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THE MEDIATING ROLE OF INTRINSIC MOTIVATION ON THE EFFECT OF PSYCHOLOGICAL CLIMATE ON ORGANIZATIONAL CITIZENSHIP BEHAVIOUR: A RESEARCH ON INDUSTRIAL ORGANIZATIONS*

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ABSTRACT

The high level of technical and technological progress as a requirement of the 21st century could not deny investigation and further development of psychological aspects of employees. Accordingly in this study it is aimed to examine the mediating role of intrinsic motivation on the effect of psychological climate on OCB. Survey technique was used as data collection tool in this research. Questionnaires were conducted on 416 white-collar employees in the pharmaceutical and chemical industrial enterprises involved in 500 largest industrial companies of Turkey. "Psychological Climate Scale" of Brown and Leigh (1996), "OCB Scale" of Padsakoff and Mackenzie (1989) and standardized "Intrinsic Motivation Scale" of Lawler and Hall (1970) and Ryan (1982) were used in the study. As a result of the analyses carried out with SPSS 15.0 and AMOS 11 program, semi-mediating role of intrinsic motivation on the effect of psychological climate on OCB was found. Interest/enjoyment also has a semi-mediating role in the effect of contribution and challenging on altruism. Moreover, while interest/enjoyment has a semi-mediating role in the effect of contribution, self-expression and challenging on civic virtue, it has a full mediating role for supportive management and recognition. It also plays a semi-mediating role in the effect of perceived competence, supportive management and contribution on courtesy. While perceived competence has a semi-mediating role in the effect of contribution, self-expression and challenging on civic virtue, it has a full mediating role for supportive management. Moreover, while perceived choice has a semi-mediating role in the effect of supportive management, role clarity and contribution on courtesy, it is semi-mediator in the effect of supportive management, contribution and self-expression on courtesy.

Keywords: Psychological Climate, OCB, Intrinsic Motivation, Industrial Organizations

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1. INTRODUCTION

If employees in an organization have a good psychological climate perception about it, they will display more intrinsic motivation in performing their tasks and consequently perform their tasks with a performance more sincerely, more enthusiastically and more outstandingly than expected, i.e. by displaying citizenship behaviour. In this direction, it is examined in the study that to what extent the mediating role of intrinsic motivation was efficient in the impact of the psychological climate on OCB.

The main purpose of this study is to evaluate the employees of ISO 500 pharmaceutical and chemical organizations within the framework of psychological climate, OCB and intrinsic motivation concepts. As a result of the study, it is thought that important findings will be obtained to be used for the purpose of increasing the efficiency, productivity and motivation of the employees.

2. CONCEPTUAL FRAMEWORK

2.1. The Concept of Psychological Climate and its Sub-Dimensions

Psychological climate is a concept that reveals the thoughts of the employees about the organization environment related to their personal understanding (Burke et al., 2002: 325; Koys & DeCotiis, 1991: 265). The sub-dimensions of the psychological climate are as follows: 1. Supportive Management: The employees feeling that they are supported by their superiors and having the right to speak in their work (Kiewitz et al., 2002: 1192). 2. Role Clarity: Employees' clear understanding of job description, obligations and organization's expectations (Brown & Leigh, 1996: 362). 3. Contribution: The understanding of employees that the efforts and contributions related to their tasks are beneficial for the organization (Brown & Leigh, 1996: 360) 4. Recognition: : Understing of employees that the tasks performed by them are deemed to be valuable by the organization (Danish & Usman, 2010: 160-161). 5. Self-expression: It is related to employees' expressing their opinions plainly and their perception which they freely display about what they

can do in the direction of their capabilities (Kiewitz, 2002: 1192). 6. Challenging: It is related to the level of opportunity understood by employees to have more knowledge, to progress in their job and to challenge the problem etc. (Kataria et al., 2013: 222).

2.2. The Concept of Organizational Citizenship Behaviour and its Sub-Dimensions

OCB is the attitude and actions that the employee behaves more than the job descriptions and roles expected from him in order to gain advantage for the organization and also is the optional attitude and actions without pursuing any goal for gaining any advantage (Organ, 1988: 4; Karaman & Aylan, 2012: 36). The sub-dimensions of the OCB are as follows: 1. Altruism: Beyond their own roles, the employees' voluntariness to help other employees when they need support (DiPaola et.al, 2007: 228). 2. Courtesy: It is the assistance of employees to others in order prevent the creation of problems in the organization (Podsakoff & MacKenzie, 1994: 702). 3. Sportsmanship: It is related to the employees not exhibiting negative behaviours and avoiding conflicts (Organ, 1988: 12). 4. Conscientiousness: It is related to being advantageous for the organization by making an extra and voluntary effort more than their job roles by employees (Organ, 1988: 13). 5. Civic Virtue: It is to exhibit behaviour that will contribute to the progress of the organization by employees by displaying an extra responsibility for it (Farh et.al., 2004: 242).

2.3. The Concept of Intrinsic Motivation and its Sub-Dimensions

The intrinsic motivation is a form of motivation that employees created only for their activities according to their aims by ignoring the external effects (Deci & Ryan, 1985: 32; İraz & Ganiyusufoğlu, 2009: 454). The intrinsic awards which were created in intrinsic motivation generate permanent results compared to other awards (Şimşek & Çelik, 2017: 88). The sub-dimensions of intrinsic motivation are as follows: 1. Interest/enjoyment: It is the status of the employee's enjoyment and interest when doing an activity and his job (Oktuğ & Özden, 2013: 6; Amabile et. al., 1994: 953). 2. Perceived Competence: It is the feeling of employee that he is competent (Deci, 1975: 98). 3. Perceived Choice: It is the employee's choice of task (Doran, et. al., 1991: 42). 4. Pressure/Tension: The tension that the employee feels when performing his/her task (Doran et. al., 1991: 41).

2.4. The Relationship between Psychological Climate, Organizational Citizenship Behaviour and Intrinsic Motivation

If the employees perceive the psychological climate of the organization positively, they will voluntarily carry out their tasks and feel themselves as a citizen of the organization. However, obviously exhibition of organizational citizenship behaviour by employees does not occur with an external effect, but an intrinsically motivated individual will behave voluntarily and exhibit positive attitudes and actions for the organization. In other words, for the emergence of intrinsic motivation, the perceived psychological climate of the organization must be positive.

3. RESEARCH METHOD

In the analysis of the data, validity, reliability, correlation and regression analysis were applied and hierarchical regression analysis and sobel tests were performed for mediating effect.

3.1. Purpose and Scope of the Study

In this study, the primary purpose is determined to be the evaluation of the employees of ISO 500 pharmaceutical and chemical organization within the framework of psychological climate, OCB and intrinsic motivation. In addition, because there are few studies on psychological climate, OCB and intrinsic motivation and their relations in the literature, it is aimed to examine these relations empirically on the employees of ISO 500 pharmaceutical and chemistry organization. Thus, it is aimed to present useful information to the literature. With the assessment of data in the study, it is thought that important findings will be obtained for the purpose of increasing the efficiency, productivity and motivation of the employees. Also another factor that increases the importance of this study is to be done on the pharmaceutical and chemical organizations included in the 500 largest organizations located in Turkey within the scope of ISO 500.

3.2. Research Model and Hypotheses

In this study, the relationships between psychological climate, OCB and intrinsic motivation and their sub-dimensions were examined and it was attempted to determine the mediating role of intrinsic motivation and sub-dimensions. Accordingly, research model and hypotheses were formed. Figure 1 presents the conceptual model of the study.

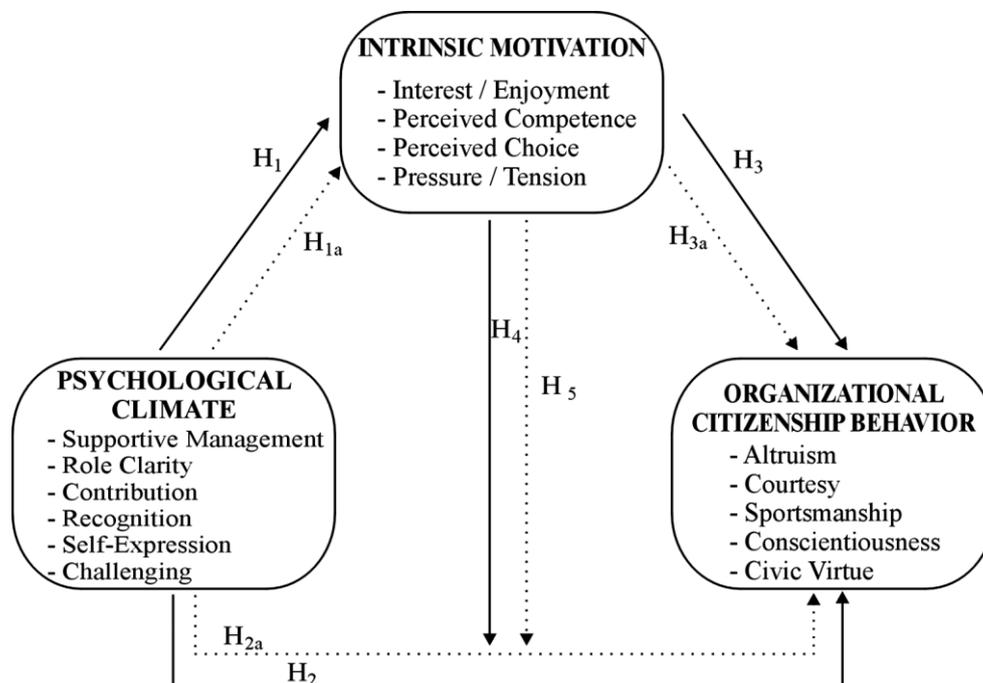


Figure 1. Conceptual Model of the Study

Research hypotheses are as follows:

H1: Psychological climate has a positive effect on intrinsic motivation.

H1a: The sub-dimensions of psychological climate have a positive effect on the sub-dimensions of intrinsic motivation

H2: Psychological climate has a positive effect on OCB.

H2a: The sub-dimensions of psychological climate have a positive effect on the OCB sub-dimensions.

H3: Intrinsic motivation has a positive effect on OCB.

H3a: The sub-dimensions of intrinsic motivation have a positive effect on the sub-dimensions of OCB.

H4: Intrinsic motivation has a mediating role in the effect of psychological climate on OCB.

H5: The sub-dimensions of intrinsic motivation have a mediating role in the effect of the sub-dimensions of psychological climate on the sub-dimensions of OCB.

3.3. The Universe and the Sample of the Study

The universe of the study consists of 2474 white-collar employees who work in pharmaceutical and chemical industry organizations within the scope of ISO 500 obtained from the data of Istanbul Chamber of Industry and who are not in the top-level management and middle-level management. The sample of the study consists of 416 employees randomly selected from these organizations.

3.4. Data Collection Tool and Scales Used

The questionnaire was used as a data collection tool. The surveys were conducted by face to face questionnaire method. However, there were incomplete data in 13 out of 429 questionnaires, they were not included in the analysis. Only valid 416 questionnaires were included in the analysis. It is included the demographic properties consisting of 7 questions in the first part, the psychological climate scale of Brown and Leigh's (1996) consisting of 21 items in the second part, OCB Scale of Padsakoff and Mackenzie's (1989) consisting of 21 items in the third part and standardized intrinsic motivation scale of Lawler and Hall (1970) and Ryan (1982) consisting of 22 items in the fourth part of the questionnaire form.

4. FINDINGS AND DISCUSSION

Demographic properties, validity and reliability of the scales, correlation analysis, regression and hierarchical regression analysis and sobel test are included in the study.

4.1. Frequency Analysis

With frequency analysis, the frequency and percentage distributions of the participants were examined. 36,8% (153) of respondents were female, while 63,2% (263) of them were male. 46% (191) of the respondents were married, while 54% (225) of them were unmarried. Again, 13,4% (56) of the employee respondents were 25 years old and below, 40,7% (169) of them between 36 and 45 years old, 35,8% (149) of them between 36 and 45 years old, 8,4%. (35) of them between 46 and 55 years old and 1,7% (7) of them 56 years old and above. 0,5% (2) of the respondents are primary school graduates, 42% (10) of them are high school graduates, 17,5% (73) of them college graduates, 54,5% (227) of them are bachelors and 16,3% (68) of them are the graduates from masters degree/PhD programs. 9,3% (39) of the respondents were office staff, 19,5% (81) of them were technicians, 20,6% (86) of them were engineers, 8,4% (35) of them responsible staff, 19,2% (80) assistant expert, 16,3% (68) of them were experts and 6,5% (27) of them were other employees. 20,4% (85) of the respondents have been working less than 1 year, 30,7% (128) of them between 1 and 5 years, 41,1% (171) of them between 6 and 10 years, 5% (21) of them between 11 and 15 years, 1,4% (6) of them between 16 and 20 years and 1,2% (5) of them 21 years and above. In addition, 21,1% (88) of the respondents work in the R&D department, 37,7% (157) of them in the production department, 6,5% (27) of them in the accounting and finance department, 10,8% (45) of them in the procurement department, 17,7% (74) of them in the marketing and sales, 2,6% (11) of them in the human resources and 3,3% (14) of them in the public relations department.

4.2. Validity and Reliability Analysis

The validity analyses used in the study were formed with Varimax rotation method and principles components. Validity and reliability analysis related to variables are presented in Table 1.

Table 1. The Validity and Reliability Analysis related to the Psychological Climate, OCB and Intrinsic Motivation

Scales	Factors	Eigenvalue	Cronbach's Alpha	Factor Explained (%)	Factor Loading (Min.-Max.)	Total Item Correlation (Min.-Max.)	Cronbach's Alpha if Item Deleted (Min.-Max.)
Psychological Climate : KMO=,892; Barlett Sph. $\chi^2=2506,444$; p=,000; $\alpha=,861$; Ex.Tot.Var. =%69,498	Supportive Management	6,024	,631	35,433	,509-.834	,417-.559	,609-.621
	Role Clarity	1,795	,633	10,558	,654-.855	,408-.433	,619-.623
	Contribution	1,154	,726	6,790	,759-.841	,418-.435	,677-.693
	Recognition	1,114	,624	6,286	,806-.810	,411-.428	,609-.616
	Self-Expression	1,102	,734	5,217	,756-.847	,417-.559	,719-.725
	Challenging	1,080	,732	5,214	,888-.890	,396-.419	,714-.720
OCB: KMO=,858; Barlett Sph. χ^2 =2423,342 ; p=,000; $\alpha=,813$; Ex.Tot.Var. =%63,155	Altruism	5,121	,618	30,125	,693-.774	,305-.336	,601-.614
	Courtesy	2,463	,794	14,490	,794-.871	,355-.567	,689-.719
	Sportsmanship	1,211	,816	7,123	,724-.874	379-632	,803-.813
	Conscientiousness	1,115	,629	5,817	,593-.762	,284-.511	,601-.619
	Civic Virtue	1,113	,711	5,600	,663-.833	,457-.586	,617-.688
Intrinsic Motivation:KMO=,863; Barlett Sph. $\chi^2=3133,403$; p=,000; $\alpha=,792$; Ex.Tot.Var. =%63,118	Interest/enjoyment	5,537	,790	32,56	,371-.870	,281-.666	,765-.778
	Perceived competence	2,870	,789	16,52	676-.885	,504-.594	,768-.774
	Perceived choice	1,295	,771	7,64	,615-.892	,496-.602	,755-.765
	Pressure/Tension	1,085	,657	6,38	,834-.996	310-.342	,624-.653

In the table, KMO value related to the psychological climate ,892 and Bartlett test ($p=,000 < ,05$), KMO value related to OCB ,858 and Bartlett test ($p=,000 < ,05$) and KMO value for intrinsic motivation ,863 and The Bartlett test ($p =,000 < ,05$) were in the significance level and thus it is founded that the data group came from a multivariate normal distribution. The eigenvalues related to the scales were collected under six dimensions larger than 1. In other words, substances were generated in the same way as the original psychological climate, OCB and internal motivation scales. Also, all the factor loads are above 0,30 and 350 and above is an acceptable level for social sciences and 0,30 for the samples. According to the reliability analysis results, it is seen that the reliability coefficients of all factors were above 0,60. This situation indicates that the coefficients of 0,60 and above for the social sciences are reasonable at the reliability level. The explanatoriness of all factors have reasonable rate. In general, the validity of total variance of the scales explains the validity. And overall reliability coefficients points out that the scale is reliable at a good level.

Total item correlations of all scales are greater than 0,25 which is the minimum value and at an acceptable level. Also, if the expression in the total item statistics related to these scales is deleted, the reliability of the scale would not decrease. In addition to that, the reliability of none of the expressions grouped under one factor was not found more than the number of reliability of all scales and related sub-dimensions, in case the expression was deleted. Ultimately, because of the reliability of the expressions in all scales, there is an internal consistency and can be said that they would be subjected to testing under one factor. Also, a confirmatory factor analysis was performed to confirm factor structures in Table 2.

Table 2. Confirmatory Factor Analysis

Scales	ΔX^2	df	$\Delta X^2/df$	GFI	AGFI	CFI	IFI	RMSEA
Psychological Climate	328,483*	104	3,158	,914	,873	,907	,908	,074
OCB	354,780*	113	3,140	,909	,877	,901	,921	,072
Intrinsic Motivation	322,476*	109	2,958	,913	,878	,908	,909	,069

ΔX^2 = Chi-square statistics; df= Degrees of freedom, GFI= Goodness of fit index, AGFI= Adjusted Goodness of fit index ,CFI= Comparative fit index, IFI= Incremental fit index, RMSEA= Root mean square error of approximation
* $p < ,001$.

It was found that the models of six-dimension ($\Delta X^2/df =3,158$; $p < ,001$; GFI=,914; AGFI=,873; CFI=,907; IFI=,908; RMSEA=,074) in the psychological climate; five-dimension ($\Delta X^2/df=3,140$; $p < ,001$; GFI=,909; AGFI=,877; CFI=,901; IFI=,921; RMSEA=,072) in the OCB scale and finally four-dimension ($\Delta X^2/df =2,958$; $p < ,001$; GFI=,913; AGFI=,878; CFI=,908; IFI=,909; RMSEA=,069) in the intrinsic motivation scale fitted well in the table.

4.3. Descriptive Statistics Related to Variables

The means, standard deviations and skewness and kurtosis of the factors for which reliability has been verified are given in Table 3.

Table 3. Descriptive Statistics

	Mean	Std. Dev.	Skewness		Kurtosis	
			Statistic	Std. Error	Statistic	Std. Error
Supportive Management	3,849	,771	-1,393	,121	1,881	,241
Role Clarity	3,838	1,174	-,868	,120	1,409	,239
Contribution	3,986	,806	-,813	,120	1,473	,239
Recognition	3,734	,981	-,520	,120	,946	,239
Self-Expression	3,707	,876	-,471	,120	1,066	,239
Challenging	2,371	1,107	-,808	,120	-,283	,239
Altruism	3,460	1,010	-,275	,120	-,019	,239
Courtesy	3,485	,668	-1,129	,120	1,746	,239
Sportsmanship	3,751	,875	-1,339	,120	1,777	,240
Conscientiousness	3,724	1,154	-,212	,120	,491	,240
Civic Virtue	3,864	1,081	-,591	,120	1,531	,240
Interest/Enjoyment	3,742	,731	-,237	,120	,331	,239
Perceived Competence	3,910	,764	-,786	,120	1,077	,239
Perceived Choice	3,798	,951	-,769	,120	,652	,239
Pressure/Tension	1,992	1,112	-1,029	,120	,898	,239

In the table, excepting the challenging (2,371) and the pressure/tension (1,992) dimensions, means are above the 2,5 which is the half-dimensional. According to the means and standard deviations, while the respondents have the most positive perspectives about the contribution (3,986), they have the most negative perspective regarding the pressure/tension (1,992). And the values for the skewness range from -1,393 to ,212. While the positive values for the skewness indicate the skewness to the right, the negative values indicate the skewness to the left. The values for the kurtosis range from ,283 to 1,881. In this case, it is indicated that the positive kurtosis shows that the curve is more perpendicular than the normal and the negative kurtosis shows that is curve more kurtic than the normal.

4.4. Correlation Analysis

The correlation analysis was used in the study to determine the linearity, direction and degree of the relationship between dependent, independent and mediating variables. According to correlation analysis especially, the positively significant and high-level relationships draw the attention. Accordingly, there is a positive and significant relationship between courtesy and supportive management ($r=,565$; $p=,000$), courtesy and perceived competence ($r=,567$; $p=,000$), conscientiousness and perceived competence ($r = ,566$; $p=,000$), civic virtue and contribution ($r = 556$; $p=,000$), civic virtue and self-expression ($r = 568$; $p=,000$), civic virtue and interest/enjoyment ($r = ,564$; $p =,000$), civic virtue and perceived competence ($r =,595$; $p =,000$), supportive management and interest/enjoyment ($r =,569$; $p=,000$), contribution and perceived competence ($r=,560$; $p=,000$) and finally, self-expression and perceived competence ($r =,568$; $p=,000$).

4.5. Regression Analysis

In the study, the simple regression and hierarchical regression analysis (Baron and Kenny's four-steps mediating variable analysis) and the interrelation of variables were investigated. Also, to verify the non-existence of multiple connection for expressions, the Durbin Watson values were expected to be between 1.5 and 2.5, the Tolerance values to be higher than 0.2, the VIF values to be less than 10, and the Sobel Test's Z value to be higher than 1.96 and p value to be significant. In the direction of analysis, only the tables with semi and full mediating role are shown.

4.5.1. The Mediating Role of Intrinsic Motivation in the Effect of Psychological Climate on OCB

The analysis created related to the H1, H2, H3 and H4 hypotheses will be examined in table 4.

Table 4. The Regression Analysis related to the Mediating Role of Intrinsic Motivation in the Effect of Psychological Climate on OCB

Model	Dependent Variable	Independent Variable	β	T	P	F	Sig.	R	R ²	Adj. R ²
1	Intrinsic Motivation	Const.	2,074	10,129	,000	104,836	,000	,700	,490	,489
		Psychological Climate	,651	6,815	,000					
2	Organizational Citizenship Behavior	Independent Variable				108,469	,000	,703	,494	,493
		Const.	2,479	8,245	,000					
		Psychological Climate	,644	7,145	,000					
		Independent Variable				89,119	,000	,672	,452	,450
		Const.	2,429	10,967	,000					
Intrinsic Motivation	,663	8,373	,000							
3	Organizational Citizenship Behavior	Independent Variable				81,044	,000	,747	,558	,556
		Const.	1,757	8,356	,000					
		Psychological Climate	,418	9,948	,000					
		Intrinsic Motivation	,348	7,698	,000					
Durbin Watson = 1,969		Tolerans =,510	VIF =1,962							
Sobel Test: Z =13,46		P <,000								

* p<0,05; ** p<0,01; *** p<0,001

It was found in the table that all the F values were between 81,044 and 108,469, and sig =,000. This situation indicates that the relationship between variables is significant. According to the mediating variable analysis: **Step 1:** The psychological climate explains 48,9% of the intrinsic motivation. It was found that there were β and significance values (β =,651, p=,000) that is, the psychological climate has a positive effect on intrinsic motivation. Thus, the H1 hypothesis is accepted. **Step 2:** The psychological climate explains 49,3% of the OCB. It was found that there were β and significance values (β=,644, p=,000) that is, the psychological climate has a positive effect on OCB. Thus, the H2 hypothesis is accepted. **Step 3:** Intrinsic motivation explains 45% of the OCB. It was found that there were β and significance values (β=,663, p=,000) that is, the intrinsic motivation has a positive effect on OCB. Thus, the H3 hypothesis is accepted. **Step 4:** Intrinsic motivation in Model 3 is included in the analysis. In this case, the intrinsic motivation which was the mediating variable didn't lose its significance. Besides that, it is seen that the value of R² (0,494→ 0,558) increased according to Model 2. With the analysis of the intrinsic motivation, it is seen that psychological climate is β=,644→ β=,418. Accordingly, it was found that intrinsic motivation was mediating variable as β coefficient was decreased. When the significance values of Model 2 and Model 3 were examined, it was found that the significance values remained unchanged in both models (p=,000). In this case, intrinsic motivation plays a half-mediating role in the effect of psychological climate on OCB. Also for the scales Durbin Watson, Tolerance, VIF and Sobel Test Z (z =13,46; p <,001) values confirmed that there was no multiple connection between the variables and that there was a half-mediating effect and H4 hypothesis is accepted.

4.5.2. Effect of Psychological Climate Sub-Dimensions on Intrinsic Motivation Sub-Dimensions

The analysis created in the direction of the H1a hypothesis will be examined in table 5.

Table 5. The Regression Analysis related to the Effect of Psychological Climate Sub-Dimensions on Intrinsic Motivation Sub-Dimensions

Dependent Variable	Independent Variable	β	T	P	F	Sig.	R	R ²	Adj. R ²
Interest/Enjoyment	Const.	3,911	3,633	,000	52,097	,000	,662	,439	,430
	Supportive Management	,341	4,515	,000					
	Role Clarity	,102	,910	,364					
	Contribution	,290	2,842	,005					
	Recognition	,448	3,540	,000					
	Self-Expression	,225	3,008	,003					
	Challenging	,215	3,004	,003					
Perceived Competence	Const.	3,635	5,007	,000	50,682	,000	,657	,432	,423
	Supportive Management	,191	3,749	,000					
	Role Clarity	,109	1,449	,148					
	Contribution	,305	4,439	,000					
	Recognition	,173	2,023	,044					

	Self-Expression	,243	4,819	,000					
	Challenging	,131	2,709	,007					
Perceived Choice	Const.	2,889	4,193	,000	32,258	,000	,571	,326	,316
	Supportive Management	,160	3,320	,001					
	Role Clarity	,007	,100	,920					
	Contribution	,285	4,374	,000					
	Recognition	,186	2,300	,022					
	Self-Expression	,246	5,124	,000					
	Challenging	,064	1,397	,163					
Pressure/Tension	Const.	9,387	9,430	,000	15,101	,000	,430	,185	,172
	Supportive Management	,055	,794	,428					
	Role Clarity	,033	,317	,751					
	Contribution	,209	2,218	,027					
	Recognition	,142	1,215	,225					
	Self-Expression	,103	1,489	,137					
	Challenging	,601	9,071	,000					

It was found in the table that there was a positive effect of the supportive management ($\beta=,341$, $p=,000$), contribution ($\beta=,290$, $p=,005$), recognition ($\beta=,448$, $p=,000$), self-expression ($\beta=,225$, $p=,003$) and challenging ($\beta=,215$, $p=,003$) on interest/enjoyment. It was found that there was a positive effect of the supportive management ($\beta =,191$, $p =,000$), contribution ($\beta =,305$, $p =,000$), recognition ($\beta =,173$, $p=,044$), self-expression ($\beta=,243$, $p =,000$) and challenging ($\beta =,131$, $p=,007$) on perceived competence. It was found that there was a positive effect of the supportive management ($\beta=,160$, $p=,001$), contribution ($\beta=,285$, $p=,000$), recognition ($\beta=,186$, $p =,022$) and self-expression ($\beta =,246$, $p =,000$) on perceived choice. It was also found that there was a positive effect of the contribution ($\beta=,209$, $p=,027$) and challenging ($\beta=,601$, $p=,000$) on pressure/tension. In this direction, H1a Hypothesis is partly accepted.

4.5.3. The Effect of Psychological Climate Sub-Dimensions on OCB Sub-Dimensions

The analysis created in the direction of the H2a hypothesis is examined under this title in Table 6.

Table 6. The Regression Analysis related to Effect of Psychological Climate Sub-Dimensions on OCB Sub-Dimensions

Dependent Variable	Independent Variable	β	T	P	F	Sig.	R	R ²	Adj. R ²
Altruism	Const.	2.691	4,51	,000	12,783	,000	,401	,161	,148
	Supportive Management	,015	,359	,720					
	Role Clarity	,041	,665	,506					
	Contribution	,202	3,578	,000					
	Recognition	,012	0.173	,863					
	Self-Expression	,065	1,571	,117					
	Challenging	,161	4,072	,000					
Courtesy	Const.	4,186	7,799	,000	42,316	,000	,623	,388	,379
	Supportive Management	,201	5,344	,000					
	Role Clarity	,122	2,177	,030					
	Contribution	,197	3,885	,000					
	Recognition	,005	,085	,932					
	Self-Expression	,072	1,937	,054					
	Challenging	,032	,894	,372					
Sportsmanship	Const.	10,235	9,183	,000	7,422	,000	,318	,101	,087
	Supportive Management	,114	1,473	,142					
	Role Clarity	,139	1,206	,228					
	Contribution	,142	1,351	,177					
	Recognition	,333	2,551	,011					
	Self-Expression	,084	1,088	,277					
	Challenging	,305	4,107	,000					
Conscientiousness	Const.	2,328	3,074	,002	55,751	,000	,677	,458	,450
	Supportive Management	,200	3,769	,000					
	Role Clarity	,026	,333	,739					
	Contribution	,153	2,153	,032					
	Recognition	,373	4,210	,000					

	Self-Expression	,183	3,528	,000					
	Challenging	,331	6,576	,000					
Civic Virtue	Const.	,417	4,535	,000	49,114	,000	,653	,427	,418
	Supportive Management	,153	2,596	,004					
	Role Clarity	,043	,550	,583					
	Contribution	,334	4,704	,000					
	Recognition	,108	1,229	,220					
	Self-Expression	,254	4,863	,000					
	Challenging	,186	3,721	,000					

It was found in the table that there was a positive effect of the contribution ($\beta=,202$, $p=,000$) and the challenging ($\beta=,161$, $p=,000$) on altruism. It was found that there was a positive effect of the supportive management ($\beta=,201$, $p=,000$), the role clarity ($\beta=,122$, $p=,030$) and contribution ($\beta=,197$, $p=,000$) on courtesy. While it was found that there was positive effect of recognition ($\beta=,333$, $p=,011$) and challenging ($\beta=,305$, $p=,000$) on sportsmanship ($\beta=,305$, $p=,000$), it was determined a positive effect of the supportive management ($\beta=,200$, $p=,000$), contribution ($\beta=,153$, $p=,032$), recognition ($\beta=,373$, $p=,000$), self-expression ($\beta=,183$, $p=,000$) and challenging ($\beta=,331$, $p=,000$) on conscientiousness. It was also found that there was a positive effect of supportive management ($\beta=,153$, $p=,004$), contribution ($\beta=,334$, $p=,000$), self-expression ($\beta=,254$, $p=,000$) and the challenging ($\beta=,186$, $p=,000$) on civic virtue. In this direction H2a Hypothesis is partly accepted.

4.5.4. The Effect of Intrinsic Motivation Sub-Dimensions on OCB Sub-Dimensions

The analysis created in the direction of the H3a hypothesis is examined under this title in table 7.

Table 7. The Regression Analysis of the Effect of Intrinsic Motivation Sub-Dimensions on OCB Sub-Dimensions

Dependent Variable	Independent Variable	β	T	P	F	Sig.	R	R ²	Adj. R ²
Altruism	Const.	2,057	3,382	,001	16,925	,000	,376	,141	,133
	Interest/Enjoyment	,075	2,832	,005					
	Perceived Competence	,120	2,865	,004					
	Perceived Choice	,057	1,337	,182					
	Pressure/Tension	,081	2,881	,004					
Courtesy	Const.	5,149	9,403	,000	61,503	,000	,612	,374	,368
	Interest/Enjoyment	,065	2,732	,007					
	Perceived Competence	,267	7,078	,000					
	Perceived Choice	,166	4,,99	,000					
	Pressure/Tension	,018	,728	,467					
Sportsmanship	Const.	10,307	8,828	,000	16,498	,000	,245	,160	,151
	Interest/Enjoyment	,132	2,597	,010					
	Perceived Competence	,169	2,108	,036					
	Perceived Choice	,082	,898	,323					
	Pressure/Tension	,005	,091	,927					
Conscientiousness	Const.	3,792	4,608	,000	55,380	,000	,594	,352	,346
	Interest/Enjoyment	,139	3,870	,000					
	Perceived Competence	,443	7,749	,000					
	Perceived Choice	,046	,781	,435					
	Pressure/Tension	,067	1,761	,079					
Civic Virtue	Const.	2,886	3,894	,000	84,434	,000	,673	,453	,448
	Interest/Enjoyment	,179	5,472	,000					
	Perceived Competence	,316	6,145	,000					
	Perceived Choice	,284	5,416	,000					
	Pressure/Tension	,055	1,608	,109					

It was found in the table that there was a positive effect of interest/enjoyment ($\beta=,075$, $p=,005$), perceived competence ($\beta=,120$, $p=,004$) and pressure/tension ($\beta=,081$, $p=,004$) on altruism. It was also found that there was a positive effect of interest/enjoyment ($\beta=,065$, $p=,007$), perceived competence ($\beta=,267$, $p=,000$) and perceived choice ($\beta=,166$, $p=,000$) on courtesy. While it was found that there was a positive effect of interest/enjoyment ($\beta=,132$, $p=,010$) and perceived competence ($\beta=,169$, $p=,036$) on sportsmanship. A positive effect of interest/enjoyment ($\beta=,139$, $p=,000$) and perceived competence ($\beta=,443$, $p=,000$) was found on conscientiousness. It was also found that there was a positive effect of interest/enjoyment ($\beta=,179$, $p=,000$), perceived competence ($\beta=,316$, $p=,000$) and perceived choice ($\beta=,284$, $p=,000$) on civic virtue. In this direction H3a Hypothesis is partly accepted.

4.5.5. The Mediating Role of the Intrinsic Motivation Sub-dimensions in the effect of Psychological Climate Sub-Dimensions on OCB Sub-Dimensions

The analysis created in the direction of the H5 hypothesis is examined under this title in table 8.

- Mediating Analysis of Interest/Enjoyment for Altruism

Table 8. The Regression Analysis Related to the Mediating Role of the Intrinsic Motivation Sub-Dimensions in the Effect of Psychological Climate Sub-dimensions on OCB Sub-Dimensions

Model	Dependent Variable	Independent Variable	β	T	P	F	Sig.	R	R ²	Adj. R ²					
1	Interest/Enjoyment	Const.	3,911	3,633	,000	52,097	,000	,662	,439	,430					
		Supportive Management	,341	4,515	,000										
		Role Clarity	,102	,910	,364										
		Contribution	,290	2,842	,005										
		Recognition	,448	3,540	,000										
		Self-Expression	,225	3,008	,003										
		Challenging	,215	3,004	,003										
2	Altruism	Independent Variable				12,783	,000	,401	,161	,148					
		Const.	2,691	4,515	,000										
		Supportive Management	,015	,359	,720										
		Role Clarity	,041	,665	,506										
		Contribution	,202	3,578	,000										
		Recognition	,012	,173	,863										
		Self-Expression	,065	1,571	,117										
		Challenging	,161	4,072	,000										
		Independent Variable									45,007	,000	,313	,106	,101
		Const.	3,778	7,956	,000										
Interest/Enjoyment	,140	6,709	,000												
3	Altruism	Independent Variable				11,670	,000	,412	,170	,155					
		Const.	2,467	4,088	,000										
		Supportive Management	,005	,107	,914										
		Role Clarity	,047	,762	,447										
		Contribution	,185	3,263	,001										
		Recognition	,014	,192	,848										
		Self-Expression	,052	1,249	,212										
		Challenging	,149	3,734	,000										
		Interest/Enjoyment	,058	2,086	,038										
		Contribution: Durbin Watson = 1,875			Tolerans =,708						VIF =1,412				
Challenging: Durbin Watson = 1,993			Tolerans =,917			VIF =1,090									
Contribution Sobel Test: Z = 5,945			P <,000												
Challenging: Sobel Test: Z = 4,506			P <,000												

It was found in the table that all the F values were between 11,670 and 52,097, and sig=,000. This situation indicates that the relationship between variables is significant. According to the mediating variable analysis following steps were pursued; **Step 1:** The sub-dimensions of psychological climate explains 43% of interest/enjoyment. It was also found that there was a positive effect of supportive management ($\beta=,341, p=,000$), contribution ($\beta=,290, p=,005$), recognition ($\beta=,448, p=,000$), self-expression ($\beta=,225, p=,003$) and challenging ($\beta =,215, p=,003$) on interest/enjoyment. **Step 2:** The sub-dimensions of psychological climate explains 14,8% of altruism. It was also found that there was a positive effect of contribution ($\beta=,202, p=,000$) and challenging ($\beta=,161, p=,000$) on altruism. **Step 3:** Interest/enjoyment explains 11,6% of altruism. It was also found that there was a positive effect of interest/enjoyment ($\beta=,140, p=,000$) on altruism. **Step 4:** Interest/enjoyment in Model 3 is included in the analysis. Interest/enjoyment did not lose its significance. Besides that, it is seen that the value of R² (0,161 → 0,170) increased according to Model 2. Because β coefficient decreased for the contribution ($\beta=,202 \rightarrow \beta=,185$ and $p=,001$) and challenging ($\beta=,161 \rightarrow \beta=,149$ and $p=,000$) in Model 3, interest/enjoyment is the half-mediating variable. It was also confirmed for the contribution and challenging that there was no multiple connection between the variables of Durbin Watson, Tolerance, VIF and Sobel Test Z values and that there was a half-mediating effect.

- Mediating Analysis of Interest/Enjoyment for Civic Virtue

Table 9. The Regression Analysis of the Mediating Role of Interest/Enjoyment in the Effect of the Sub-Dimensions of Psychological Climate on Civic Virtue

Model	Dependent Variable	Independent Variable	β	T	P	F	Sig.	R	R ²	Adj. R ²							
1	Interest/Enjoyment	Const.	3,911	3,633	,000	52,097	,000	,662	,439	,430							
		Supportive Management	,341	4,515	,000												
		Role Clarity	,102	,910	,364												
		Contribution	,290	2,842	,005												
		Recognition	,448	3,540	,000												
		Self-Expression	,225	3,008	,003												
		Challenging	,215	3,004	,003												
2	Civic Virtue	Independent Variable				49,114	,000	,653	,427	,418							
		Const.	3,417	4,535	,000												
		Supportive Management	,153	2,896	,004												
		Role Clarity	,043	0,550	,583												
		Contribution	,334	4,704	,000												
		Recognition	,108	1,229	,220												
		Self-Expression	,254	4,863	,000												
		Challenging	,186	3,721	,000												
		Independent Variable				191,317	,000	,564	,318	,316							
		Const.	6,875	10,865	,000												
		Interest/Enjoyment	,385	13,832	,000												
		3	Civic Virtue	Independent Variable									47,706	,000	,677	,458	,449
				Const.	2,766						3,707	,000					
				Supportive Management	,098						1,864	,063					
Role Clarity	,059			,772	,440												
Contribution	,287			4,116	,000												
Recognition	,037			,420	,675												
Self-Expression	,217			4,210	,000												
Challenging	,152			3,083	,002												
Interest/Enjoyment	,163	4,789	,000														
Supportive Management: Durbin Watson =			1,553	Tolerans =	,681	VIF =	1,469										
Contribution: Durbin Watson =			1,636	Tolerans =	,712	VIF =	1,405										
Recognition: Durbin Watson =			1,539	Tolerans =	,736	VIF =	1,358										
Self-Expression: Durbin Watson =			1,686	Tolerans =	,710	VIF =	1,409										
Challenging: Durbin Watson =			1,580	Tolerans =	,919	VIF =	1,088										
Supportive Management: Sobel Test: Z =			9,779	P <	,000												
Contribution: Sobel Test: Z =			9,500	P <	,000												
Recognition: Sobel Test: Z =			9,177	P <	,000												
Self-Expression: Sobel Test: Z =			9,452	P <	,000												
Challenging: Sobel Test: Z =			5,588	P <	,000												

It was found in the table that all the F values were between 47,706 and 191,317 and sig=,000. This situation indicates that the relationship between variables is significant. According to the mediating variable analysis: **Step 1:** The sub-dimensions of psychological climate explains 43% of the interest/enjoyment. It was also found that there was a positive effect of supportive management (β=,341, p=,000), contribution (β=,290, p=,005), recognition (β=,448, p=,000), self-expression (β=,225, p=,003) and challenging (β=,215, p=, 003) on interest/enjoyment. **Step 2:** The sub-dimensions of psychological climate explains 41,8% of civic virtue. It was also found that there was a positive effect of supportive management (β=,153, p=,004), contribution (β=,334, p=,000), self-expression (β=,254, p=,000) and challenging (β=,186, p=,000) on civic virtue. **Step 3:** Interest/enjoyment explains 31,6% of civic virtue. It was also found that there was a positive effect of interest/enjoyment (β=,385, p =,000) on civic virtue. **Step 4:** Interest/enjoyment in Model 3 is included in the analysis and did not lose its significance (p=,000<,05). Besides that, it is seen that the value of R² (0,427→0,458) increased according to Model 2. Because β coefficient decreased for supportive management (β=,153→ β=,098 and p=,063), contribution (β=,334→ β=,287 and p=,000), recognition (β=,108→ β=,37 and p=,675), self-expression (β=,254→ β=,217 and p=,000) and challenging (β=,186→ β=,152 and p=,002). So, interest/enjoyment is the mediating variable. In this case, while interest/enjoyment played a half-mediating role in the effect of contribution, self-expression and challenging on civic virtue and supportive management and recognition played a full mediating role in the effect on civic virtue. It was also confirmed for supportive management, contribution, recognition and challenging that there was no multiple connection between the variables of Durbin Watson, Tolerance, VIF and Sobel Test Z values and that there was a mediating effect.

- Mediating Analysis of Perceived Competence for Courtesy

Table 10. Regression Analysis for Mediating Role of Perceived Competence in the Effect of Sub-Dimensions of Psychological Climate on Courtesy

Model	Dependent Variable	Independent Variable	β	T	P	F	Sig.	R	R ²	Adj. R ²					
1	Perceived Competence	Const.	3,635	5,007	,000	50,682	,000	,657	,432	,423					
		Supportive Management	,191	3,749	,000										
		Role Clarity	,109	1,449	,148										
		Contribution	,305	4,439	,000										
		Recognition	,173	2,023	,044										
		Self-Expression	,243	4,819	,000										
		Challenging	,131	2,709	,007										
2	Courtesy	Independent Variable				42,316	,000	,623	,388	,379					
		Const.	4,186	7,799	,000										
		Supportive Management	,201	5,344	,000										
		Role Clarity	,122	2,177	,030										
		Contribution	,197	3,885	,000										
		Recognition	,005	,085	,932										
		Self-Expression	,072	1,937	,054										
		Challenging	,032	,894	,372										
		Independent Variable				195,808	,000	,567	,321	,319					
		Const.	6,235	13,668	,000										
		Perceived Competence	,403	13,993	,000										
		Independent Variable									45,132	,000	,665	,442	,432
		Const.	3,391	6,407	,000										
		Supportive Management	,159	4,352	,000										
Role Clarity	,145	2,718	,007												
Contribution	,131	2,624	,009												
Recognition	,043	,712	,477												
Self-Expression	,019	,518	,605												
Challenging	,003	,095	,924												
Perceived Competence	,219	6,191	,000												
Supportive Management: Durbin Watson =			1,754	Tolerans =,714		VIF =1,402									
Contribution: Durbin Watson =			1,800	Tolerans =,661		VIF =1,458									
Supportive Management: Sobel Test: Z =			9,402	P <,000											
Contribution: Sobel Test: Z =			9,793	P <,000											

It was found in the table that all the F values were between 42,316 and 195,808 and sig=,000. This situation indicates that the relationship between variables is significant. According to the mediating variable analysis: **Step 1:** The sub-dimensions of psychological climate explains 42,3% of interest/enjoyment. It was also found that there was a positive effect of supportive management ($\beta=,191$, $p=,000$), contribution ($\beta=,305$, $p=,000$), recognition ($\beta=,173$, $p=,000$), self-expression ($\beta=,243$, $p=,003$) and challenging ($\beta=,131$, $p=,003$) on perceived competence. **Step 2:** The sub-dimensions of psychological climate explains 37,9% of courtesy. It was also found that there was a positive effect of supportive management ($\beta=,201$, $p=,000$), role clarity ($\beta=,122$, $p=,030$) and contribution ($\beta=,197$, $p=,000$) on courtesy. **Step 3:** Perceived competence explains 31,9% of courtesy. It was also found that there was a positive effect of perceived competence ($\beta=,403$, $p=,000$) on courtesy. **Step 4:** Perceived competence in Model 3 is included in the analysis and did not lose its significance ($p=,000<,05$). Besides that, it is seen that the value of R² (0,388→0,442) increased according to Model 2. Because β coefficient decreased for supportive management ($\beta=,201\rightarrow\beta=,159$ and $p=,000$) and contribution ($\beta=,197\rightarrow\beta=,131$ and $p=,009$). So, perceived competence is the half- mediating variable. It was also confirmed for supportive management and contribution that there was no multiple connection between the variables of Durbin Watson, Tolerance, VIF and Sobel Test Z values and that there was a half-mediating effect.

- Mediating Analysis of Perceived Competence for Civic Virtue

Table 11. The Regression Analysis on Mediating Role of Perceived Competence in the Effect of Sub-Dimensions of Psychological Climate on Civic Virtue

Model	Dependent Variable	Independent Variable	β	T	P	F	Sig.	R	R ²	Adj. R ²							
1	Perceived Competence	Const.	3,635	5,007	,000	50,682	,000	,657	,432	,423							
		Supportive Management	,191	3,749	,000												
		Role Clarity	,109	1,449	,148												
		Contribution	,305	,439	,000												
		Recognition	,173	2,023	,044												
		Self-Expression	,243	4,819	,000												
		Challenging	,131	,709	,007												
2	Civic Virtue	Independent Variable				49,114	,000	,653	,427	,418							
		Const.	3,417	4,535	,000												
		Supportive Management	,153	2,896	,004												
		Role Clarity	,043	,550	,583												
		Contribution	,334	4,704	,000												
		Recognition	,108	1,229	,220												
		Self-Expression	,254	4,863	,000												
		Challenging	,186	3,721	,000												
		Independent Variable									224,969	,000	,595	,354	,353		
		Const.	5,954	9,230	,000												
		Perceived Competence	,611	14,999	,000												
		Perceived Competence															
		3	Civic Virtue	Independent Variable									50,459	,000	,687	,472	,463
				Const.	2,395						3,214	,001					
Supportive management	,096			1,862	,063												
Role Clarity	,014			,180	,857												
Contribution	,244			3,493	,001												
Recognition	,057			,670	,503												
Self-Expression	,186			3,594	,000												
Challenging	,146			3,002	,003												
Perceived Competence	,292			5,829	,000												
Supportive Management: Durbin Watson = 1,740			Tolerans =,709			VIF =1,411											
Contribution: Durbin Watson = 1,776			Tolerans =,682			VIF =1,467											
Self-Expression: Durbin Watson = 1,794			Tolerans =,676			VIF =1,479											
Challenging: Durbin Watson = 1,795			Tolerans =,926			VIF =1,080											
Supportive Management: Sobel Test Z = 9,696			P <,000														
Contribution: Sobel Test Z = 10.,128			P <,000														
Self-Expression: Sobel Test Z = 10,213			P <,000														
Challenging: Sobel Test Z = 5,216			P <,000														

It was found in the table that all the F values were between 49,114 and 224,969 and sig=,000. This situation indicates that the relationship between variables is significant. According to the mediating variable analysis: **Step 1:** The sub-dimensions of psychological climate explains 42,3% of the perceived competence. In addition, its being F=50,682 and sig=,000 indicate that the relationship between the variables is significant. It was also found that there was a positive effect of supportive management (β=,191, p=,000), contribution (β=,305, p=,000), recognition (β=,173, p=,044), self-expression (β=,243, p=,000) and challenging (β=,131, p=,007) on perceived competence. **Step 2:** The sub-dimensions of psychological climate explains 41,8% of the civic virtue. In addition, its being F=49,114 and sig=,000 indicate that the relationship between the variables is significant. It was also found that there was a positive effect of supportive management (β=,153, p=,004), contribution (β=,334, p =,000), self-expression (β=,254, p=,000) and challenging (β=,186, p=,000) on civic virtue. **Step 3:** Perceived competence explains 35,3% of courtesy. In addition, its being F=224,969 and sig=,000 indicate that the relationship between the variables is significant. It was also found that there was a positive effect of the perceived competence (β=,611, p=,000) on civic virtue. **Step 4:** Perceived competence in Model 3 is included in the analysis and in this case, perceived competence did not lose its significance (p=,000 <,05). Besides that, it is seen that the value of R² (0,427→0,472) increased according to Model 2. Because β coefficient decreased for supportive management (β=,153→β=,096 and p=,063), contribution (β=,334→β=,244 and p=,001), self-expression (β=,254→β=,186 and p=,000) and challenging (β=,186→β=,146 and p=,003). So, perceived competence is the mediating variable. It was also confirmed for supportive management and contribution that there was no multiple connection between the variables of Durbin Watson, Tolerance, VIF and Sobel Test Z values and that there was a half-mediating effect. In this case, it was found that perceived

competence played a full mediating role in the effect of supportive management on civic virtue. It was also confirmed for the supportive management, contribution, self-expression and challenging that there was no multiple connection between the variables of Durbin Watson, Tolerance, VIF and Sobel Test Z values and that there was a mediating effect.

- Mediating Analysis of Perceived Choice for Courtesy

Table 12. The Regression Analysis of Mediating Role of Perceived Choice in the Effect of Sub-Dimensions of Psychological Climate on Courtesy

Mode I	Dependent Variable	Independent Variable	β	T	P	F	Sig.	R	R ²	Adj. R ²					
1	Perceived Choice	Const.	2,889	4,193	,000	32,258	,000	,571	,326	,316					
		Supportive Management	,160	3,320	,001										
		Role Clarity	,007	,100	,920										
		Contribution	,285	4,374	,000										
		Recognition	,186	2,300	,022										
		Self-Expression	,246	5,124	,000										
		Challenging	,064	1,397	,163										
2	Courtesy	Independent Variable				42,316	,000	,623	0,388	,379					
		Const.	4,186	7,799	,000										
		Supportive Management	,201	5,344	,000										
		Role Clarity	,122	2,177	,030										
		Contribution	,197	3,885	,000										
		Recognition	,005	,085	,932										
		Self-Expression	,072	1,937	,054										
		Challenging	,032	,894	,372										
		Independent Variable									113,827	,000	,464	,216	,214
		Const.	8,261	20,224	,000										
Perceived Choice	,376	10,669	,000												
3	Courtesy	Independent Variable				40,027	,000	,642	,413	,402					
		Const.	3,738	6,946	,000										
		Supportive Management	,176	4,708	,000										
		Role Clarity	,120	2,198	,028										
		Contribution	,153	3,001	,003										
		Recognition	,023	,377	,706										
		Self-Expression	,034	,904	,366										
		Challenging	,042	1,192	,234										
		Perceived Choice	,155	4,059	,000										
		Supportive Management: Durbin Watson = 1,762			Tolerans= ,793						VIF =1,261				
Role Clarity: Durbin Watson = 1,698			Tolerans =,887			VIF =1,127									
Contribution: Durbin Watson = 1,724			Tolerans =,747			VIF =1,338									
Supportive Management Sobel Test: Z = 7,405			P <,000												
Role Clarity Sobel Test: Z = 6,018			P <,000												
Contribution Sobel Test: Z = 7,939			P <,000												

It was found in the table that all the F values were between 32,258 and 113,827 and sig=,000. This situation indicates that the relationship between variables is significant. According to the mediating variable analysis: **Step 1:** The sub-dimensions of psychological climate explains 31,6% of the perceived competence. It was also found that there was a positive effect of supportive management (β =,160, p =,001), contribution (β =,285, p =,000), recognition (β =,186, p =,022), and self-expression (β =,246, p =,000) on perceived choice. **Step 2:** The sub-dimensions of psychological climate explains 37,9% of courtesy. It was also found that there was a positive effect of supportive management (β =,201, p =,000), role clarity (β =,122, p =,030) and contribution (β =,197, p =,000) on courtesy. **Step 3:** Perceived competence explains 21,4 % of courtesy. It was also found that there was a positive effect of perceived choice (β = ,376, p = ,000) on courtesy. **Step 4:** Perceived competence in Model 3 is included in the analysis and perceived choice did not lose its significance (p =,000<,05). Besides that, it is seen that the value of R² (0,388→0,413) increased according to Model 2. Because β coefficient decreased for supportive management (β =,201→ β =,176 and p =,000), role clarity (β =,122→ β =,120 and p =,028) and contribution (β =,197→ β =,153 and p =,003), perceived choice is the mediating variable. It was also confirmed for supportive management and contribution that there was no multiple connection between the variables of Durbin Watson, Tolerance, VIF and Sobel Test Z values and that there was a half-mediating effect. It was also confirmed for supportive

management, role clarity and contribution that there was no multiple connection between the variables of Durbin Watson, Tolerance, VIF and Sobel Test Z values and that there was a mediating effect.

- Mediating Analysis of Perceived Choice for Civic Virtue

Table 13. The Regression Analysis related to Mediating Role of Perceived Choice in the Effect of Sub-Dimensions of Psychological Climate on Civic Virtue

Mode I	Dependent Variable	Independent Variable	β	T	P	F	Sig.	R	R ²	Adj. R ²					
1	Perceived Choice	Const.	2,889	4,193	,000	32,258	,000	,571	,326	,316					
		Supportive Management	,160	3,320	,001										
		Role Clarity	,007	,100	,920										
		Contribution	,235	4,374	,000										
		Recognition	,186	2,300	,022										
		Self-Expression	,246	5,124	0,000										
		Challenging	,064	1,397	,163										
2	Civic Virtue	Independent Variable				49,114	,000	,653	,427	,418					
		Const.	3,417	4,535	,000										
		Supportive Management	,153	2,896	,004										
		Role Clarity	,043	,550	,583										
		Contribution	,334	4,704	,000										
		Recognition	,108	1,229	,220										
		Self-Expression	,254	4,863	,000										
		Challenging	,186	3,721	,000										
		Independent Variable									138,082	,000	0,502	0,252	0,250
		Const.	8,839	15,293	,000										
Perceived Choice	,586	11,751	,000												
3	Civic Virtue	Independent Variable				49,480	,000	,684	,467	,458					
		Const.	2,603	3,507	,001										
		Supportive Management	,106	2,046	,041										
		Role Clarity	,046	,609	,543										
		Contribution	,251	3,580	,000										
		Recognition	,162	1,889	,060										
		Self-Expression	,184	3,539	,000										
		Challenging	,203	4,204	,000										
		Perceived Choice	,289	5,482	,000										
Supportive Management: Durbin Watson = 1,596			Tolerans =,789			VIF =1,267									
Contribution: Durbin Watson = 1,573			Tolerans =,744			VIF =1,344									
Self-Expression: Durbin Watson = 1,667			Tolerans =,759			VIF =1,317									
Supportive Management Sobel Test: Z = 7,703			P <,000												
Contribution Sobel Test: Z = 8,310			P <,000												
Self-Expression Sobel Test: Z = 8,218			P <,000												

It was found in the table that all the F values were between 32,258 and 138,082 and sig=,000. This situation indicates that the relationship between variables is significant. According to the mediating variable analysis: **Step 1:** The sub-dimensions of psychological climate explains 31,6% of perceived choice. It was also found that there was a positive effect of supportive management (β =,160, p =,001), contribution (β =,235, p =,000), recognition (β =,186, p =,022) and self-expression (β =,246, p =,000) on perceived choice. **Step 2:** The sub-dimensions of psychological climate explains 41,8% of civic virtue. It was also found that there was a positive effect of supportive management (β =,153, p =,004), contribution (β =,334, p =,000), self-expression (β =,254, p =,000) and challenging (β =,186, p =,000) on civic virtue. **Step 3:** Perceived choice explains 25% of civic virtue. It was also found that there was a positive effect of perceived choice (β =,586, p =,000) on civic virtue. **Step 4:** Perceived choice in Model 3 is included in the analysis and did not lose its significance (p =,920 <,05). Besides that, it is seen that the value of R² (0,427 → 0,467) increased according to Model 2. Because β coefficient decreased for supportive management (β =,153 → β =,106 and p =,041), contribution (β =,334 → β =,251 and p =,000) and self-expression (β =,254 → β =,184 and p =,000). So, perceived choice is the half-mediating variable. However, because the β coefficient increases for the challenging (β =,186 → β =,203 and p =,000) perceived choice is not a mediating variable for the challenging. It was also confirmed for the supportive management and self-expression that there was no multiple connection between the variables of Durbin Watson, Tolerance, VIF and Sobel Test Z values and that there was a mediating effect. In this direction, H5 Hypothesis is partly accepted.

5. CONCLUSION AND RECOMMENDATIONS

In today's organizations, the employees' positive perception of psychological climate about the organization will make them feel as a part of the organization and will cause them to make more sacrifice and effort for the organization and for other employees. In this direction, the intrinsic motivation of employees having a positive perception of psychological climate may increase much more and this situation may increase the likelihood in displaying OCB.

According to the research results, it was found that there was a positive effect of supportive management, contribution, recognition, self-expression and challenging, which are the sub-dimensions of psychological climate, on the sub-dimensions of intrinsic motivation. It was also found that there was a positive effect of contribution and challenging, which are the sub-dimensions of psychological climate, on the sub-dimensions of the OCB. In addition to this, it was found that there was a positive effect of interest/enjoyment and perceived competence, which are the sub-dimensions of intrinsic motivation, on the sub-dimensions of OCB.

In the direction of analysis, intrinsic motivation plays a half-mediating role in the effect of the psychological climate on OCB. It can be said this situation is caused due to the fact that the psychological climate may produce very strong effects on the psychology of employees and that it can affect OCB through intrinsic motivation. Interest/enjoyment has a half-mediating role in the effect of contribution and challenging on altruism. While interest/enjoyment has a half-mediating role in the effect of contribution, self-expression and challenging on civic virtue, it plays a full mediating role for supportive management and recognition. The perceived competence also played a half-mediating role in the effect of supportive management and contribution on courtesy. While the perceived competence had a half-mediating role in the effect of contribution, self-expression and challenging on civic virtue, it has a full mediating role for supportive management. While perceived choice also has a half-mediating role in the effect of supportive management, role clarity and contribution on courtesy, it has a half-mediating role in the effect of supportive management, contribution and self-expression on courtesy. In particular, it may lead us to think that interest/enjoyment, perceived competence, supportive management and contribution have a positive effect on courtesy and civic virtue; that the supportive management and contribution will increase the interest of the employees towards the job and will make them find themselves enough in line with their job and tasks; and that this situation will increase the polite behaviours of the employees in the organization in such a manner that their standing will prevent the problems to be created by behaving carefully, responsibly and attentively; in other words, it will increase the civic virtue, that is, to inform the other employees and to comply with the organizational progress.

In a similar study by Parker et al. (2003), it was concluded that psychological climate was positively and significantly correlated with job motivation, which is assessed to be job outcomes (intrinsic and extrinsic) and with OCB, which is assessed to be performance criteria and with various organizational outcomes, and it was found that there was a mediating role of the job motivation. In this study, it is determined in the same direction that intrinsic motivation has a partial mediating role in the effect of psychological climate on OCB and these two studies have parallels with this aspect. It is also investigated in our study the relationship between all sub-dimensions, and the mediating effect of the sub-dimensions of intrinsic motivation. It differs from the other study from this respect.

This study has the feature of contributing to the literature because it is one of the few studies discussing three concepts; psychological climate, OCB and intrinsic motivation. Accordingly, it is important to examine the psychological climate perception, OCB and intrinsic motivation issues all together which ascertain the humanitarian part of the organization employees and to reveal the levels of relationship in other studies. In this case, it can be suggested to study the relationship of these concepts with each other and other psychological concepts included in different studies. As another suggestion, the statistical data of white-collar employees as well as blue-collar employees can be collected and compared in the future studies. Another suggestion may be that the validity and reliability of the study results can be tested again by using different scales.

The study is limited to the factors mentioned in the sub-components. In the application area of this study, procedurally, there are some other limitations on the number of data creation by the enterprises. Accordingly, it can be suggested to collect data at different times and perform similar studies. It may also be suggested that the study should not only be limited to the pharmaceutical and chemical industries and it should also to be performed in different sectors and make comparison between the sectors together with

the data found. This situation will be effective in consolidating the results of the study. It is possible to reach the explanatory information regarding the employees' perception levels on organization in which they are included and their perspective to the organization. It is expected that the data will present important findings to be used in order to increase the efficiency, productivity and motivation of the employees. This study also contributes to the managers in terms of seeing the specific results of organizations with different psychological climates and looking for the ways to overcome various problems in their organizations early.

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