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## **A RESEARCH ON DETERMINATION OF THE RELATIONSHIP BETWEEN ORGANIZATIONAL SUPPORT AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR**

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### **ABSTRACT**

*Organizational support has become an increasingly important issue for organizations to become more productive and reaching targets. Members of the organization provide a significant contribution to the extent they feel they are supported by their organizations. However, an organization member who thinks that organizational support has been provided is one step ahead of their work. Organizational citizenship behavior (OCB) covers a number of factors based on voluntary but non-compulsory behaviors and attitudes of the organization's members. Whether the organizational support that employees perceive affects organizational citizenship behavior or not is subject worth to study. This study on the relationship between organizational citizenship behavior with its dimensions and perceived organizational support was revealed by a survey among glass factory employees operating in Ankara. In the study conducted, it was concluded that there is a positive relationship between organizational citizenship behaviors and perceived organizational support. In this context, as the perceptions of organizational support increase, the exhibitions of organizational citizenship behaviors towards the organization and individual also increase.*

**Keywords:** Organizational Citizenship Behavior, Organizational Support, Management Regulations

**JEL Codes:** M10, M14, M19

## **ÖRGÜTSEL VATANDAŞLIK DAVRANIŞI İLE ALGILANAN ÖRGÜTSEL DESTEK ARASINDAKİ İLİŞKİLERİN BELİRLENMESİNE YÖNELİK BİR ARAŞTIRMA**

### **ÖZ**

*Örgütsel destek, örgütlerin daha fazla verimli olmasında ve hedeflere ulaşmasında giderek önem kazanan bir konu haline gelmiştir. Örgüt üyeleri kendilerinin örgütleri tarafından desteklendiklerini hissettikleri ölçüde örgüte katkı sağlamaktadır. Bununla birlikte, örgütsel destek sağlandığını düşünen örgüt üyesi çalışmalarını bir adım daha ileri taşımakta ve görev tanım formunda yazmayan çalışmalarda bulunabilmektedir. Örgütsel vatandaşlık davranışı (ÖVD), bazı etkenler ve faktörlerin etkisi sonucu örgüt üyelerinin zorunlu olmayan gönüllük esasına dayalı davranış ve tutumlarını kapsamaktadır. Çalışanların algıladıkları örgütsel desteğin örgütsel vatandaşlık davranışı sergilemelerini etkileyip etkilemediği üzerinde çalışılması gereken bir konudur. Örgütsel Vatandaşlık Davranışı ile boyutları ve algılanan örgütsel destek ilişkisi üzerine yapılan bu çalışma, Ankara da faaliyet gösteren bir cam fabrikası çalışanları arasında yürütülen bir araştırma ile ortaya konulmuştur. Yürütülen araştırmada, örgütsel vatandaşlık davranışı ile algılanan örgütsel destek arasında pozitif yönlü ilişkiler olduğu sonucuna ulaşılmıştır. Bu bağlamda, örgütsel destek ile ilgili algılar arttıkça, örgüte ve bireye yönelik örgütsel vatandaşlık davranışlarını sergilemeleri de artmaktadır.*

**Anahtar Kelimeler:** Örgütsel Vatandaşlık Davranışı, Örgütsel Destek, İşletme Uygulamaları

**JEL Kodları:** M10, M14, M19

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## **1. INTRODUCTION**

Increasing competition conditions force organizations and members to improve their knowledge, ability and behavior in order to reach the organization's goals and put a great pressure on the organizations because of the technological advancements. If the needs and expectations of the members of the organization can be met adequately, the motivation and psychological well-being of the members of the organization increase accordingly. In this way, employees who think that their motivation is increased and are supported increase efficiency and productivity of organization.

Organizational support has become an increasingly important issue for organizations to become more productive and reach targets. Members of the organization will contribute to more when they feel they are supported by their organizations. In an organization lacking organizational support, employees will do their best to transfer to other organizations. Even they will not show any effort and be more productive for their organizations, carry out their duties on the job description with a minimum effort. Therefore, it is important to support the members of the organization. Perceived organizational support will have a positive impact on the motivation of the organization's members.

On the other hand, an organization member who thinks that he has been provided with organizational support is always one step ahead of his work, and can be seen taking up volunteer work that is not written in the job description, which is described in the literature as extra-behavior, out – of - role. Indeed, today, in order to reach their goals, organizations need behaviors are not mandatory but make positive contributions, and other than formal roles. In this sense, organizational citizenship behavior (OCB) includes behavior and attitudes based on non-compulsive volunteerism of the members as a result of certain factors.

For organizational success and desired behavior, businesses should provide more support to their employees. As a result of the OCB, the employees make contribution to the success of the organization in terms of increased performance, job satisfaction, organizational commitment, and organizational justice. In this context, it seems that organizational support is a determinant of OCB. Significant factors, such as the high level of communication between management and members of the organization, and their organizational support, affect the employee's performance to exhibit voluntary behaviors as well as motivation toward organizational goals and objectives.

The purpose of this study is to determine the influence rate and whether or not there is a relationship between OCB and perceived organizational support. The study will include a comprehensive literature review of the topics and provide a conceptual framework to the issues discussed. Later, the relations between the variables will be mentioned through literature review.

Empirical research will test research hypotheses by showing the extent of the perceptions of employees in an organization of glass manufacturing sector. In the conclusion section, the findings obtained will be compared with the literature and a suggestion which can be useful for further research will be presented.

## 2. CONCEPTUAL FRAMEWORK

### 2.1. Organizational Support

Eisenberger et al. (1986: 501) defines organizational support as a situation in which organizational values take into account employees' well-being and enhance their happiness. According to İplik et al. (2014: 111), organizational support is depending on the tendency of employees to load human characteristics to the organization, employee's set of beliefs about how much they are appreciated through perceived organizational support, the extent to which they make their contributions, and how much the organization gives value to their own well-being, Yılmaz and Görmüş (2012: 4488) define organizational support as the condition of the set of values within the organization that cares about the well-being of employees and further reinforces happiness of its employees.

As mentioned above, there are a large number of researchers who contribute to theoretical and empirical work on organizational support. Most researchers argue that Blau's (1964) *Theory of Social Exchange* is the basis of the theories that constitute the theoretical sub-structure of organizational support. According to Allen et al. (2003), Rhoades and Eisenberger (2002) Social Exchange begins when the members of the organization support and strengthen the members of the organization. According to this theory, there is a formation of social exchange between the managers and the members of the organization based on trust and sincerity whereas employees expect awards in response to their effort, contribution and work towards the benefit of the organization (Gürbüz, 2006: 53-54) Satisfaction with these reciprocal expectations constitutes an important factor in achieving the goals of the organization (Katrinli et al., 2009: 376). Once the employee's social and emotional needs are satisfied, and effective use of award system is established, their motivation and efforts increase accordingly (Yılmaz and Görmüş, 2012: 4489). Moorman et al. (1998: 351) suggest that an organization member enters into a mutual exchange between his principles and the organization's values and regulations.

Another theory related to organizational support that emerged from the social exchange theory and which has many similarities with it, is the *Administrator and Member Exchange Theory*. The theory is based on the assumption that managers and subordinates' mutual expectations are met and

satisfied (Ilies et al., 2007: 269). Communication needs to be honest, direct and empathic in order to establish positive relationships between managers and employees (Özbek and Kosa, 2009: 193). While organizations owners and managers determine all plans, solutions, strategies and developing policies, organization should consider whether the members of organization are supported (Özdevecioğlu, 2003: 127).

Organizational support consists of important factors such as watching out the interests of the members of the organization, avoiding unfair advantage among the employees, taking into account the demands and complaints, and recognizing the value of the positive contributions made by employees (Ceylan and Şenyüz, 2003: 61). In organizations with high perception of organizational support, the necessary features can be grouped into five sub-headings (Özdevecioğlu, 2003: 117-118; Aykan, 2007: 127)

1. The opinions of the employees are taken seriously and the employees are encouraged to internalize the behaviors that are appropriate to the organization goals and objectives,
2. Work guarantee and security issues are dominant. Business conditions are in favor of employees.
3. Problems arising from interpersonal relationships are solved without causing major problems while the improvement of relationships is ensured.
4. Manager support is evident for employees in all the processes.
5. There is a fair management in the distribution of resources, especially in reward system. It is obvious that a fair human resources practice in promotion and progression can be seen.
6. Employees are a valuable part of the organization; organizational identity is an important value for the organization.

Supportive organizations give their employees what they deserve and demonstrate fair management. Employees receiving financial prizes and compliments for the work and activities they perform from the top management, lead to emotions of a high level of organizational support (İplik et al., 2014: 111). Therefore, the performance of the members of the organization increases; they see themselves as a part of the organization and put more effort for the organization (Köse and Kosa, 2009: 193). Eisenberger et al. (1986) stated that employees create strong bonds with the organizations in accordance with the degree to which employees are valued and their efforts are appreciated.

Satisfying the needs and desires of the members of the organization increases the desired behaviors of the members of the organization and has a positive effect on their productivity and

effectiveness. Armeli et al. (1998) stated that, thanks to the organizational support employers provide to their employees, employees needs such as organizational ownership, acceptance, recognition, respect and appreciation are met, both by members of their organizations and the outside of organization. According to Çakır (2001: 154), the lack of listening to the suggestions and complaints of the employees can reduce the perception of the organizational support of the members of the organization. Members of the organization are proud of their organizational identity as they become more motivated with their support (Yılmaz and Görmüş, 2012: 4488). Once there is a strong support, the amount of members leaving the organization decreases, and the employees tend to search for fewer alternative organizations (Aykan, 2007: 126-127)

## **2.2. Organizational Citizenship Behavior**

The concept of organizational citizenship behavior (OCB), which was first expressed by Barnard in 1930 as "extra - role behaviors", was first introduced to management studies by Dennis Organ in 1983 (Karaman and Aylan, 2012: 36). Organizational citizenship behavior has been referred by Bateman and Organ (1983) as "good soldier syndrome"; George (1991) described it as "prosocial behavior" while George and Brief (1992) described it as "spontaneous behavior" (Gürbüz, 2006: 50-51). George and Jones (1997: 155) refer to these behaviors as organizational volunteering (or willingness). Goodman and Svyantek (1999) described the term as "contextual performance" and Finkelstein and Penner (2004) referred to it as "social organization behavior" (Sezgin, 2005: 319).

Organ (1988: 4) defines Organizational Citizenship Behavior as, while not being part of the formal reward system, it is compilation of voluntary individual behavior that allows functional development of the organization. On the other hand, Bateman and Organ (1983: 588) have described organizational citizenship behavior as behaviors that are not directly addressed in the definition of the general task performance concept, but those that involve the condition and actions of the members of the organization (general but not paid extra attention).

The positive perception that the individual has acquired from the organization will enable the individual to internalize the sense of membership of the organization and thus display more positive behaviors (İplik et al., 2014: 111). In the light of definitions and information given on organizational citizenship behavior, characteristics related to organizational citizenship behavior are (Karaaslan, 2009: 138-139):

- OCB is a behavior that is exhibited without being directly connected to the formal reward system.

- OCB is type of behaviors involved in organizational activities that ensure and promote effective organizational functions.

- OCB are behaviors that are not specified in the job descriptions, are above the formal roles, cannot be clearly defined, do not require any punishment in case of missing deadline, and that employees present more than they are expected.

OCB is a behavior that makes positive contributions to individuals and organizations. Within the organization, organizational citizenship behaviors appear in two basic forms (Özdevecioğlu, 2003a):

- If an organization member actively participates in the organization's activities and contributes to the organizational structure, practices and targets of the organization,
- Or the organization members' remaining passive and keep distance from all kinds of behavior that will harm the organization.

### **2.2.1. Organizational Citizenship Behavior's Dimensions**

There are many studies on OCB with different number of dimensions. While Van Dane et al. (1994:765-802) pointed out that OCB has three dimensions; Farh et al. (1997:428) explain it in five different dimensions by observing Chinese people's characteristics. Podsakoff et al. (2000: 516) has diminished the dimensions of OCB from 30 to 7.

However, numerous studies show that organizational citizenship behavior has five dimensions. Organ (1988: 7-13), defines the concept of organizational citizenship behavior and recognizes it in academic literature, examines this concept in five dimensions (Güven, 2018:56):

- **Altruism:** includes behaviors when the organization members assist each other without an expectation or obligation. In other words, an employee is not obligatory, but helps other members in their work.
- **Conscientiousness:** explains behaviors such as adopting the rules, regulations and procedures of the organization and transfer of useful information from the output, and use of time and means efficiently without any notice or any reminder. Despite the fact that there is no one to follow or keep an eye on employees, the members of the organization comply with the organization's rules and regulations with a professional manner.
- **Courtesy:** is an extra role behavior that includes prevention of potential problems that can affect the organization. Courtesy includes the actions of members of the organization, such as giving extra attention and effort to warn the other members before a problem or event occurs, and not to disturb or distract others from their work or duties.

- **Sportsmanship:** It expresses willingness to fulfill tasks in a manner without complaining against the troubles and adversities encountered in the organization. The members of organization shows sportsmanship behavior are not complaining about other members in case of negativity in the organization, point out that the only solution would be to display positive behavior.
- **Civic Virtues:** expresses active and voluntary participation of members voluntarily in the organization meetings. The members of the organization give an opinion about the strategies that the organization should follow with keeping the interests of the organization at the highest.

### **2.2.2 Organizational Citizenship Behavior and its Relationship with Organizational Support**

Randall et al. (1999) Wayne, Shore and Liden (1997) have found positive relationships between perceived organizational support and organizational citizenship behavior in their research (Önderoğlu, 2010: 16). Allen et al. (2003: 100) argue that there is a positive relationship between OCB and organizational support (Aykan, 2007: 127). Similarly, Kaufman et al. (2001) and Singh and Singh (2010) found that perceived organizational support was positively related to organizational citizenship behaviors (İplik, 2014: 112). According to Karl and Tewari's work (1999: 429), organizational support, organizational structure and risk tolerance are the most influential factors on workers' OCB exhibitions. Eisenberger et al. (1997) has claimed that organizational support has triggered the formation of effective behaviors like OCB (Özdevecioğlu, 2003: 117-118).

Organ (1988: 18) argued that increased organizational support provided by organizers and managers has helped to increase the rate of exhibition of OCB. Aykan (2007: 124, 127) argued that the members of those who felt the support of the organization were successful and stated that there was a positive relationship between perception of organizational support and organizational citizenship behavior. Eisenberger et al. (1993: 774-780) argue that the strong perception of organizational support by the members of the organization has enabled the members of the organization to exhibit behaviors in line with their goals and objectives.

The higher the support for organizational culture and management, the higher is the exhibition of OCB (Johnson, 2008: xvi). Van Yperen et al. (1999: 387) argued that participation in decision-making process with support from superiors was associated with OCB. Podsakoff et al. (1996) reported that supportive leaders provided effective communications between their employees as long as they were respectful and fair, while Singh (2000) stated that supportive leaders acted fairly to employees, and as a result the organization works heartily towards its purposes; Netemeyer et al. (1997) found a

high level of relationship between supportive leadership and job satisfaction (Ackfeldt and Cote, 2003: 153).

Randall et al. (1999: 165) stated that there is a positive relationship between OCB and organizational support. In other words, it has been observed that employees who have confidence in themselves, involved in decision-making in work-related issues and have the authority to use resources have demonstrated more OCB, with a sense of responsibility (Çelik, 2007: 161). When the organizational support is at a high level, loyalty and productivity to the business have been observed, while the production is increasing and significant efforts are being made to exhibit the OCB (Salminen and Gyekye, 2007: 190). Supportive organizations are proud of their employees and try to satisfy their needs by acting fairly (Randall et al., 1999: 162). Also, employees who have been ill-treated by their superiors and held under a strict control would not exhibit OCB behavior (Zellars, 2002: 1073).

The hypotheses developed in the light of the above literature are as follows:

*H<sub>1</sub>: There is a meaningful relationship between perceived organizational support and OCB and its dimensions.*

*H<sub>2</sub>: Organizational citizenship behavior and its dimensions increase as employees' perception of organizational support increases.*

### **3. EMPIRICAL RESEARCH ON ORGANIZATIONAL SUPPORT AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR**

The quantitative research is the methodological research used in terms of Organizational Support (OS) and Organizational Citizenship Behavior (OCB). Primary sources are data compiled using a pre-prepared questionnaire and written questioning technique. The research was also conducted through a survey among glass factory workers operating in Ankara. This research was considered to be 95% reliable, with an estimated error margin of 5%. It was calculated that a sample of 169 at 300 persons (The Survey System, 2015). Participation in the survey is 247 people and the participation rate is 82.3%.

The research also assumed that the relationship between organizational support and organizational citizenship behavior has been reflected fully since the majority of participants were volunteers. The reliability and validity of the obtained data is limited by the methodological properties used in the data collection. The general limitations in social sciences, especially in terms of time, space



and the nature of the human element, also apply to this research. Findings obtained in the research are limited to the selected sample for a certain period of time.

“Organizational Citizenship Behavior Scale” comprised of 23 items and a single dimension developed by Podsakoff and Mackenzie, and adapted to Turkish by Çelik (2007: 198), Güven and Gürsoy (2015:99) and Güven (2018:59). “Perceived Organizational Support Scale” comprised of 36 questions and a single dimension developed by Eisenberger, Huntington, Hutchinson and Sowa (1986), reorganized by Turkish Çakar and Yıldız (2009) and adapted to Turkish by Önderoğlu (2010).

In order to obtain meaningful results from the questionnaire used in the study, the reliability and validity dimensions of the questionnaires were investigated. As a result of the reliability analysis of organizational citizenship behavior, it was concluded that the organizational citizenship behavior scale consisting of 23 items was highly reliable at the Cronbach alpha value of 0.955. For the organizational support reliability analysis, it was concluded that the organizational citizenship behavior scale consisting of 36 items was moderately reliable with the Cronbach alpha value of 0.782.

Validity is used to determine whether the scale should measure the intended variables. In order to test the validity of the scales used in this study, all factors that measured the OCB and its variables, factor analysis was used. Factor analysis is a general name given to a group multivariate analysis technique which main purpose is to reduce or summarize to a smaller number of basic dimensions in order to facilitate the understanding and interpretation of the relationships between a large number of variables considered to be interrelated (Aktunışık, Çoşkun, Bayraktaroğlu and Yıldırım, 2007: 222).

The organizational citizenship behavior was measured by 23 items based on the five dimensions as it is previously defined (Altruism, Conscientiousness, Courtesy, Sportsmanship, Civic Virtues). KMO (Kaiser-Meyer-Olkin Measure of Sampling Adequacy) shows the condition to apply exploratory factor analysis of survey data from 23 items scale which is 0.855; Bartlett's test of Sphericity degree showed significant factors that can come from survey data which is  $\chi^2:6351,751$  (sd=253;  $p < 000$ ) is sufficient. As it is mentioned on table 1, the 5 factors obtained account for 79,016% of the total variance. The factor loadings of the 23 items were varied from 0,476 to 0,850 without rotation; on the other hand, after Varimax vertical rotation technique was applied, it was observed that these loadings differed between 0,494 and 0,873. As seen at table 1, Cronbach alpha values of the dimensions of organizational citizenship behavior dimensions were highly reliable.

**Table 1.** Factor Analysis of Organizational Citizenship Behavior Scale

Factors	Factor Loadings	EigenValues	% of Variance	Cumulative %	Cronbach Alfa
<b>Civic Virtues</b>		11,951	51,961	51,961	0,926
OCB15	0,826				
OCB13	0,702				
OCB11	0,587				
OCB16	0,569				
OCB12	0,526				
OCB21	0,497				
<b>Altruism</b>		2,581	11,223	63,183	0,914
OCB17	-0,873				
OCB6	-0,767				
OCB7	-0,657				
OCB14	-0,594				
OCB8	-0,568				
OCB5	-0,542				
<b>Conscientiousness</b>		1,727	7,508	70,691	0,865
OCB18	0,863				
OCB19	0,803				
OCB20	0,707				
OCB22	0,670				
OCB23	0,494				
<b>Sportsmanship</b>		1,061	4,612	75,303	0,918
OCB2	-0,848				
OCB3	-0,845				
OCB4	-0,760				
OCB1	-0,680				
<b>Courtesy</b>		0,854	3,712	79,016	0,928
OCB9	0,758				
VAT10	0,744				

### 3.1. Research Findings

In the light of demographic information presented in Table 2, the majority of the employees in the organization are ages below 40 and mostly male. Four-thirds of those working in the business have been working in the same organization for a long of time. The majority of the workers in the sector, where the physical labor is intense, are mostly high school and primary school graduates.

**Table 2.** Demographic Information

<b>Gender</b>	<b>N</b>	<b>%</b>	<b>Educational Status</b>	<b>N</b>	<b>%</b>
Male	211	85,4	Primary	83	33,6
Female	36	14,6	High-School	146	59,1
			College	12	4,9
			Undergraduate	6	2,4
<b>Ages</b>	<b>N</b>	<b>%</b>	<b>Amount of years Spent in Organization</b>	<b>N</b>	<b>%</b>
18-30 years	30	12,1	1 year or less	6	2,4
30-40 years	163	66,0	1-5 years	60	24,3
41-50 years	48	19,4	6-10 years	66	26,7
51 or above years	6	2,4	11 years or above	115	46,6

In the arithmetic average given in Table 3, the organizational support is 3.16 while organizational citizenship behavior is 4.55. The average of organizational citizenship behavior dimension level is also high. Although the OCB level and OCB dimensions level is high, the perceived organizational support is moderate among the employees. These values reveal that there is organizational support in the organization; the organizational citizenship behavior and its dimensions were seen a lot among the employees participating in the research.

**Table 3.** The Mean And Standard Deviation Values Of Organizational Support(OS) And Organizational Citizenship Behavior(OCB) And Its Dimensions

	<b>Number of Questions</b>	<b>Average</b>	<b>Standard Deviation</b>
<b>OS</b>	36	3,1587	0,29339
<b>OCB</b>	23	4,5485	0,51053
<b>Altruism</b>	6	4,7908	0,41031
<b>Conscientiousness</b>	5	4,4842	0,59622
<b>Courtesy</b>	2	4,4838	0,70548
<b>Sportsmanship</b>	4	4,5810	0,69663
<b>Civic Virtues</b>	6	4,3920	0,71995

### 3.2. Analysis Related to Hypothesis

As a result of the Pearson correlation analysis, as can be seen in Table 4, there is a moderately significant positive correlation between organizational support and the OCB scale ( $r = 0.545$ ,  $p < 0.05$ ). In addition, moderate positive correlations were found between organizational support and all dimensions of organizational citizenship behavior scale ( $p < 0,05$ ). This relationship is also meaningful. To achieve organizational goals and objectives, the organization has to get organizational citizenship behavior, altruistic, conscientious, courtesy, sportsmanship, and civic virtues behavior among employees by providing and increasing organizational support. The H1 hypothesis has been accepted.

**Table 4.** Correlation Analysis between Organizational Support and Organizational Organizational Citizenship Behavior and its Dimensions

	Organizational Support	Organizational Citizenship Behavior	Altruism	Conscientiousness	Courtesy	Sportsmanship	Civic Virtues
<b>OS</b>	1						
<b>OCB</b>	0,545	1					
<b>Altruism</b>	0,475	0,765	1				
<b>Conscientiousness</b>	0,392	0,776	0,403	1			
<b>Courtesy</b>	0,593	0,870	0,698	0,558	1		
<b>Sportsmanship</b>	0,340	0,780	0,585	0,449	0,628	1	
<b>Civic Virtues</b>	0,442	0,927	0,588	0,681	0,725	0,744	1

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

In the light of the information provided in Table 5, organizational support explains 29.7 % of organizational citizenship behavior. Organizational citizenship behavior is increasing as employees' perception of organizational support increases. So organizational support help the workers show and internalize extra role behaviors or voluntarily behaviors that are not required and are not in the job description.

**Table 5.** Regression Analysis on Organizational Support and Organizational Citizenship Behavior

Independent Variables	B Value	T	P
<b>Stable</b>	1,735	12,312	<b>0,000**</b>
<b>Organizational Support</b>	0,313	10,163	<b>0,000**</b>
Straight. R <sup>2</sup>	0,297		
F	103,292		
P	0,000*		
Durbin-Watson	1,657		

In our research, if the organization supports its employees more they will see the employee's altruistic behavior more. In table 6, organizational support explains the 22.6 % of altruism among the

employees. The employees of the enterprise will do more, even sacrifices themselves for the well being of organization without waiting for a reward instead of selfishness.

**Table 6.** Regression Analysis on Organizational Support and Altruism

Independent Variables	B Value	T	P
<b>Stable</b>	1,966	5,189	<b>0,000**</b>
<b>Organizational Support</b>	0,791	6,676	<b>0,000**</b>
Straight. R <sup>2</sup>	0,226		
F	44,573		
P	0,000*		
Durbin-Watson	1,427		

Table 7 shows that organizational support explains the 15.4 % of the conscientious behavior of the employees who participated in our research. The organizational support is important tool for member of the organizations exhibit the conscientious behaviors such as adopting the rules, regulations and procedures of the organization without any notice or any reminder.

**Table 7.** Regression Analysis on Organizational Support and Conscientiousness

Independent Variables	B Value	T	P
<b>Stable</b>	2, 511	8,507	<b>0,000**</b>
<b>Organizational Support</b>	0,699	7,507	<b>0,000**</b>
Straight. R <sup>2</sup>	0,154		
F	56,361		
P	0,000*		
Durbin-Watson	1,802		

Courtesy toward coworkers is an important component of organizational citizenship behavior. There are many factors behind this factor. One of them is organizational support which explains the 11.6 % of courtesy which is shown on table 8. Courtesy is an important tool for success of the organization which is facilitated and more helpful by organizational support.

**Table 8.** Regression Analysis on Organizational Support and Courtesy

Independent Variables	B Value	T	P
<b>Stable</b>	2,032	4,489	<b>0,000**</b>
<b>Organizational Support</b>	0,807	5,657	<b>0,000**</b>
Straight. R <sup>2</sup>	0,116		
F	32,006		
P	0,000*		
Durbin-Watson	1,899		

In Table 9, the regression analysis shows that there is an effect of organizational support on sportsmanship behavior. One of the most important factor is the perceived organizational support explains 35.2 % sportsmanship behavior. Sometimes because of the timing or the outside- inside events

make the relationship among the members of the organization more intense; therefore, sportsmanship must be encouraged or practiced by organizational support. It will help of respect, decency and dignity inside the organization.

**Table 9.** Regression Analysis on Organizational Support and Sportsmanship

<b>Independent Variables</b>	<b>B Value</b>	<b>T</b>	<b>P</b>
<b>Stable</b>	3,410	10,393	<b>0,000**</b>
<b>Organizational Support</b>	1,426	11,525	<b>0,000**</b>
Straight. R <sup>2</sup>	0,352		
F	132, 834		
P	0,000*		
Durbin-Watson	1,980		

The members of the organization are less likely to go beyond the aim and interests of the organization without understanding the civic virtue. Civic virtue helps members of the organization the feeling of being part of the organization. The table 10 shows that organizational support explains 19.7 % of the civic virtue behavior. Therefore, the organizational support help organization some important behavior like more gathering in the organization activities, attending meetings which are not required and help the changes in the organization.

**Table 10.** Regression Analysis on Organizational Support and Civic Virtues

<b>Independent Variables</b>	<b>B Value</b>	<b>T</b>	<b>P</b>
<b>Stable</b>	0,968	2,170	<b>0,000**</b>
<b>Organizational Support</b>	1,084	7,707	<b>0,000**</b>
Straight. R <sup>2</sup>	0,195		
F	59,400		
P	0,000*		
Durbin-Watson	1,848		

Due to the results of the regression analysis on organizational support and organizational behavior and its dimensions the H2 hypothesis was accepted in the light of the results presented in the tables.

#### **4. CONCLUSION AND EVALUATION**

In this study, the relations between organizational support and organizational citizenship behavior are examined. It is determined that there is a significant relationship between perceived organizational support by members of the organization and OCB. In addition, as the members sense of perceived organizational support increases, OCB exhibition increases accordingly.

In the light of information obtained in the study, it is concluded that supporting working environment and participation in decision making process is necessary for the employees to display OCB behavior more and more. As a result, employees will feel that they are in the approval authority and will see themselves as an integral part of the organization. In the light of the information obtained, the greater the organizational support is, the more likely it is to get more OCB behavior and the higher performance.

The rise in perceptions of organizational support is an important contributor to the organizations. With organizational support, organization management creates an image of fairness, impartiality and recognition in its employee's minds. It also contributes to the efficiency and productivity of the member. Organizational support has direct positive effect on job satisfaction, performance, and organizational commitment in the whole enterprise.

Hopefully, the results obtained will provide important benefits to researchers. The fact that the empirical part of this work is done only in a glass business and in one region is a limitation for the study of those two concepts. In addition, research in different sectors and different business lines will also lead to different findings. Organizational outputs of organizational support (manager's, colleagues' and organizational support) that are not examined in this study and the relation with OCB may be the subject of further research. In addition, organizational support dimensions such as organizational commitment, job satisfaction, organizational justice, and the dimensions of OCB such as altruism, conscientiousness, courtesy, sportsmanship, civil virtue can be studied and may contribute more to the academic literature with a more general and broad research.

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