

**Citation:** Koçak D. (2020), The Relationship Between Political Behavior Perception and Prosocial Motivation-Mediating Role of Organizational Trust, BMIJ, (2020), 8(1): 329-350 doi: <http://dx.doi.org/10.15295/bmij.v8i1.1393>

## THE RELATIONSHIP BETWEEN POLITICAL BEHAVIOR PERCEPTION AND PROSOCIAL MOTIVATION-MEDIATING ROLE OF ORGANIZATIONAL TRUST

Daimi KOÇAK<sup>1</sup>

Received Date (Başvuru Tarihi): 04/01/2020

Accepted Date (Kabul Tarihi): 29/02/2020

Published Date (Yayın Tarihi): 25/03/2020

### ABSTRACT

*In an organization where there are individuals who consider their interests, is it possible to have individuals who would strive for the benefit of others without regard to any interests? Studies conducted from the past to the present day indicate that political behaviors affect personal attitudes and behaviors. This study aims to investigate the indirect effect of political behavior perception on prosocial motivation through organizational trust. Data were obtained voluntarily from 225 full-time employees of a company operating in the public service sector by using survey method. SPSS and AMOS programs were used to analyze the data. It was found that organizational trust mediated the relationship between political behavior perception and prosocial motivation. Besides, it was determined that political behavior perception and organizational trust were negatively related and organizational trust and prosocial motivation were positively related. This study will make a significant contribution to the literature as it reveals that prosocial motivation is based on the norms of reciprocity within the context of social exchange theory, and will contribute to the studies discussing that argue that there must be several precursors in the emergence of prosocial motivation in employees.*

**Keywords:** Political Behavior Perceptions, Organizational Trust, Prosocial Motivation, Service Sector

**JEL Codes:** D23, M12

## POLİTİK DAVRANIŞ ALGISI İLE PROSOSYAL MOTİVASYON ARASINDAKİ İLİŞKİ-ÖRGÜTSEL GÜVENİN ARACI ROLÜ

### ÖZ

*Kendi çıkarlarını göz önünde bulunduran bireylerin olduğu bir organizasyonda, herhangi bir menfaat gözetmeksizin başkalarının yararına çaba gösterecek bireylerin olması mümkün müdür? Geçmişten günümüze yapılan çalışmalar, politik davranışların kişisel tutum ve davranışları etkilediğini göstermektedir. Bu çalışmanın amacı, politik davranış algısının prososyal motivasyon üzerindeki etkisini örgütsel güven aracılığıyla incelemektir. Veriler gönüllü olarak kamu hizmet sektöründe faaliyet gösteren bir şirketin 225 tam zamanlı çalışanından anket yöntemi kullanılarak elde edilmiştir. Verilerin analizinde SPSS ve AMOS programları kullanılmıştır. Yapılan analizler sonucunda örgütsel güvenin politik davranış algısı ile prososyal motivasyon arasındaki ilişkiye aracılık ettiği tespit edilmiştir. Ayrıca, politik davranış algısı ve örgütsel güven ile negatif ilişkili, örgütsel güven ve prososyal motivasyon ile pozitif ilişkili bulunmuştur. Bu çalışma, sosyal değişim teorisi bağlamında karşılıklılık normlarına dayanan prososyal motivasyonun temelini ortaya koyması ve çalışanlarda prososyal motivasyonun ortaya çıkmasında bazı öncüllerin olması gerektiğini savunan çalışmalara önemli bir katkı sağlayacaktır.*

**Anahtar Kelimeler:** Politik Davranış Algısı, Örgütsel Güven, Prososyal Motivasyon, Hizmet Sektörü

**JEL Kodları:** D23, M12

<sup>1</sup> Assist. Prof. Dr., Erzincan Binali Yıldırım University, Ali Cavit Çelebioğlu Civil Aviation School, [dkocak@erzincan.edu.tr](mailto:dkocak@erzincan.edu.tr), <https://orcid.org/0000-0001-9099-2055>

## **1. INTRODUCTION**

Human beings always need each other as they are social beings. Individuals sometimes need to exhibit behaviors that will benefit others beyond their own interests so that relationships could continue and strengthen. Values such as benevolence, tolerance, respect, trust and harmony are of great importance in communitarian countries such as Turkey (Hofstede, 1991). Relationships between individuals in such societies are rather based on trust (Van Horn, 2015). Prosocial motivation (Batson, 1987), expressed as an individual's effort for situations or events that would result entirely in the interest of someone else or others without any regard to his benefit, is also of paramount importance to businesses. So, what are the motives that propel people to exhibit prosocial behavior? The answer to this question has been explored in many theoretical and practical studies. Studies on prosocial motivation have revealed that employees with high levels of prosocial motivation will have high performance (Grant, 2008) and creativity (Grant and Berry, 2011). Employees with higher levels of prosocial motivation have a significant impact on the efficiency and productivity of businesses (Ranjhan ve Mallick, 2018). Thus, it is of utmost importance to identify the factors affecting the prosocial motivations of the employees.

Studies in organizational psychology and behavior have shown that prosocial behavior might be a function of organizational policies and trust in organization (Saha, 2014; Penner et al., 2004; Andriani and Sabatini, 2013; Irwin, 2009; Cuadrado et al., 2016). Employees will be more likely to exhibit prosocial behavior when relationships within the organization (with colleagues and managers) are based on trust (De Dreu, 2006). In this study, the mediated effect of organizational trust in the effect of political behavior perception on prosocial motivation has been explored based on Ruehlman and Karoly's (1991) assumption that social relationships often cause positive and negative outcomes. Konovsky and Pugh (1994) claimed that mutual trust is the basis of social relations between employees and the organization. Indeed, Zhu and Akhtar (2014) noted that organizational trust has a significant impact on employees' prosocial motivations. Furthermore, Schneider (2016) suggested that the negative impact of employees' perceptions of political behavior on their motivations can be reduced through organizational trust.

This study was conducted to examine the mediating effect of organizational trust on the relationship between PBP and prosocial motivation. It is believed that the study carried out for this purpose will contribute to the literature in three ways. Firstly, since research on the precursors and consequences of organizational trust is still under development, studying

this issue can help us explore and deeply understand the formation and effective mechanisms of organizational trust. Secondly, it has identified whether the negative effect of the perception of political behavior on employees with high prosocial motivation, which is of great importance to organizations, could be destroyed by the trust-based culture that will be created by organizations. Zierenberg (2017) found that cultural values (e.g. trust) affect the employees' perceptions of organizational politics. Hence, it will contribute to better understanding of studies examining the relationship between trust and prosocial motivation (Grant and Sumanth, 2009; Zhu and Akhtar, 2014; Korsgaard et al., 2010; Cho and Perry, 2011) and studies implicitly investigating the relationship between PBP and prosocial motivation (Chang et al., 2012; Dávila and Finkelstein, 2013; Atta and Khan, 2016). Thirdly, this study will make a significant contribution to the literature in that it reveals that prosocial motivation is based on the norms of reciprocity within the context of social change theory, and will contribute to studies that argue that there must be several precursors in the emergence of prosocial motivation in employees (Batson, 1987; De Dreu, 2006; Yeşiltaş et al., 2013; Koçak, 2019). At first, the study discusses the concepts of perception of political behavior, organizational trust, prosocial motivation and hypotheses regarding the relationships between them. Subsequently, the data collected by the survey method from the employees of a business operating in the service sector are analyzed and the results are discussed.

## **2. THEORETICAL FRAMEWORK**

### **2.1. The Political Behavior Perception**

The term 'political' is one of the most appropriate terms used to describe organizations and the behavior of individuals in the organization (Parker et al., 1995). Actually, according to Robbins (1983), all behaviors in organizations are political. The importance of organizational policy lies in its potential consequences and its impact on business outcomes (e.g. job satisfaction, intention to quit, performance). Theoretical researches demonstrate that organizational politics often quarrels with formal organizational processes (e.g., decision-making) and harms performance of employees and organization (Vigoda, 2000). Two perspectives prevail in explaining organizational policy. In the first perspective, political behavior is a type of use-of-force behavior that contributes to the functionality in the organization and facilitates decision-making process (Ferris et al., 1989; Özdemir, 2019). In the second perspective, political behavior is behavior that is not approved by the organization and that threatens the interests of other employees to realize one's interests (Vigoda and

Cohen, 2002). Political behavior can be beneficial or harmful to the organization. Whether political behaviors are beneficial or harmful to the organization depends on how these behaviors are perceived rather than their reality (Parker et al., 1995). According to these two perspectives, there are two aspects of political behavior: exhibited (the first point of view) and perceived (the second point of view). In this study, political behavior is discussed in terms of the employee's perception of the political behavior exhibited by other employees. The perception of political behavior refers to an employee's subjective perception of political behavior that they exhibit against managers or other colleagues with power for the individual interests of their colleagues (Harrel-Cook et al., 1999). Studies have found out that in case employees' perceptions of political behavior increase, their job satisfaction, organizational citizenship behaviors (OCB), performances, organizational commitment and participation decrease, and on the other hand, intention to quit and job stress increase (Kacmar et al., 1999; Ferris et al., 1999; Ferris et al., 1999; Vigoda, 2000; Agarwal, 2016; Agarwal, 2016).

The intensity of political behavior in an organization is the result of scarce resources in that organization and the fact that goals, roles and methods of performance evaluation have not been identified (Poon, 2003; Gotsis and Cortex, 2010). Employees exhibit several political behaviors towards the person or people holding the resources to obtain more from scarce sources (e.g., flattery). According to Ferris et al. (1989), policy perceptions vary according to organization (e.g. degree of centralization and formalization, level of hierarchy), business environment (e.g. promotion opportunities, feedback, autonomy) and individual characteristics (e.g. gender, age). This situation is an indication of the likely emergence of political behavior in all organizations.

## **2.2. The Relationship between PBP and Organizational Trust**

Mayer et al. (1995) describes trust as being consciously vulnerable to the actions of the other party (e.g. the organization in which the employee works) which holds control on important matters in which one party (e.g. the employee) has no control or influence over it. Organizational trust could be defined as the employee's belief that the promises pledged to him will be fulfilled and their positive expectations regarding the attitudes and behaviors of other individuals (Işcan and Sayın, 2010). From another perspective, organizational trust expresses the belief that employees are willing to take risks without fear of the negative situations (Gibb, 1965) they will face in revealing their thoughts, ideas and efforts (Mayer et al., 1995). Many theories (such as psychological contract, social change, incentive–contribution) used in organizations to explain relations between parties emphasize the concept

of trust (March and Simon, 1958; Blau, 1964). Organizational trust is felt especially in the fulfilment of promises that are not mutually committed by written contracts between the parties. Studies have shown that employees with a strong sense of trust in their organizations tend to have a strong sense of job satisfaction (Fard and Karimi, 2015), and their creativity (Jiang and Chen, 2017), performance (Çelik et al. 2011) and organizational commitment (Mete and Serin, 2014) are at a high level, while their burnout (Çelik et al., 2011), organizational silences (Fard and Karimi, 2015), and cynicism (Durmaz et al., 2012) are at a low level. Studies investigating the relationship between PBP and trust have shown that if an individual's perception of political behavior toward their colleagues and managers in the organization decreases, their trust in them will increase (Parker et al., 1995; Robbins and Judge, 2013; Chen and Indartono, 2011). The relationship between perception of political behavior and organizational trust can be addressed from the perspective of social change theory (Blau, 1964). Social change theory argues that the relationship between employee and organization is shaped by mutual expectations (Emerson, 1976). According to the theory, the employee puts the extra effort that the organization expects from him (e.g., organizational citizenship behavior) as long as he receives the reward (e.g., promotion) that he expects from the organization (Emerson, 1976). The employee, who has a high perception of political behavior from a social change perspective, will be encouraged to think that the reward in the organization depends on relationships, power and other non-objective factors within the organization (Chang et al., 2009) and thus the employee's confidence in the organization will be reduced.

In line with the above explanations, the following hypothesis has been formed:

*H<sub>1</sub>: There is a negative relationship between perception of political behavior and organizational trust.*

### **2.3. The Relationship between PBP and Prosocial Motivation**

The concept of motivation used in explaining individual and organizational behaviors is a fundamental issue in psychology and organizational studies (Grant, 2008). The concept of prosocial motivation was expressed as altruism by Batson (1987) and described as an individual's effort to benefit other people. Prosocial motivation is a theoretically and practically important phenomenon as it has a significant impact on the behavior and performance of employees (De Dreu, 2006). Employees with a high level of prosocial motivation are also more likely to adopt the perspectives of other individuals (e.g. colleagues,

managers, customers) (Grant and Berry, 2011). Since employees with a high level of prosocial motivation are more conscious and anxious about the needs and goals of others (Batson, 1987), they ask questions about how to help them, listen to them carefully, and observe their behavior (De Dreu, 2006). The PBP in organizations reflects the employee's negative perceptions about other employees (such as colleagues, managers) (Kerse and Karabey, 2019). In other words, the PBP refers to the perception of the individual that his colleagues or managers have committed many injustices for the sake of their personal interests (Ferris and Kacmar, 1992). Koçak (2019) found that abusive management practices negatively affect the prosocial motivation levels of employees. It is possible that employees whose level of motivation has increased can be freed from the negative effects of political behavior (Schneider, 2016). Studies investigating the relationship between PBP and stress have revealed that these two variables are positively related to each other (Cropanzano et al., 1997; Rashid et al., 2013). Studies investigating the relationship between stress and motivation have found that employees' motivations decrease when their stress levels increase (Goodman et al., 2011; Wani, 2013; Li et al., 2014).

This study predicted that employees with a high perception of political behavior would not be motivated to exhibit behaviors for the benefit of others (Schneider, 2016). As previously stated, the perception of political behavior is a situation that causes the employee to feel negative feelings towards the organization (Vigoda and Cohen, 2002). The negative experiences the employee has cause the social change relationship with the organization to be negative (Ruehlman and Karoly, 1991; Liu et al., 2010). Research shows that negative emotions, which employees have, have negative effects on their motivation and behavior (Brown et al., 2005; Kiefer, 2005). The underlying logic of this inverse relationship is that the individual's negative emotional experiences give signals to the individual that something is not going well, cognitively motivating the individual to cope with the negative situation (Cole et al., 2008). As long as this cognitive effort to reduce the effects of negative emotions continues, the employee's likelihood of being motivated to exhibit behavior for the benefit of others decreases.

In line with the above explanations, the following hypothesis has been formed:

***H<sub>2</sub>: There is a negative relationship between the PBP and prosocial motivation.***

## **2.4. The Relationship between Organizational Trust and Prosocial Motivation**

Organizational trust is a climate of trust formed within the organization and positive expectations of members of the organization about the intentions and behavior of individuals based on organizational roles, relationships, experiences (Mayer et al., 1995). The study predicted that organizational trust would positively affect prosocial motivation. Organizational trust represents a kind of social change relationship in which employees feel an obligation to exhibit prosocial behavior toward managers and the organization (Zhu and Akhtar, 2014). According to the theory of social change, mutual trust lies at the basis of relations between parties in organizations (Blau, 1964). According to the theory, the employee exhibits extra-role behaviors beyond formal definitions of duty in response to his organization giving him trust (Organ, 1988). In contrast, it is unlikely that employees who feel low levels of trust in the organization will even exhibit behavior that will benefit themselves (Korsgaard et al., 2010). When employees feel confidence in the organization, they may begin to see their relationship with the organization as one of social changes. As long as these feelings of trust continue, employees will be more likely to exhibit behaviors that benefit others (George, 1991). Indeed, studies investigating the relationship between organizational trust and prosocial motivation (Cho and Perry, 2011; Grant and Sumanth, 2009) have reached supporting conclusions for the above explanations. In other words, employees who feel a high level of trust in their organizations will have high prosocial motivation.

In line with these explanations, the following hypothesis has been formed:

*H<sub>3</sub>: There is a positive relationship between organizational trust and prosocial motivation.*

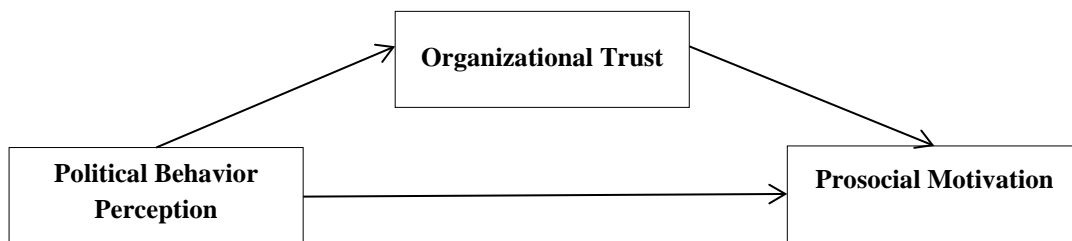
## **2.5. Mediating Effect of Organizational Trust**

It was stated above that the perception of political behavior was negatively associated with organizational trust (hypothesis 1) and that organizational trust was positively associated with prosocial behavior (hypothesis 2). When these hypotheses are taken together, it can be said that perception of political behavior will indirectly reduce prosocial motivation by reducing organizational trust. This prediction is in line with the Affective Events Theory (AET) laid out by Weiss and Cropanzano (1996). In other words, the emotional reactions generated by the negative experiences (such as the perception of political behavior) of the employee within the organization will prevent the employee from being motivated. Organ (1988) argued that the prosocial behavior of employees within the organization can be easily

explained by the theory of social change. Employees will feel socially indebted and exhibit prosocial behaviors in the face of reassuring practices or behaviors of the organization or managers (Zhu and Akhtar, 2014). Organizational trust has been used as an mediating variable in many studies in which elements that influence the behavior of employees beyond formal task definitions (such as OCB, prosocial behavior) are investigated (e.g., MacKenzie et al., 2001; Singh and Srivastava, 2016; Yanık, 2018; Kashyap and Rangnekar, 2016; Kerse, 2019; Manimegalai and Baral, 2018; Podsakoff et al., 1990). When all these findings among the perception of political behavior-organizational trust-and prosocial motivation are evaluated holistically; the perception of political behavior in the organization is likely to reduce the level of prosocial motivation both directly and indirectly (through organizational trust). That is, the employee's perception that other employees are exhibiting some political behavior in the organization will decrease the trust he feels towards the organization; the decrease of this feeling will cause the employee's level of prosocial motivation to decrease. Accordingly, the perception of political behavior will influence prosocial motivation through organizational trust. Hence, it is possible to construct the following hypothesis:

*H<sub>4</sub>: Organizational trust has a mediating effect in the relationship between the PBP and prosocial motivation.*

In line with the hypotheses mentioned above, the research model was created as follows.



**Figure 1.** Research Model

### 3. METHODOLOGY

#### 3.1. Sampling

The population of this study consists of 407 employees of a public institution operating in the service sector in Turkey. The sample size that can be selected by predicting 95% reliability and 5% error margin (also called confidence interval) from this population has been determined as 196 (<http://www.surveysystem.com/sscalc.htm>). Researchers (Houston, 2006; Lewis and Frank, 2002) found that public employees were more willing to



help other employees than private sector employees. Therefore, the research sample was selected from employees in a public institution. In the study, convenience sampling technique, one of the non-probabilistic sampling techniques, was used in sample selection. Participants' participation in the research was provided voluntarily. The data was collected in person with the help of the personnel affairs of the relevant institution. In total, 407 surveys were distributed and 260 (64 percent) were collected. This rate of return is considered sufficient for self-report surveys (Babbie, 2001). 35 of the collected surveys were not included in the evaluation due to incomplete or incorrect filling-in, and the remaining 225 surveys were subjected to analysis. No information was requested from the participants (e.g. name-surname) that might reveal their identities and a statement was made regarding the confidentiality of the data obtained.

According to the demographic characteristics of the participants, 71.1% (160) were male and 28.9% (65) were female; 66.1% (148) were married, 34.3% (77) were single; 15.6% were under 25, 41.3% (93) were in the 26-35 age range, 21.8% (49) were in the 36-45 age range and 21.3% (48) were over 45 years; and finally, 49.3% (111) had high school, 24% had associate degree and 26.6% (60) had a bachelor's degree.

### **3.2. Measures**

PBP (independent variable), organizational trust (mediating variable) and prosocial motivation (dependent variable) scales were utilized in the research. The items in the scales were graded according to 5-point Likert (1-strongly disagree and 5-strongly agree).

*PBP scale ( $\alpha=.933$ ):* A one-dimensional and 6-item scale developed by Hochwarter and Treadway (2003) and adapted in Turkish by Akdogan and Demirtaş (2014) was used to measure participants' political behavior perceptions. A sample item is "People in this organization attempt to build themselves up by tearing others down".

*Organizational trust scale ( $\alpha=.944$ ):* To measure organizational trust, 4 items developed by Nyhan and Marlowe (1997) and 3 items used by Tokgöz and Aytemiz Seymen (2013) were used. One of the sample from this scale is "The level of trust among the managers and workers in this organization is quite high".

*Prosocial motivation scale ( $\alpha=.940$ ):* The one-dimensional and 6-item scale (e.g. "I get energized by working on tasks that have the potential to benefit others") developed by Grant and Sumanth (2009) was used to measure participants' prosocial motivation levels. The Turkish adaptation of the scale was done by Kesen and Akyüz (2016).

*Control variables:* In the study, gender, marital status, age, and educational background are included in the analysis as control variables. Research has shown that these variables are associated with prosocial motivation (Taylor, 2006; Carmeli and Spreitzer, 2009; Van Dyne and LePine, 1998).

### 3.3. Testing Hypotheses

In the study, a model was established to determine the mediated effect of organizational trust in the effect of political behavior perception on prosocial motivation. Baron and Kenny's (1986) approach to causality was used in testing the significance of the intermediary effect. According to this approach, a variable that can be expressed as an intermediary variable is the one if it provides four conditions one after the other. These conditions; (a) political behavior perception must predict organizational trust significantly, (b) the perception of political behavior must significantly predict prosocial motivation, and (c) the relationship should be non-significant (full mediatory) or reduced in severity (partial mediatory) when the organizational trust tool is included in the relationship between political behavior perception and prosocial motivation as a variable.

## 4. RESULTS

### 4.1. Test of Normality

To test whether the data shows normal distribution, the z values obtained by dividing the skewness and kurtosis values for each variable into their standard error values must be examined. In measurements where the sample size is between 50 and 300, Kim (2013) reports that if the Z value is between -3.29 and +3.29, the data are normally distributed whereas otherwise they are not normally distributed.

**Table 1.** Normality Test Results

Variables	Skewness		Kurtosis	
	Statistic	Z	Statistic	Z
Political Behavior Perception	.357	2.20	-.854	-2.64
Organizational Trust	-.361	-2,22	-.777	-2.41
Prosocial Motivation	-.353	-2.17	.659	2.01

Table 1 gives results of reliability analyses applied to scales. When the values in the table are examined by considering the sample size of the study (225), it can be said that the data are normally distributed. Parametric tests were therefore used in the analyses.

#### **4.2. Confirmatory Factor Analysis**

To test the construct validity of the scales used in the study, confirmatory factor analysis (CFA) was adopted for each scale. To determine whether the research data is compatible with the models, compliance goodness values of the substances ( $\chi^2/df$ , RMSEA, CFI, GFI, NNFI, SRMR) related to each scale need to be examined (Jackson et al., 2009). Goodness values for scales such as political behavior perception (PBP), organizational trust (OT), and prosocial motivation (PM) are given in Table 2.

**Table 2.** Goodness of Fit Values for Scales

	$\chi^2/df$	RMSEA	CFI	GFI	NNFI	SRMR
<b>PBP</b>	1.25	0.03	0.99	0.98	0.99	0.02
<b>OT</b>	3.91	0.06	0.98	0.95	0.97	0.05
<b>PM</b>	2.25	0.04	0.98	0.96	0.98	0.03

PBP: Political Behavior Perception; OT: Organizational Trust; PM: Prosocial Motivation.

When the values in the table (Table 2) are examined, it can be said that the values of the goodness of fit for each scale are sufficient (Schreiber et al., 2006) so the construct validity of the research scales is appropriate.

#### **4.3. Reliability Analyses**

Before testing of research hypothesis, reliability analysis was applied to each scale separately. In this study, the reliability of the scales was calculated by using Cronbach Alpha reliability criterion, which is the most commonly used internal consistency method in behavioral sciences and the most popular method used to test internal consistency (Osborne and Costello, 2005). When Cronbach Alpha values which give information about the internal consistency of the research scales are examined, it can be said that the reliability of the scales is sufficient (PBP  $\alpha=0.93$ ; organizational trust  $\alpha=0.94$  and prosocial motivation  $\alpha=0.94$ ).

#### **4.4. Testing Hypotheses**

Analysis was conducted to determine the means, standard deviations, scale reliabilities and correlations of the research variables before proceeding to the testing of the research hypotheses, and the results were summarized in Table 3.

**Table 3.** Means, Standard Deviations, Scale Reliabilities and Interscale Correlations

	$\bar{x}$	SS	1	2	3	4	5	6
<b>Gender</b>	1.29	.454	1					
<b>Marital St.</b>	1.29	.453	.140*	1				
<b>Age</b>	2.49	.996	-.205**	-.388**	1			
<b>Education</b>	1.78	.869	.150*	.032	-.054	1		
<b>PBP</b>	2.74	1.213	.219**	.056	-.180**	.092	1	
<b>OT</b>	3.60	1.144	-.198**	-.247**	.303**	.002	-.399**	1
<b>PM</b>	3.82	1.107	-.111	-.048	.148*	-.139*	-.286**	.634**

\*\*p < .01; \*p < .05. PBP= Political behavior perceptions, OT=organizational trust, PM=prosocial motivation.

When the values in the table (Table 3) are investigated, it could be seen that there is a negative relationship between PBP and organizational trust ( $r = -.399$ ). Likewise, when the results of the relationship between the PBP and prosocial motivation are examined ( $r = -.286$ ), it is understood that there is a negative and significant relationship between them. Lastly, when the results of the relationship between organizational trust and prosocial motivation are examined, it could be observed that these two variables are positively and significantly related to each other ( $r = .634$ ). The results also suggest that gender, marital status, age and educational variables may be included in subsequent analysis (Becker, 2005).

Hierarchical linear model has been used to test research hypotheses (Snijders and Roel Bosker, 2012). As a result of the analysis, the mediating effect of organizational trust was identified in the relationship between control variables (gender, age, marital status and educational level), political behavior perception, organizational trust and prosocial motivation, and the relationship between PBP and prosocial motivation. The results for the hierarchical linear model are given in Table 4.

**Table 4.** Hierarchical Linear Model Results

Predictor variable	OT		PM	
	Model 1	Model 2	Model 3	Model 4
Gender	-.07 (.23)	-.03 (.66)	.01 (.77)	.02 (.72)
Marital status	-.15* (.01)	.00 (.91)	.11 (.06)	.11 (.05)
Age	.16* (.01)	.09 (.17)	-.00 (.88)	-.01 (.85)
Educational Back.	.06 (.30)	-.04 (.50)	-.08 (.10)	-.08 (.11)
PBP	-.34** (.00)	-.25** (.00)		-.03 (.59)
OT			.66** (.00)	.667** (.00)
R <sup>2</sup>	.24	.09	.42	.42
F	13.70	4.54	31.63	26.32

\*p<.05; \*\*p<.01. Beta values and significance values (in parenthesis) were given, OT=organizational trust, PM=prosocial motivation.

When the results in the table (Table 4) were examined, it was observed that there was a negative and significant relationship between employees' political behavior perceptions and

the trust they felt towards the organization ( $\beta = -.34$ ;  $p < .01$ ; Model 1). This result means that Hypothesis 1 is accepted. Results for the relationship between the PBP and prosocial motivation in the study reveal that these two variables are negatively and significantly related ( $\beta = -.25$ ;  $p < .01$ ; Model 2). Based on this conclusion, it can be said that Hypothesis 2 is supported. The relationship between organizational trust and prosocial motivation was found to be positively and significantly related to each other ( $\beta = .66$ ;  $p < .01$ ; Model 3). This result means that Hypothesis 3 is accepted. Finally, it was found that when the effects of PBP and organizational trust on prosocial motivation were evaluated together (Model 4), the effect of PBP on prosocial motivation was not significant ( $\beta = -.03$ ;  $p < .05$ ), while the effect of organizational trust on prosocial motivation was significant ( $\beta = .66$ ;  $p < .01$ ). This confirms that Hypothesis 4 is accepted.

The Sobel test was utilized to test the significance of the mediating effect. In other words, the Sobel test ensures an approximate significance test for the indirect effect of the independent variable on the dependent variable through the mediator (Sobel, 1982; MacKinnon and Dwyer, 1993). As a result of the examination, it was concluded that the mediating effect of organizational trust was significant in the effect of PBP on prosocial motivation ( $Z = -5.11$ ;  $p < .05$ ).

## **5. DISCUSSION**

The findings of this study will contribute to literature of political behavior perception, organizational trust and prosocial motivation. The results of this research support that organizational trust has a mediating effect in the relationship between the PBP and prosocial motivation. Besides, research has shown that the PBP has a negative effect on organizational trust and prosocial motivation, and that organizational trust has a positive effect on prosocial motivation. These findings supported to earlier studies, which supported the results of the negative relationship between PBP and prosocial motivation (Lazauskaite-Zabielske et al., 2015; Borman and Motowidlo, 1997; Atta and Khan, 2016) and positive relationship between organizational trust and prosocial motivation (Grant and Sumanth, 2009; Korsgaard et al., 2010). The theoretical and practical implications of these findings are discussed below and suggestions made for decision-makers in organizations and future studies.

### **5.1. Theoretical and Practical Implications**

'Haci Bektashi Veli, who plays an important role in Turkish culture, said, 'if you are hurt a thousand times, don't hurt one another'. This idea reflects an important thought emphasizing that societies should not harm each other in their life together. This study highlights the importance of organizational trust in individuals' exhibiting behaviors that would benefit their colleagues who exhibit behaviors that hurt them. The research results will contribute to the literature based on social change theory in explaining the mediating effect of organizational trust in the effect of PBP on prosocial motivation (Colquitt et al., 2012). Employees with a PBP within the organization will be motivated prosocially by the trust the organization has given them (Kramer, 1999; Cho and Perry, 2011; Zhu and Akhtar, 2014). Previous research on prosocial motivation has mostly focused on the results of prosocial motivation, with very few researchers conducting research on its precursors (Batson, 1987; De Dreu, 2006; Yeşiltaş et al., 2013; Koçak, 2019). The findings will contribute to the literature in order to better understand the factors that cause prosocial motivation. It can also be said that the research findings support Mayer's (1995) suggestion that the model of organizational trust is extremely important for trust in organizations. Finally, it can be said that the results of the research will contribute to a better understanding of the studies done on the factors that influence prosocial motivation.

The results of this study reflect the thoughts of the employees in a public institution that provides services. In order to be able to feel the impact of the attitudes and behaviors of the employees on the quality of the service, it is necessary to know very well the factors that affect their behaviors beyond the role (Bolino, 1999). As a result of the investigations, it was determined that the prosocial motivation of the employees were negatively affected by the political behaviors they perceived. Today, the prosocial behavior of employees has become an extremely defining element in the success of businesses (Penner et al., 2004). Business managers are required to reduce their PBP within the organization, which negatively affects the prosocial motivation of employees, and to pay attention to factors that affect employees' trust in the organization. It is of utmost importance to be equitable in providing the organizational trust positively associated with the prosocial motivations of employees and to fulfil the promises pledged (Bidarian and Jafari, 2012; Tlaiss and Elamin, 2015). As employees with high prosocial motivation are prone to support reciprocity norms, managers need to develop personal relationships with these employees to encourage them to show prosocial behaviors (Zhu and Akhtar, 2014). Political behavior is caused by the scarcity of

resources in an organization, the ambiguity of the organization's goals, the job descriptions of employees, and the awarding system (Kerse and Karabey 2019; Poon, 2003; Gotsis and Kortezi, 2010). That is why managers need to provide employees with adequate resources and meet the needs to clear the uncertainties.

## **5.2. Limitations and Recommendations for Future Studies**

In addition to the contributions previously mentioned, the study has some limitations. First of all, the causality of the results cannot be questioned because the research is a cross-sectional study (Lindell and Whitney, 2001). Therefore, future research should use cross-longitudinal designs that combine results over multiple time intervals. Secondly, the common method bias might have occurred since the research data was collected in a single time with different structures, scales, and methods (such as Likert) (Podsakoff et al., 2003). The common method bias indicates the likelihood that the correlation between variables will be affected by the measurement technique (O'Brien, 2007). The third limitation of the study is that the result of the findings is limited only to prosocial motivation. Future studies can achieve more general results by incorporating behaviors based on different volunteerism (e.g., OCB) into the model. The fourth limitation is that the research data was obtained only from employees of a company in Turkey. Future studies may have different results from employees in different countries. The last limitation is related to variables. In this study, the effect of PBP and organizational trust on prosocial motivation was measured. Grant (2008) pointed out that employees' prosocial motivations are affected by both organizational and personal factors. Therefore, future studies may use different variables which affect prosocial motivation.

## REFERENCES

- Agarwal, P. (2016). "Redefining the Organizational Citizenship Behaviour". *International Journal of Organizational Analysis*, 24(5), 956-984.
- Agarwal, U. A. (2016). "Examining Perceived Organizational Politics among Indian Managers: Engagement as Mediator and Locus of Control as Moderator". *International Journal of Organizational Analysis*, 24(3), 415-437.
- Akdoğan, A. and Demirtaş, Ö. (2014). "The Effects of Ethical Leadership Behavior on Perceived Ethical Climate: The Mediating Role of Perceptions of Organizational Politics". *AKU Journal of Economics and Administrative Sciences*, XVI (1), 107-123.
- Andriani, L. and Sabatini, F. (2015). "Trust and Prosocial Behavior in a Process of State Capacity Building: The Case of the Palestinian Territories". *Journal of Institutional Economics*, 11(4), 823-846.
- Atta, M. and Khan, M. J. (2016). "Perceived Organizational Politics, Organizational Citizenship Behavior and Job Attitudes among University Teachers". *Journal of Behavioral Sciences*, 26(2), 21-38.
- Babbie, E. (2001). *The Practice of Social Research*. Belmont, CA: Wadsworth.
- Batson, C. D. (1987). "Prosocial motivation: Is it ever truly altruistic?". *In Advances in Experimental Social Psychology*, 20, 65-122.
- Becker, T. E. (2005). "Potential Problems in the Statistical Control of Variables in Organizational Research: A Qualitative Analysis with Recommendations". *Organizational Research Methods*, 8, 274-289.
- Bidarian, S. and Jafari, P. (2012). "The Relationship between Organizational Justice and Organizational Trust". *Procedia-Social and Behavioral Sciences*, 47, 1622-1626.
- Blau, P. (1964). *Power and exchange in social life*, New York: J Wiley and Sons.
- Bolino, M. C. (1999). "Citizenship and Impression Management: Good Soldiers or Good Actors?". *Academy of Management Review*, 24(1), 82-98.
- Borman, W.C. and Motowidlo, S.J. (1997). "Task Performance and Contextual Performance: The Meaning for Personnel Selection Research", *Human Performance*, 10(2), 99-109.
- Brown, S. P., Westbrook, R. A. and Challagalla, G. (2005). "Good Cope, Bad Cope: Adaptive and Maladaptive Coping Strategies Following a Critical Negative Work Event". *Journal of Applied Psychology*, 90, 792-798.
- Carmeli, A. and Spreitzer, G. M. (2009). "Trust, Connectivity, and Thriving: Implications for Innovative Behaviors at Work". *Journal of Creative Behavior*, 43, 169-191.
- Çelik, M., Turunç, Ö. and Begenirbaş, M. (2011). "The Role of Organizational Trust, Burnout and Interpersonal Deviance for Achieving Organizational Performance". *International Journal of Business and Management Studies*, 3(2), 179-189.



Chang, C. H., Rosen, C. C. and Levy, P. E. (2009). "The Relationship between Perceptions of Organizational Politics and Employee Attitudes, Strain, and Behavior: A Meta-Analytic Examination". *Academy of Management Journal*, 52(4), 779-801.

Chang, C. H., Rosen, C. C., Siemieniec, G. M. and Johnson, R. E. (2012). "Perceptions of Organizational Politics and Employee Citizenship Behaviors: Conscientiousness and Self-Monitoring As Moderators". *Journal of Business and Psychology*, 27(4), 395-406.

Chen, C.-H. V. and Indartono, S. (2011). "Study of Commitment Antecedents: The Dynamic Point of View". *Journal of Business Ethics*, 103, 529-541.

Cho, Y. J. and Perry, J. L. (2012). "Intrinsic Motivation and Employee Attitudes: Role of Managerial Trustworthiness, Goal Directedness, and Extrinsic Reward Expectancy". *Review of Public Personnel Administration*, 32(4), 382-406.

Cole, M. S., Walter, F. and Bruch, H. (2008). "Affective Mechanisms Linking Dysfunctional Behavior to Performance in Work Teams: A Moderated Mediation Study". *Journal of Applied Psychology*, 93(5), 945-958.

Colquitt, J. A., Lepine, J. A., Piccolo, R. F., Zapata, C. P. and Rich, B. L. (2012). "Explaining the Justice-Performance Relationship: Trust as Social Exchange or Trust as Uncertainty Reduction?", *Journal of Applied Psychology*, 97, 1-15.

Cropanzano, R., Howes, J. C., Grandey, A. A. and Toth, P. (1997). "The Relationship of Organizational Politics and Support to Work Behaviors, Attitudes, and Stress". *Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior*, 18(2), 159-180.

Cuadrado, E., Tabernero, C. and Steinel, W. (2016). "Determinants of Prosocial Behavior in Included Versus Excluded Contexts". *Frontiers in Psychology*, 6, 2001.

Dávila, M. C. and Finkelstein, M. A. (2013). "Organizational Citizenship Behavior and Well-Being: Preliminary Results". *International Journal of Applied Psychology*, 3(3), 45-51.

De Dreu, C. K. W. (2006). "Rational Self-Interest and Other Orientation in Organizational Behavior: A Critical Appraisal and Extension of Meglino and Korsgaard". *Journal of Applied Psychology*, 91, 1245-1252.

Durmaz, Ş. Arslan, T. and Sincer, E. (2012). "Organizational Cynicism and Organizational Trust: The Case of Süleyman Demirel University", *International Journal of Business and Management Studies*, 1(3), 189-199.

Fard, P. G. and Karimi, F. (2015). "The Relationship between Organizational Trust and Organizational Silence with Job Satisfaction and Organizational Commitment of the Employees of University". *International Education Studies*, 8(11), 219-227.

Ferris, G. R. and Kacmar, K. M. (1992). "Perceptions of Organizational Politics". *Journal of Management*, 18(1), 93-116.

Ferris, G. R., Fedor, D. B., Chachere, J. G. and Pondy, L. R. (1989). "Myths and Politics in Organizational Contexts". *Group & Organization Studies*, 14(1), 83-103.

Ferris, G. R., Harrell-Cook, G. and Dulebohn, J. H. (2000). "Organizational Politics: The Nature of the Relationship between Politics Perceptions and Political Behavior". In *Research in the Sociology of Organizations* (pp. 89-130). Emerald Group Publishing Limited.

Gibb, J. R. (1965). *Fear and Facade: Defensive Management*. In *Science and Human Affairs*, Edited By R. E. Farson. Palo Alto, CA: Science and Behavior Books.

Goodman, J. M., Evans, W. R. and Carson, C. M. (2011). "Organizational Politics and Stress: Perceived Accountability as a Coping Mechanism". *The Journal of Business Inquiry*, 10(1), 66-80.

Gotsis, G. N. and Kortezi, Z. (2010). "Ethical Considerations in Organizational Politics: Expanding the Perspective". *Journal of Business Ethics*, 93, 497-517.

Grant, A. M. and Berg, J. M. (2010). "Prosocial Motivation at Work: How Making a Difference Makes a Difference". Forthcoming in K. Cameron and G. Spreitzer (Eds.), *Handbook of Positive Organizational Scholarship*. Oxford University Press.

Grant, A. M. (2008). "Does Intrinsic Motivation Fuel the Prosocial Fire? Motivational Synergy in Predicting Persistence, Performance, and Productivity". *Journal of Applied Psychology*, 93(1), 48-58.

Grant, A. M. and Sumanth, J. J. (2009). "Mission Possible? The Performance of Prosocially Motivated Employees Depends on Manager Trustworthiness". *Journal of Applied Psychology*, 94(4), 927-944.

Harrell-Cook, G., Ferris, G. R. and Dulebohn, J. H. (1999). "Political Behaviors as Moderators of the Perceptions of Organizational Politics—Work Outcomes Relationships". *Journal of Organizational Behavior*, 20(7), 1093-1105.

Hochwarter, D.A. and Treadway, D.C. (2003). "The Interactive Effects of Negative and Positive Affect on the Politics Perceptions-Job Satisfaction Relationship". *Journal of Management*, 29(4), 551-567.

Hofstede, G. (1991). *Cultures and Organizations: Software of the Mind*. London: McGraw-Hill UK.

Houston, D. J. (2006). "Walking the Walk of Public Service Motivation: Public Employees and Charitable Gifts of Time, Blood, and Money". *Journal of Public Administration Research and Theory*, 16, 67-86.

Irwin, K. (2009). "Prosocial Behavior across Cultures: The Effects of Institutional Versus Generalized Trust". In *Altruism and Prosocial Behavior in Groups* (pp. 165-198). Emerald Group Publishing Limited.

Iscan, Ö. F. and Sayin, U. (2010). "The Relationship between Organizational Justice, Trust and Job Satisfaction". *Atatürk University Journal of Economics and Administrative Sciences*, 24(4), 195-216.

Jiang, Y. and Chen, W. K. (2017). "Effects of Organizational Trust on Organizational Learning and Creativity". *EURASIA Journal of Mathematics Science and Technology Education*, 13(6), 2057-2068.

Kacmar, K. M., Bozeman, D. P., Carlson, D. S. and Anthony, W. P. (1999). "An Examination of the Perceptions of Organizational Politics Model: Replication and Extension". *Human Relations*, 52(3), 383-416.

Kashyap, V. and Rangnekar, S. (2016). "The Mediating Role of Trust: Investigating the Relationships among Employer Brand Perception and Turnover Intentions". *Global Business Review*, 17(3\_suppl), 64S-75S.

Kerse, G. (2019). "A Leader Indeed is a Leader in Deed: The Relationship of Ethical Leadership, Person–Organization Fit, Organizational Trust, and Extra-Role Service Behavior". *Journal of Management & Organization*, 1-20.

Kerse, G. and Karabey, C. N. (2019). "Örgütsel Sinizm ve Özdeşleşme Bağlamında Algılanan Örgütsel Desteğin İşe Bağlanma ve Politik Davranış Algısına Etkisi [The Effect of Perceived Organizational Support on Work Engagement and Perceived Political Behavior through Organizational Cynicism and Identification]". *Eskişehir Osmangazi University Journal of Economics and Administrative Sciences*, 14(1), 83-108.

Kesen, M. and Akyüz, B. (2016). "Duygusal Emek ve Prososyal Motivasyonun İşe Gömülmüştüğe Etkisi: Sağlık Çalışanları Üzerine Bir Uygulama". *Journal of Social Science Institute*, 25(2), 233-250.

Kiefer, T. (2005). "Feeling Bad: Antecedents and Consequences of Negative Emotions in Ongoing Change". *Journal of Organizational Behavior*, 26, 875–897.

Kim, H. Y. (2013). "Statistical Notes for Clinical Researchers: Assessing Normal Distribution (2) Using Skewness and Kurtosis". *Restorative Dentistry & Endodontics*, 38(1), 52-54.

Koçak, D. (2019). "İstismarcı Yönetimin Prososyal Motivasyon Üzerindeki Etkisinde Örgütsel Özdeşleşmenin Aracı Etkisi", *Journal of Business Research-Turk*, 11(1), 517-528.

Korsgaard, M. A., Meglino, B. M., Lester, S. W. and Jeong, S. S. (2010). "Paying You Back or Paying Me Forward: Understanding Rewarded and Unrewarded Organizational Citizenship Behavior". *Journal of Applied Psychology*, 95(2), 277-290.

Kramer, R. (1999). Trust and Distrust in Organizations: Emerging Perspectives, Enduring Questions. *Annual Review of Psychology*, 50, 569–598.

Lazauskaite-Zabielske, J., Urbanaviciute, I. and Bagdziuniene, D. (2015). "The Role of Prosocial and Intrinsic Motivation in Employees' Citizenship Behavior". *Baltic Journal of Management*, 10(3), 345-365.

Lewis, G. B. and Frank, S. A. (2002). "Who Wants to Work for the Government?", *Public Administration Review*, 62, 395-404.

Li, L., Hu, H., Zhou, H., He, C., Fan, L., Liu, X., .... and Sun, T. (2014). "Work Stress, Work Motivation and Their Effects on Job Satisfaction in Community Health Workers: A Cross-Sectional Survey in China". *BMJ Open*, 4(6), 1-9.

Lindell, M. K. and Whitney, D. J. (2001). "Accounting for Common Method Variance in Cross-Sectional Research Designs". *Journal of Applied Psychology*, 86(1), 114-121.

- Liu, Y., Liu, J. and Wu, L. (2010). "Are You Willing and Able? Roles of Motivation, Power, and Politics in Career Growth". *Journal of Management*, 36(6), 1432-1460.
- Mackenzie, S. B., Podsakoff, P. M. and Rich, G. A. (2001). "Transformational and Transactional Leadership and Salesperson Performance". *Journal of the Academy of Marketing Science*, 29, 115-134.
- Mackinnon, D. P. and Dwyer, J. H. (1993). "Estimating Mediated Effects in Prevention Studies". *Evaluation Review*, 17, 144-158.
- Manimegalai, S. and Baral, R. (2018). "Examining the Mediating Role of Organizational Trust in the Relationship between CSR Practices and Job Outcomes". *Social Responsibility Journal*, 14(3), 433-447.
- March, J. G., Simon, H. A. (1958). *Organizations*. Wiley, New York.
- Mayer, R. C., Davis, J. H. and Schoorman, F. D. (1995). "An Integrative Model of Organizational Trust". *Academy of Management Review*, 20(3), 709-734.
- Mete, Y. A. and Serin, H. (2014). "Effect of Perceived Organizational Justice and Organizational Trust on Organizational Commitment Behavior". *Journal of Educational Sciences Research*, 4(2), 265-286.
- Nyhan, R. C. and Marlowe, H. A. (1997). "Development and Psychometric Properties of the Organizational Trust Inventory". *Evaluation Review*, 21(5), 614-635.
- O'Brien, R. M. (2007). "A Caution Regarding Rules of Thumb for Variance Inflation Factors". *Quality & Quantity*, 41(5), 673-690.
- Organ, D. W. (1988). *Organizational Citizenship Behavior: The Good Soldier Syndrome*. Lexington MA: Lexington.
- Osborne, J. W., Costello, A. B. and Kellow, J. T. (2008). "Best Practices in Exploratory Factor Analysis. *Best Practices in Quantitative Methods*, 10(7), 86-99.
- Özdemir, Ş. (2019). Politik Davranış (Political Behaviour). İçinde C. N. Karabey ve G. Kerse (Ed.), *Örgütsel Davranış Düzleminde Güncel Kavramlar* (ss. 113-140), Ankara: Gazi Kitabevi.
- Parker, C. P., Dipboye, R. L. and Jackson, S. L. (1995). "Perceptions of Organizational Politics: An Investigation of Antecedents and Consequences". *Journal of Management*, 21(5), 891-912.
- Penner, L. A., Dovidio, J. F., Piliavin, J. A. and Schroeder, D. A. (2005). "Prosocial Behavior: Multilevel Perspectives". *Annu. Rev. Psychol.*, 56, 365-392.
- Podsakoff, P. M., Mackenzie, S. B., Lee, J. Y. and Podsakoff, N. P. (2003). "Common Method Biases in Behavioral Research: A Critical Review of the Literature and Recommended Remedies". *Journal of Applied Psychology*, 88, 879-903.

Podsakoff, P. M., Mackenzie, S. B., Moorman, R. H. and Fetter, R. (1990). "Transformational Leader Behaviors and Their Effects on Followers' Trust in Leader, Satisfaction, and Organizational Citizenship Behaviors". *The Leadership Quarterly*, 1, 107-142.

Poon, J.M.L. (2003). "Situational Antecedents and Outcomes of Organizational Politics Perceptions". *Journal of Managerial Psychology*, 18(2), 138-155.

Ranjhan, S. and Mallick, E. (2018). "Organizational Citizenship Behavior Creating Competitive Advantage in Indian Health Care Industry: The Moderating Role of HR Practices". *Global Business Review*, 19(5), 1275-1289.

Rashid, U., Karim, N., Rashid, S. and Usman, A. (2013). "Employee". *Asian Journal of Business Management*, 5(4), 348-352.

Robbins, S.P. and Judge, T.A. (2013). *Organizational Behavior*. ABD: Pearson Education Inc.

Robbms, S. P. (1983). *The Administrative Process: Integrating Theory and Practice*. Englewood Cliffs, N.J.: Prentice-Hall.

Ruehlman, L. S. and Karoly, P. (1991). "With A Little Flak from My Friends: Development and Preliminary Validation of the Test of Negative Social Exchange (TENSE)". *Psychological Assessment*, 3, 97-104.

Saha, L. J. (2004). "Prosocial Behavior and Political Culture among Australian Secondary School Students". *International Education Journal*, 5(1), 9-25.

Sawalha, N., Kathawala, Y. and Magableh, I. (2019). "Educator Organizational Citizenship Behavior and Job Satisfaction Moderation in the GCC Expatriate-Dominated Market". *International Journal of Organizational Analysis*, 27(1), 19-35.

Schneider, R. C. (2016). "Understanding and Managing Organizational Politics". *International Journal of Recent Advances in Organizational Behavior and Decision Sciences*, 2(1), 697-709.

Schreiber, J. B., Nora, A., Stage, F. K., Barlow, E. A. and King, J. (2006). "Reporting Structural Equation Modeling and Confirmatory Factor Analysis Results: A Review". *The Journal of Educational Research*, 99(6), 323-338.

Singh, U. and Srivastava, K. B. (2016). "Organizational Trust and Organizational Citizenship Behavior". *Global Business Review*, 17(3), 594-609.

Sobel, M. E. (1982). "Asymptotic Confidence Intervals for Indirect Effects in Structural Equation Models". *Sociological Methodology*, 13, 290-312.

Taylor, S. E. (2006). "Tend and Befriend: Biobehavioral Bases of Affiliation Under Stress". *Current Directions in Psychological Science*, 15, 273-277.

Tlaiss, H. A. and Elamin, A. M. (2015). "Exploring Organizational Trust and Organizational Justice among Junior and Middle Managers in Saudi Arabia: Trust in Immediate Supervisor as a Mediator". *Journal of Management Development*, 34(9), 1042-1060.

Tokgöz, E. ve Seymen, O.A. (2013). “Örgütsel Güven, Örgütsel Özdeşleşme ve Örgütsel Vatandaşlık Davranışı Arasındaki İlişki: Bir Devlet Hastanesinde Araştırma”. *Öneri Journal*, 39, 61-76.

Tom Snijders, T. and Bosker, R. (2012). *Multilevel analysis: An introduction to basic and applied multilevel analysis*. Netherlands: SAGE Publications.

Van Dyne, L. and Lepine, J. A. (1998). “Helping and Voice Extra-Role Behaviors: Evidence of Construct and Predictive Validity”. *Academy of Management Journal*, 41, 108-119.

Van Hoorn, A. (2015). “Individualist–Collectivist Culture and Trust Radius: A Multilevel Approach”. *Journal of Cross-Cultural Psychology*, 46(2), 269-276.

Vigoda, E. and Cohen, A. (2002). “Influence Tactics and Perceptions of Organizational Politics: A Longitudinal Study”. *Journal of Business Research*, 55, 311-324.

Vigoda, E. (2000). “Organizational Politics, Job Attitudes, and Work Outcomes: Exploration and Implications For The Public Sector”. *Journal of Vocational Behavior*, 57, 326-347.

Wani, S. K. (2013). “Job Stress and Its Impact on Employee Motivation: A Study of a Select Commercial Bank”. *International Journal of Business and Management Invention*, 2(3), 13-18.

Weiss, H. M., Cropanzano, R. (1996). Affective Events Theory: A Theoretical Discussion of the Structure, Causes and Consequences of Affective Experiences at Work. *Research in Organizational Behavior*, 18, 1–74.

Yanik, O. (2018). “The Mediating Role of Trust in the Effect of Ethical Leadership on Employee Attitudes and Behaviors”. *Journal of Business Research-Turk*, 10(1), 447-464.

Yeşiltaş, M., Kanten, P. ve Sormaz, Ü. (2013). “Otantik Liderlik Tarzının Prososyal Hizmet Davranışları Üzerindeki Etkisi: Konaklama İşletmelerine Yönelik Bir Uygulama”. *Istanbul University Journal of the School of Business Administration*, 42(2), 333-350.

Zhu, Y. and Akhtar, S. (2014). “How Transformational Leadership Influences Follower Helping Behavior: The Role of Trust and Prosocial Motivation”. *Journal of Organizational Behavior*, 35(3), 373-392.

Zibenberg, A. (2017). Perceptions of Organizational Politics: A Cross-Cultural Perspective. *Global Business Review*, 18(4), 849-860.