shown in Table 3. The first factor, defined by the first four items, is based on the affective commitment. The second factor is measured by four items as continuance commitment.

Table 3. Factor Loadings of the Independet Variable

Factor analysis results (n = 162)		
Item	1	2
Job descriptions contain all of the duties performed by individual employees	,893	
I enjoy discussing about my organization with people outside it	,798	
I really feel as if this organization's problems are my own	,734	
This organization has a great deal of personal meaning for me	,831	
It would be very hard for me to leave the organization right now, even if I wanted to		,771
Right now, staying with my organization is a matter of necessity as much as desire		,791
I feel that I have very few options to consider leaving this organization		,752
One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice—another organization may not match the overall benefits I have here		,767

Principal Component Analysis, Varimax with Kaiser Normalization.

Table 4. Factor Loadings of the Dependet Variables

Factor analysis results (n = 162)	
Item	1
Job Descriptions	
I would be very happy to spend the rest of my career with this organization	,745
Job descriptions are normally up-to-date	,893
The duties of jobs are clearly defined	,891
Organizational Citizenship Behavior	
I always help others who are in need of support	,878
I would like to help others even by sacrificing my own time	,832
I always try to give others useful advice for avoiding failure	,748
I am always actively involved in any change in my company	,805
I am always actively involved in the developments and activities of the company	,839
I would not complain a lot about trivial matters	,716
I would not complain about any change in work methods in my department	,601
I would not hurt others' feelings even as a joke	,706
I never take a break without a legitimate reason	,595
I never stop the work at hand during job time unless it is necessary	,790

Principal Component Analysis, Varimax with Kaiser Normalization.

148

İİBF Dergi
39/1
Haziran
June
2020

Correlation analysis conducted to examine the relationships between variables shows the p<.01 level of significance at the two-way level. The means, standard deviations and inter-correlations were summarized in Table 4. It is seen Table 4 that there is a positive relationship between all of the variables.

Table 5. Correlation Rates

	Cc	Ac	Jd	Ocb
Continuance commitment	1			
Affective commitment	,370**	1		
Job descriptions	,236**	,419**	1	
Organizational citizenship behavior	,402**	,430**	,478**	1
Mean	3,16	3,32	3,21	3,77
Std. Deviation	1,15	1,06	1,02	0,85

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

Testing for the mediation role of job descriptions on the relation between organizational commitment and organizational citizenship behavior, three regression equations should be estimated (Baron and Kenny, 1986). According to this method, an independent variable should have an effect on dependent and mediator variable. When a mediator variable is involved in regression analysis with the independent variable, the regression coefficient of the independent variable on dependent variable decreases whereas the meaningful effect of mediator variable on dependent variable continues. The relationship between organizational commitment and organizational citizenship behavior through hierarchical regression analysis is analyzed with the aim of determining the mediation role of job descriptions in this scope. Therefore, three different regression models are conducted to see direct and indirect effects at the same time.

Table 6. Regression statistics

Model 1	Beta	t	Sig.
Continuance commitment	,281	3,812	,000
Affective commitment	,326	4,418	,000
Dependent Variable: Organizational Citizenship Behavior			

R	R²	Adjusted R²	F
,503a	,253	,244	26,924

Model 2	Beta	t	Sig.
Continuance commitment	,094	1,224	,223
Affective commitment	,384	4,977	,000
Dependent Variable: Job descriptions			

R	R²	Adjusted R²	F
,428a	,183	,173	17,816

Model 3	Beta	t	Sig.
Job descriptions	,361	4,915	,000
Affective commitment	,279	3,792	,000
Dependent Variable: Organizational Citizenship Behavior			

R	R²	Adjusted R²	F
,541a	,292	,283	32,828

In model 2, continuance commitment was excluded from the scale because it did not significantly affect job descriptions.

CONCLUSION

150

İİBF Dergi
39/1
Haziran
June
2020

The results demonstrate how organizational commitment may directly and indirectly affect OCB through the effect of job descriptions. The result of the study indicates that there is significant relationship between OCB, job descriptions, and OC. In addition, job descriptions mediate relationship between OC and OCB. This proves that, Job Descriptions are important determinants of Organizational Commitment and Organizational Citizenship Behavior (OCB). It can be concluded that if management of organizations wants to have higher level of organizational citizenship behavior of their employees they have to provide more benefits in Organizational Commitment.

Further, regression analysis results discovered that affective commitment is positive predictor for OCB. This finding of the current study supports the previous researches which have addressed the positive relationship between affective commitment and OCB (Organ and Ryan, 1995; Meyer et al., 2002). Managers will understand the problems regarding working environment and work force, will be in position advice the subordinate not to leave the organization. They are more vigilant, hence in position to protect their own, as well as others interest, even at the critical importance of working condition.

Continuance commitment concerns the perceived costs incurred if an individual leaves an organization due to the perceived investments one has previously made, whereas normative commitment entails a perceived obligation to remain part of an organization (Meyer and Allen, 1997). The nature of continuance and normative commitment are not well established and empirical findings reveal that affective commitment has a stronger relationship with work-related outcomes as compared to the other forms of commitment (Allen et al., 2011).

LIMITATIONS

Limitation of this study is the small sample size of respondents may limit the generalizability of the results. The sample size is small and it might have prevented an accurate assessment of relationship among

variables. There are some methodological limitations to this study. We conducted the survey in one public bank in Turkey; the data was limited to this sample. Results may differ for employees of other industries. Readers should consider generalizing the results to different cultural, environmental and political contexts.

151

İİBF Dergi
39/1
Haziran
June
2020

REFECENCES

Acaray, Ali; Akturan, Abdülkadir (2015). "The Relationship between Organizational Citizenship Behaviour and Organizational Silence". Procedia - Social and Behavioral Sciences, 207, 472 – 482.

Ahmad, Sohrab; Shahzad, Khurram; Rehman, Shams-ur; Khan, Nadeem Ahmed; Shad, Ikram Ullah (2010). "Impact of Organizational Commitment and Organizational Citizenship Behavior on Turnover Intentions of Call Center Personnel in Pakistan". European Journal of Social Sciences, 17(4), 585-591.

Allen, Natalie J.; Meyer, John P. (1990). "The measurement and antecedents of affective, continuance and normative commitment to the organization". Journal of Occupational Psychology, 63, 1-18.

Allen, Richard S.; Evans, W. Randy; & White, Charles S. (2011). "Affective organizational commitment and organizational citizenship behavior: examining the relationship through the lens of equity sensitivity". Organization Management Journal, 8, 218-228.

Ariani, Dorothea Wahyu (2014). "Relationship personality, job satisfaction, organizational commitment and organizational citizenship behavior of service industries in Indonesia". Research of Journal of Business Management, 8(3), 262-283.

Baron, Reuben M.; Kenny, David A. (1986). "The Moderator–Mediator Variable Distinction in Social Psychological Research: Conceptual, Strategic, and Statistical Considerations". Journal of Personality and Social Psychology, 51, 6, 1173-1182.

Bolon, Douglas S. (1997). "Organizational Citizenship Behavior among Hospital Employees: A Multidimensional Analysis Involving Job Satisfaction and Organizational Commitment". Hosp Health Serv Adm. Summer, 42(2), 221-41.

Delery, John E.; Doty, D. Harold (1996). "Modes of Theorizing in Strategic Human Resource Management: Tests of Universalistic, Contingency, and Configurational Performance Predictions". Academy of Management Journal, 39(4), 802- 835.

Dettmers, Jan (2014). "Job definitions and service behaviour. An investigation among technical service employees". Management Revue, 25(4), 248-262.

152

İİBF Dergi
39/1
Haziran
June
2020

Feather, N. T.; Rauter, Katrin A. (2004). "Organizational Citizenship behaviours in relation to job status, job insecurity, organizational commitment and identification, job satisfaction and work values". Journal of Occupational & Organizational Psychology, 77, 81-94.

Gan, Marie; Kleiner, Brain H. (2005). "How to Write Job Descriptions Effectively: MRN". Management Research News, 28(8), 48.

Garg, Shreya; Dhar, Rajib Lochan (2014). "Effects of Stress, LMX and Perceived Organizational Support on Service Quality: Mediating Effects of Organizational Commitment". Journal of Hospitality and Tourism Management, 21, 64-75.

Handayani, Udin Sri; Yuniawan, Ahyar; Wikaningrum, Tri; Supriyati, Sri (2018). "Investigating the link between transformational leadership, psychological empowerment, affective commitment and organizational citizenship behavior in the pharmaceutical sector of Indonesia". International Journal of Pharmaceutical Sciences and Research, 9(2), 766-774.

Huang, Chun-Chen; You, Ching-Sing; Tsai, Ming-Tien (2010). "A multidimensional analysis of ethical climate, job satisfaction, organizational commitment, and organizational citizenship behaviors". Nursing Ethics, 19(4), 513-529.

Indarti, Sri; Fernandes, Solimun and Adji Achmad Rinaldo; Hakim Wardhani (2017). "The Effect of OCB in Relationship Between Personality, Organizational Commitment and Job Satisfaction on Performance". Journal of Management Development, 36(10), 1283-1293.

Jacobson, Nora; Trojanowski, Lucy; Dewa, Carolyn S. (2012). "What Do Peer Support Workers Do? A Job Description". BMC Health Services Research, 12, 205.

Jain, Ajay K. (2015). "Volunteerism, organizational culture: relationship to organizational commitment and citizenship behavior in India". Journal of Managerial Psychology, 22(1), 116-144.

Lau, Patricia Yin Yin; McLean, Gary N.; Lien, Bella Ya-Hui; Hsu, Yen-Chen (2016). "Self-Rated and Peer-Rated Organizational Citizenship Behavior, Affective Commitment, and İntention to Leave in a Malaysian Context". Personnel Review, 45(3), 569-592.

153

İİBF Dergi
39/1
Haziran
June
2020

Lee Huey Yiing; Kamarul Zaman Bin Ahmad (2009). "The Moderating Effects Of Organizational Culture On The Relationships Between Leadership Behaviour And Organizational Commitment And Between Organizational Commitment And Job Satisfaction And Performance". Leadership & Organization Development Journal, 30(1), 53-86.

Meyer, John P.; Stanley, David J.; Herscovitch, Lynne; Topolnytsky, Laryssa (2002). "Affective, Continuance, and Normative Commitment to the Organization: A Meta-analysis of Antecedents, Correlates, and Consequences". Journal of Vocational Behavior, 61(1), 20-52.

Meyer, John P.; Parfyonova, Natalya M. (2010). "Normative commitment in the workplace: a theoretical analysis and re-concetualization". Human Resource Management Review, 20(2010), 283-294.

Nwibere, Barinedum Micheal (2014). "Interactive Relationship Between Job İnvolvement, Job Satisfaction, Organisational Citizenship Behaviour, and Organizational Commitment in Nigerian Universities". International Journal of Management and Sustainability, 3(6), 321-340.

Organ, Dennis W.; Ryan, K. (1995). "A Meta-Analytic Review of Attitudinal and Dispositional Predictors of Organizational Citizenship Behavior". Personnel Psychology, 48(4), 775-802.

Ortiz, Maria Zayas; Rosario, Ernesto; Marquez, Eulalia; Gruneiro, Pablo Colon (2015). "Relationship between organizational commitments and organizational citizenship behaviour in a sample of private banking employees". International Journal of Sociology and Social Policy, 35(1/2), 91-106.

Pare, Guy; Tremblay, Micheal (2007). "The Influence of High-Involvement Human Resources Practices, Procedural Justice, Organizational Commitment, and Citizenship Behaviors on Information Technology Professionals' Turnover Intentions". Group & Organization Management, 32(3), 326-357.

Pennell, Kathy (2010). "The Role Of Flexible Job Descriptions in Succession Management". Library Management, 31(4/5), 279-290.

Pooja, Abeeda A.; Clercq, Dirk De; Belausteguigoitia, Imanol (2016). "Job Stressors and Organizational Citizenship Behavior: The Roles of Organizational Commitment and Social Interaction". Human Resource Development Quarterly, 27, 3.

154

İİBF Dergi
39/1
Haziran
June
2020

Premchandani, Sapna; Sitlani, Manish (2015). "Organizational Commitment as a Predictor of Organizational Citizenship Behavior: A Study of Employees Working in Service Organizations". Anvesha, 8(3), 11-20.

Purba, Debora E.; Oostrom, Janneke K.; Van Der Molen, Henk T.; Born, Marise Ph Born (2015). "Personality and organizational citizenship behavior in Indonesia: The mediating effect of affective commitment". Asian Business & Management, 14(2), 147-170.

Saxena, Shekhar; Saxena, Ramesh (2015). "Impact of Job Involvement and Organizational Commitment on Organizational Citizenship Behavior". International Journal of Management and Business Research, 5(1), 19-30.

Schappe, Stephen Patrick (1998). "The Influence of Job Satisfaction, Organizational Commitment, and Fairness Perceptions on Organizational Citizenship Behavior". The Journal of Psychology: Interdisciplinary and Applied, 132(3), 277-290.

Shanker, Meera (2016). "Organizational Citizenship Behavior and Organizational Commitment in Indian Workforce". Journal of Psychosocial Research, 11(2), 397-408.

Shore, Lynn McFarlane; Wayne, Sandy J. (1993). "Commitment and Employee Behavior: Comparison of Affective Commitment and Continuance Commitment with Perceived Organizational Support". Journal of Applied Psychology, 78, 774-780.

Suparjo, Susetyo Darmanto (2015). "Mediating Role of Jobs Satisfaction among Organizational Commitment, Organizational Culture and Citizenship Behavior (OCB): Empirical Study on Private Higher Education in Central Java, Indonesia". Journal of Research in Marketing, 4(1), 289-296.

Wang, Yingyan (2015). "Examining organizational citizenship behavior of Japanese employees: a multidimensional analysis of the relationship to organizational commitment". The International Journal of Human Resource Management, 26(4), 425-444.

Vandenberghe, Christian; Bentein, Kathleen; Stinglhamber, Florence (2004). "Affective commitment to the organization, supervisor, and work group: Antecedents and outcomes". Journal of Vocational Behavior, 64(1), 47-71.

Verboncu, Ion; Zeininger, Luise (2015). "The Manager and the Managerial Tools: Job Description". Review of International Comparative Management Volume, 16(5), 603-614.

Yiing, Lee Huey; Ahmad, Kamarul Zaman (2009). "The moderating effects of organizational culture on the relationships between leadership behaviour and organizational commitment and between organizational commitment and job satisfaction and performance". Leadership & Organization Development Journal, 30(1), 53-86.

Zayas-Ortiz, Maria; Rosario, Ernesto; Marquez, Eulalia; Gruñeiro, Pablo Colon (2015). "Relationship Between Organizational Commitments and Organizational Citizenship Behaviour in A Sample of Private Banking Employees". International Journal of Sociology and Social Policy, 35(1/2), 91 – 106.

Zehir, Cemal; Müceldili, Büşra; Zehir, Songül (2012). "The Impact of Corporate Entrepreneurship on Organizational Citizenship Behavior and Organizational Commitment: Evidence from Turkey SMEs". Procedia - Social and Behavioral Sciences, 58(2012), 924 – 933.

156

İİBF Dergi
39/1
Haziran
June
2020

The Role of Job Descriptions in the Relationship Between
Organizational Citizenship Behavior and
Organizational Commitment

ÖZET

Türkiye'nin bankacılık sektöründe çok sayıda araştırma yapılmıştır ancak iş tanımlarının örgütsel bağlılık ve örgütsel vatandaşlık davranışı arasındaki ilişki üzerindeki aracılık etkisi üzerine araştırma için çok az kanıt bulunmaktadır. Mevcut literatür, kurumlarına bağlı çalışanların üretken, sorumlu ve iyi iş performans sergilediğini iddia etmiştir (Garg ve Dhar 2014; Organ ve Ryan 1995; Yao, Qiu ve Wei 2019).

Bazı çalışmalar örgütsel bağlılığın örgütsel vatandaşlık davranışı üzerinde olumlu bir etkiye sahip olduğunu bildirmiştir (Schappe (1998), Bolon (1997), Shore ve Wayne (1993), Feather and Rauter (2004), Huang ve diğerleri (2012)). Bu nedenle, bu çalışmanın temel amaçları 1) örgütsel bağlılığın örgütsel vatandaşlık davranışı üzerindeki etkilerini incelemek 2) iş tanımlarının örgütsel vatandaşlık davranışı üzerindeki etkisini araştırmak ve 4) örgütsel bağlılık ve örgütsel vatandaşlık davranışı arasındaki ilişkide iş tanımlarının aracı rolünü araştırmaktır.

İş tanımı, çalışandan beklenen temel görev ve sorumlulukları ve çalışanın gerçekleştirdiği işin temel amacını açıklar. İş tanımları, bir iş analizi veya iş görevleri, sorumluluklar ve bağlam verileri ile gerekli yetkinlikler ve özellikler gibi kritik bileşenler de dâhil olmak üzere bir iş hakkında bilgi toplama ve analiz etme süreci yoluyla geliştirilir. Örgütsel vatandaşlık, resmi olarak iş tanımının bir parçası olmayan davranış olarak tanımlanmaktadır. Örgütsel vatandaşlık davranışı, resmi iş tanımlarının ötesine geçen ve organizasyonel etkinliği artıran isteğe bağlı davranışları ifade ederken, kişisel gelişimlerini ve kuruluşlarına katkılarını teşvik ederek çalışanların günlük çalışmalarına anlam katar.

Organ (1988) örgütsel vatandaşlık davranışının beş kavramsal boyutunu tanımlamıştır: özgecilik, nezaket, sportmenlik, vicdan ve sivil erdem.

Vicdanlılık, çalışanların iş davranışlarını asgari zorunlu seviyelerin önünde yürüttüğü anlamına gelir;

Fedakârlık, çalışanların onlarla çalışan başkalarına yardım etmeleri anlamına gelir;

Sivil erdem, çalışanların, örgütün siyasi yaşamında mantıklı bir şekilde yer aldığını;

Sportmenlik, çalışanların eleştirmediğini ancak olumlu ve cesaret verici tutumlara sahip olduğunu belirtir; ve

Nezaket, çalışanların meslektaşlarına değer verdiğini ve onlara saygı, hayranlık ve saygı ile davrandığını gösterir.

Örgütsel bağlılık, çalışanın örgütle ilişkilerini karakterize eden ve örgütün bir üyesi olarak devam etme kararı alan psikolojik bir durum olarak tanımlanır. Örgütsel bağlılık, kuruluşun değer sistemlerine ve hedeflerine inanarak, kuruluş adına çaba göstererek ve kuruluşta kalma arzusu ile kuruluşla özdeşleşme ve katılım olarak tanımlanmıştır. Allen ve Meyer'in (1990) örgütsel bağlılık modeli üç boyut içermektedir.

Duygusal bağlılık, çalışanları ağır iş yükü olan iş arkadaşlarına yardım ettirir; kuruluşun kurallarına ve talimatlarına uyarlar; önemsiz şeyler hakkında şikayet etmekten kaçınırlar; ve gönüllü olarak toplantılara katılırlar.

158

İİBF Dergi
39/1
Haziran
June
2020

Devamlı bağlılık, kurum çalışanlarının ayrılmasıyla ilgili maliyetlere dayalı bir taahhüdü ifade eder.

Normatif bağlılık, bir çalışanın kuruluşta kalması gerektiğini hisseder.

Sonuçlar, örgütsel bağlılığın iş tanımlarının etkisi yoluyla örgütsel vatandaşlık davranışını doğrudan ve dolaylı olarak nasıl etkileyebileceğini göstermektedir. Çalışmanın sonucu örgütsel vatandaşlık davranışı, iş tanımları ve örgütsel bağlılık arasında anlamlı bir ilişki olduğunu göstermektedir. Ayrıca, iş tanımları örgütsel bağlılık ve Örgütsel Vatandaşlık Davranışı arasındaki ilişkiye aracılık eder. Bu, iş tanımlarının örgütsel bağlılık ve örgütsel vatandaşlık davranışının önemli belirleyicileri olduğunu kanıtlamaktadır. Organizasyonların yönetimi, çalışanlarının daha yüksek örgütsel vatandaşlık davranışına sahip olmak istiyorsa, örgütsel bağlılıkta daha fazla fayda sağlamaları gerektiği sonucuna varılabilir.