Summary
Construct Validity and Predictors of Three-Dimensional Citizenship Performance in Turkey

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After the first efforts to define citizenship behaviors (Bateman & Organ, 1983; Organ, 1977), the concept has received a great deal of attention from organizational scholars. Scholars have investigated the relationships between citizenship behaviors and more than 200 different variables (LePine, Erez, & Johnson, 2002). This descriptive information can be interpreted positively, as researchers applied different points of view to studying citizenship behaviors. However, it can also be interpreted negatively, as the number of studies questioning the underlying assumptions of citizenship behaviors is limited and there are controversies about its dimensionality and its overlap with related concepts (Bolino, Turnley, & Neihoff, 2004). Nearly 30 types of citizenship behaviors have been identified (Coleman & Borman, 2000; Podsakoff, MazKenzie, Paine, & Bachrach, 2000) and the content overlap of these dimensions contaminates the citizenship literature. Specifically, given the similarities of organizational citizenship behaviors (OCB; Smith, Organ, & Near, 1983) with contextual performance (Borman & Motowidlo, 1993), prosocial organizational behavior (Brief & Motowidlo, 1986), soldier effectiveness (Borman, Motowidlo, Rose, & Hanser, 1983), and organizational spontaneity (George & Brief, 1992), it is difficult to create cumulative knowledge (Le, Schmidt, Harter, & Lauver, 2010).

However, there are also a number of important theoretical and empirical studies conducted to solve this problem. For example, Organ (1997) offered a re-conceptualization of OCB and used the term *citizenship performance* (CP) to define all related concepts. In an effort to delineate the CP construct, Coleman and Borman (2000) generated similarity data through inductive content sorting of 27 CP behaviors defined in the literature (e.g., Borman & Motowidlo, 1993; Brief & Motowidlo, 1986; George & Brief, 1992; Organ, 1988; Smith et al., 1983; Van Dyne, Graham, & Dienesch, 1994; Williams & Anderson, 1991). The content

sorters were members of the Society for Industrial and Organizational Psychology (SIOP). Similarity index was used in the analysis and the results suggested that CP could be organized in three broad categories of behaviors. Later, Borman, Buck et al. (2001) reported that 2300 contextual performance examples were successfully sorted into these three dimensions, indicating the validity of the three-dimensional model of interpersonal citizenship performance (ICP), organizational citizenship performance (OCP), and conscientious initiative (CI).

ICP includes behaviors benefiting other organizational members, OCP includes behaviors benefiting the organization, and finally, CI includes behaviors benefiting the job or the task. This model is parsimonious, compared to the other models of OCB (i.e., altruism, courtesy, sportsmanship, civic virtue, and conscientiousness), and yet comprehensive. By including CI, CP extends Williams and Anderson's OCB toward individuals (OCB-I) and OCB toward the organization (OCB-O). Coleman and Borman (2000) stated that CI splitted the job dedication dimension of contextual performance (Van Scotter & Motowidlo, 1996) and extended the domain of contextual performance.

Although various OCB and contextual performance scales have been translated into Turkish (e.g., Basım & Şeşen; Göncü, Aycan, & Johnson, 2014; Karakurum, 2005), no research has yet investigated the validity of the CP model in Turkey. Therefore, to investigate the construct validity of CP in Turkey, three studies were conducted. First, the face validity of the CP construct was examined via semi-structured interviews. Second, the factor structure, discriminant validity, and internal consistency of CP were examined. Third, the relationships of CP dimensions with various job attitudes and personality traits from the perspectives of the target similarity model, social exchange theory, and intrinsic motivation were investigated.

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Study 1: Face and Content Validity of Citizenship Performance in Turkey

Method

Participants and Procedure. We conducted 10 semi-structured interviews with employees from different types of organizations. Three participants were working for public organizations, and seven were working for private companies. Mean age was 37.3 (*SD* = 9.71). Organizational tenure of the participants ranged from one year to 35 years (*M* = 11.15, *SD* = 10.04). Heterogeneity of the sample was assured by choosing participants from different sectors (e.g., construction, human resources, information technology, academics, engineering). Interviews were conducted by the first author and lasted 55-90 minutes. All interviews were tape-recorded with the permission of the participants, and participants were assured of confidentiality.

Study Protocol and Results

At the beginning of the interview, participants were given the definitions of task performance and CP put forth by Motowidlo (2003). They were asked to indicate if the definitions made sense to them and to report work incidents that can be defined as task and/or CP according to the definition given. Then, the 15 items of the CP scale (Borman, Buck et al., 2001) were read to the participants without mentioning what the scale measured, and they were asked to report the incidents that they themselves or their co-workers had experienced. Then, the participants were told that the items were from a CP scale, and they were asked to offer items to better measure the concept according to the definition. Three independent judges coded all responses. Results showed that all participants successfully reported CP work incidents and none of the participants offered any additional item to the scale. Thus, we decided to continue without changing any items of the CP scale. The results of Study 1 supported the face validity of the CP scale in Turkey.

Study 2 –Reliability and Validity of Citizenship Performance in Turkey

The aim of the second study was to investigate the factorial structure, discriminant validity, and reliability of the CP scale. Based on previous OCB and contextual performance literature (e.g., Bolino & Turnley, 2005; Diefendorff, Brown, Kamin, & Lord, 2002; Kidwell, Mossholder, & Bennett, 1997; LePine et al., 2001), we expected CP to have positive relationships with job satisfaction, job involvement, work-family conflict, and importance of work; negative relationships with importance of leisure and intention to quit; and finally

nonsignificant relationships with importance of community, religion, and family.

Method

Participants and Procedure. The sample included 213 (104 women and 107 men) employees from four different cities of Turkey. Of the participants, 132 were employed in public sector and 77 were employed in private companies. Mean age was 33.32 years (*SD* = 6.90) and mean tenure was 10.40 years (*SD* = 7.15). Of the participants, 40% had at least a college degree.

Measures

Citizenship Performance. The same scale used in Study 1 was used to collect data. The scale consisted of 15 items rated on a 5-point Likert-type scale (1 = Never, 5 = Very Often). Interpersonal support was measured with seven items, and organizational support and conscientious initiative were each measured with four items, with Cronbach alpha values of .86, .80, and .85, respectively.

Job Satisfaction Scale. The Job Satisfaction Survey (JSS; Spector, 1997) was used to measure satisfaction of participants. The scale consisted of 36 items measuring nine dimensions, with four items per dimension. Items were rated on a 5-point scale (1 = Strongly Disagree, 5 = Strongly Agree). The dimensions of the scale were pay, promotion, supervision, fringe benefits, contingent rewards, operating procedures, coworkers, nature of work, and communication. The scale was adapted to Turkish by Yelboğa (2009), and Cronbach alpha values ranged between .63 and .88. In addition to the JSS, we also asked participants, "In general, how satisfied are you with your job?".

Job Involvement Scale. This 10-item scale was developed by Kanungo (1982) and translated into Turkish for the current study. Items were rated on a 5-point scale (1 = Strongly Disagree, 5 = Strongly Agree). Cronbach alpha coefficient was .90.

Group Cohesiveness. Group cohesiveness was measured by eight items developed by Dobbins and Zaccaro (1986) and revised by Kidwell et al. (1997). The scale was translated into Turkish for the current study. Items were rated on a 5-point scale (1 = Strongly Disagree, 5 = Strongly Agree). Cronbach alpha coefficient was .87.

Work-Family and Family-Work Conflict Scale. The scale was developed by Netemeyer, Boles, and McMurrian (1996) and adapted to Turkish by Giray and Ergin (2006). Each facet was measured by five items and items were rated on a 5-point scale (1 = Strongly Disagree, 5 = Strongly Agree). Cronbach alpha coefficient was .90 for both facets.

Centrality of Work Question. Centrality of work measure (MOW, International Research Team, 1987) included a single question and participants were asked to distribute 100 points across five aspects of their lives, namely, leisure, work, community, religion, and family.

Turnover Intentions. Turnover intentions were assessed with the scale developed by Walsh, Ashford, and Hill (1985). The scale was revised and adapted to Turkish by Ok (2007). Items were rated on a 5-point scale (1 = Strongly Disagree, 5 = Strongly Agree). Cronbach alpha coefficient was .90.

Results and Discussion

Confirmatory factor analysis (CFA) was conducted with LISREL 8.54 (Jöreskog & Sörbom, 2003). Three items from the JSS and two items from the job involvement scale were deleted due to nonsignificant paths. All other items loaded on their respective factors. CFA results produced an acceptable fit to the data ($\chi2(146) = 330.0$, $p < .001$, CFI = .95, TLI = .94, RMSEA = .045). The correlations among CP dimensions ranged between .48 and .61 ($p < .01$). As expected, CP dimensions positively correlated with job satisfaction, group cohesiveness, job involvement, and work-family conflict ($r = .15 - .30$, $p < .05$). The relationship between OCP and intention to quit was negative ($r = -.20$, $p < .01$). The relationship between CP and family-work conflict was nonsignificant. Lastly, CP was positively related with importance of work ($r = .18$, $p < .05$) and negatively related with importance of leisure ($r = -.13$, $p < .05$). The Cronbach alpha coefficients of CP dimensions ranged between .78 and .85. Therefore, we concluded that the CP scale showed adequate initial validity and reliability evidence.

Study 3 – Predictors and Construct Validity of CP

Study 3 was designed to assess different alternative factor structures of CP based on the discussions regarding multidimensional constructs in organizational psychology (e.g., Law et al., 1998). Specifically, we tested three models of CP: one-, two-, and three-factor models. One-factor model assumes that CP is a unidimensional latent factor. Two-factor model includes Williams and Anderson's (1991) OCB-I and OCB-O dimensions. We aimed to compare the three-factor solution with these alternatives to investigate further validity of the CP model.

In addition, based on social exchange, target similarity, and intrinsic motivation perspectives, we proposed a model of different predictors of the CP dimensions. The model includes satisfaction with co-workers, group cohesiveness, and agreeableness as predictors of interpersonal citizenship; affective commitment, normative commitment, procedural justice, and satisfaction with supervisor as predictors of organizational citizenship, and finally satisfaction with nature of work, job involvement and conscientiousness as predictors of conscientious initiative.

Method

Participants and Procedure. A total of 619 responses were collected (269 women, 345 men). Of the participants, 322 were employed in public sector and 285 were employed in private companies. Participants' mean age was 34.47 (SD = 9.26). Forty percent had at least a college degree.

Measures. In addition to the scales (citizenship performance; satisfaction with nature of work, supervisor, and coworkers; job involvement; group cohesiveness) used in Study 2, procedural justice, affective and normative commitment, conscientiousness, and agreeableness scales were used to collect data in Study 3.

Procedural Justice. We used four items measuring procedural justice from Colquitt's (2001) organizational justice scale. The scale was adapted to Turkish by Karabay (2004). The items were rated on a 5-point Likert scale (1 = Strongly disagree, 5 = Strongly agree), and Cronbach alpha coefficient was .89.

Affective and Normative Organizational Commitment. We used eight and ten items of the Organizational Commitment Scale developed by Allen and Meyer (1990) to measure affective and normative commitment, respectively. The scale was adapted to Turkish and validated by Wasti (2003). Cronbach alpha coefficients were .83 and .87, respectively.

Conscientiousness and Agreeableness. We measured conscientiousness with nine and agreeableness with nine items of the Big Five Inventory (BFI; Benet-Martines & John, 1998). Schmitt et al. (2004) reported that BFI was a valid measure in different cultural settings. BFI was translated into Turkish and validated by Sümer and Sümer (2003) as part of Schmitt et al.'s (2003) study. Cronbach alpha coefficients were .77 and .64, respectively.

Statistical Strategy. As one of the aims of the current study was to compare alternative conceptualizations of CP, we compared three-dimensional, two-dimensional, and one-dimensional models of CP using CFA. The three-dimensional model of CP includes interpersonal citizenship behaviors, organizationally directed citizenship behaviors, and conscientious initiative (Coleman & Borman, 2000). The two-dimensional model includes OCB-I (i.e., interpersonal citizenship) and OCB-O (i.e., organizationally directed citizenship and conscientious initiative). In the one-dimensional model, we let all 15 items to load on one general dimension. We combined

the second and third study samples to run these analyses. All analyses were conducted with Lisrel 8.54 (Jöreskog & Sörbom, 2003) using a covariance matrix.

Results

We first compared the three-dimensional, two-dimensional, and one-dimensional models of CP with Lisrel 8.54 (Jöreskog ve Sörbom, 2003). Results of these analyses revealed that compared to one- and two-factor models, the three-factor model exhibited better fit to the data ($\chi^2(90) = 388.6$, $p < 0.001$, CFI = .97, TLI = .97, RMSEA = .068). In addition, AIC and ECVI values of the three-factor model were lower than the two alternatives, indicating better fit.

Next, we ran a CFA with all variables measured in Study 3. Results of the CFA showed that all path coefficients were significant ($p < .05$) and the model produced a good fit ($\chi^2(8, N = 813) = 17.641$, $p = .00$, $\chi^2/df = 2.00$, CFI = .96, TLI = .96, NFI = .92, RMSEA = .044 [90%CI = .043-.045], SRMR = .054). Next, we tested the proposed relationships between the antecedents and CP dimensions. All items significantly loaded on the relevant latent construct and the model produced a good fit ($\chi^2(3, N = 514) = 8.30$, $p = .00$, $\chi^2/df = 2.36$, CFI = .96, TLI = .95, NFI = .92, RMSEA = .050 [90%CI = .049-.052], SRMR = .057). When we examined specific hypotheses, the path coefficients between satisfaction with co-workers and ICP, and procedural justice and OCP were not significant. ICP was significantly predicted by agreeableness ($\beta = .33$, $p < .01$) and group cohesiveness ($\beta = .21$, $p < .01$). OCP was significantly predicted by satisfaction with supervisor ($\beta = .15$, $p < .01$), affective commitment ($\beta = .32$, $p < .01$), and normative commitment ($\beta = .30$, $p < .01$). Conscientious initiative was significantly predicted by satisfaction with nature of work ($\beta = .17$, $p < .01$), job involvement ($\beta = .25$, $p < .01$), and conscientiousness ($\beta = .25$, $p < .01$). Therefore, most of the hypothesized relationships were supported.

General Discussion

The aim of the current study was to examine the construct validity of CP in Turkey, using both qualitative and quantitative approaches. We investigated the face, content, factorial, and discriminant validity, and the reliability of CP. Results of the current study supported that the three-dimensional model of CP is both reliable and valid in the Turkish context. Furthermore, results showed that the three-dimensional model is better than the other conceptualizations. Contrary to LePine et al. (2002) and Hoffman et al. (2007), our data showed that the three-dimensional model fits the data better than the latent model. Our findings, in general, demonstrate that

employees distinguish among their jobs, co-workers, and the organization successfully, and the reciprocity between the employee and these beneficiaries can be explained based on the target similarity and social exchange perspectives.

Finally, we reviewed the meta-analyses on CP and developed a model of predictors using the target similarity, social exchange, and intrinsic motivation theoretical frameworks. Using the target similarity framework, we chose most of the predictors from previous meta-analyses of CP (e.g., LePine et al., 2002; Organ, 1995; Podsakoff et al., 2000, 2009). However, we also investigated the predictive effects of group cohesion and job involvement, which received relatively little attention from scholars. In addition to finding support for a target similarity effect based on the beneficiary of the CP, our study incorporated social exchange, personality, and indirectly intrinsic motivation frameworks. Social exchange theory states that employees consistently evaluate their relationships with their co-workers, organizations, and jobs. Therefore, the relationships of job satisfaction, organizational commitment, and group cohesion with CP dimensions were as expected and consistent with the literature. The well-formed relationship between some personality variables and CP dimensions were also reported in the current study. Although conscientiousness was the best personality predictor of both task performance and CP, we believe it predicts extra effort to do one's job in a more effective and efficient way, namely job/task initiative. Therefore, the current study extends previous literature by examining conscientiousness as a specific predictor of conscientious initiative.

Most of our hypotheses were supported by the data and showed that CP categorized by the beneficiary of the specific behaviors might have different predictors. However, the hypothesized relationships between satisfaction with co-workers and ICP, and procedural justice with OCP were not significant. We should note that the correlation among these two sets of constructs were significant ($r = .20$, and $r = .33$, $p < .01$, respectively). It looks like the existence of other variables explained more variance, and the path coefficients became non-significant for these constructs. However, it is very important to test some important predictors together in order to better understand their relative importance.

Finally, as the current study is one of the rare studies investigating the three-dimensional CP model, the literature would benefit from replications or extensions in different organizational and cultural settings. The three-dimensional CP model demonstrates substantial potential for use in both research and applied settings. We hope our research contributes to the rich citizenship literature and facilitates cross-national studies.