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## TARANDIĞIMIZ INDEXLER



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# A RESEARCH ON THE EFFECTS OF LEADER MEMBER EXCHANGE ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR<sup>1</sup>

## LİDER ÜYE ETKİLEŞİMİNİN ÖRGÜTSELVATANDAŞLIK DAVRANIŞI ÜZERİNE ETKİSİNE YÖNELİK BİR ARAŞTIRMA

*Najla LATİFİ*  
*Bahçeşehir Üniversitesi*

*Doç. Dr. Merve KOÇOĞLU SAZKAYA*  
*Marmara Üniversitesi – İşletme Fakültesi*

### ÖZET

Liderlik konusunun önemi, iş dünyası ve örgütsel yaşamdaki gelişmeler neticesinde sürekli olarak artış göstermektedir. Bu doğrultuda, liderler ve takipçileri arasındaki etkin etkileşimlere dayanan lider-üye etkileşimi konusu da önem kazanmaktadır. Bu etkileşimlerin pek çok örgütsel sonucu bulunmakla birlikte, bu sonuçlardan birisi de örgütsel vatandaşlık davranışıdır. Bu bağlamda bu araştırma kapsamında lider-üye etkileşiminin örgütsel vatandaşlık davranışı üzerindeki etkisi araştırılmaktadır. Bu amaçla, bu araştırma Bahçeşehir Üniversitesi Sosyal Bilimler Enstitüsü İngilizce MBA programında yüksek lisans öğrenimi gören farklı sektörlerde çalışan 235 öğrenciyle gerçekleştirilmiştir. Araştırma bulgularına göre, lider-üye etkileşimi, örgütsel vatandaşlık davranışını pozitif ve anlamlı şekilde etkilemektedir. Ayrıca, “duygusal etkileşim ve sadakat” boyutunun “nezaket ve vicdanlılık” ve “sivil erdem boyutları üzerinde”; “katkı ve mesleki saygı” boyutunun “nezaket ve vicdanlılık”, “özgecilik” ve “sivil erdem” boyutları üzerinde pozitif ve anlamlı etkileri bulunduğu saptanmıştır. Ancak, “duygusal etkileşim ve sadakat” boyutunun “özgecilik” boyutu üzerinde anlamlı bir etkisi bulunmadığı tespit edilmiştir.

**Anahtar Kelimeler:** Liderlik, Lider-Üye Etkileşimi, Örgütsel Vatandaşlık Davranışı.

<sup>1</sup> This study is derived from the thesis titled “A Research on the Effects of Leader Member Exchange on Organizational Citizenship Behaviour” at Bahçeşehir University Institute of Social Sciences.

## ABSTRACT

The significance of the leadership has been gradually increasing due to the developments in business and organizational life. In this respect, leader-member exchange (LMX) depending on the effective interactions between leaders and followers gains more importance, and this interaction influences lots of organizational outcomes, one of them is organizational citizenship behavior (OCB). In context to this research, it was aimed to investigate the effect of LMX on OCB. For this purposes, this research was conducted on 235 Bahçeşehir University MBA English department students who work in different sectors. According to the results, it was determined that LMX has positive and significant effect on OCB. Moreover, the results show that "affect and loyalty" dimension has positive and significant effects on "courtesy and conscientiousness" and "civic virtue" dimensions; "contribution and professional respect" dimension have positive and significant effects on "courtesy and conscientiousness", "altruism", "civic virtue" dimensions. However, "affect and loyalty" dimension has no significant effect on "altruism" dimension.

**Keywords:** Leadership, Leader-Member Exchange, Organizational Citizenship Behavior

## INTRODUCTION

Leadership issue has been one of the most important and the most discussed topics in the business and management literature for many years. It is known that lots of model and theories about leadership and leader behaviors are developed. One of these theories is leader-member exchange (LMX) theory.

The interaction relation founded between leaders and followers affects organizational atmosphere, and also individual and organizational outcomes such as performance, organizational commitment, job satisfaction, occupational burnout, intention to quit job and etc. One of the other outcomes is organizational citizenship behavior (OCB) which means extra behaviors displayed by the employees voluntarily beyond their formal roles and responsibilities.

The current research aims at determining the effects of leader-member exchange (LMX) and its dimensions on organizational citizenship behavior (OCB) and its dimensions. The research was conducted on 235 Bahcesehir University MBA English department students who work in different sectors.

The structure of the article comprises of six full length parts. The first part is the basic introduction part of the study. Then, the second part is the literature review part of the study. This part provides the theoretical background and empirical findings about the research topics. The theories of LMX, and OCB are discussed in view of the scholarly literature in this part. In the third part, the research methodology and used approaches are discussed briefly. Purpose and importance of research, participant and sampling of research, research method, research model, variables and hypothesis, measurement instruments and data analysis are discussed in this part. The fourth part is the findings part based on the detailed statistical analysis of the collected quantitative data from the sample group. The fifth part is the results of study in which findings of the research are summarized. The sixth part presents the conclusion of research findings, limitations, recommendations, and other important conclusive remarks on the research.

## LITERATURE REVIEW

### Leadership

The leadership concept which is one of the concepts used frequently in both daily life and business life, excites attention of both management and organization theorists and practitioners (Pawar and

Eastman, 1997: 80). However, it can be said that leadership is still today a mysterious issue despite all previous researches, because there is no one unique leadership model which is valid every time and everywhere (Güney, 2012: 26).

The word of leadership was firstly used in English in 1300. The root of the leadership comes from "leden" word which means guiding or governing person. Moreover, the first scientific studies on leadership started to be made in late 20<sup>th</sup> century in the U.S.A. (Sorenson 2000). Bennis (2001: 2) states that identifying leadership is so hard since it resembles into beauty, but anyone can know the leader when sees his/her. In this respect, it can be said that there are numerous studies on leadership concept and lots of different definition about the concept in the literature.

Davis (1988: 141) defines leadership as the ability to make people to adopt for making effort in accordance with the pre-determined targets. Chemers (1997: 23) describes leadership as the social impact process a person applies for the support and help of others in order to complete a certain goal with success. Alabduljader (2012: 212) defines leadership as the ability to gather a group of people to oneself, to influence and direct them in order to carry out a target of a goal. According to Johns and Moser (1989: 115), leadership means mobilising the followers in accordance with the desires, needs and expectations of the group.

The most important reason that why leadership is so important in terms of organization is setting the employees into action via combining them for certain goals. Thus, the employees will reflect their all abilities to carry out these goals (Ribiere and Sitar, 2003: 40).

On the one hand, Vries (2007: 20) specifies that the leader is the person directing the others walking together with the leader, and states that the main task for effective leadership is to think in unordinary way. Tolan (1991: 424) defines the leader as the creative, organiser and coordinator person who determines the goal of the group, organizes in-group communication. Chaudhry and Javed (2012) advocates that it is so hard for an organization to reach into the main goal if there is no leader.

As mentioned before, leadership has been defined very widely and in different ways. The researchers tried to give clearance about the different aspects of leadership in their definitions. In fact each definition is highlighting some important aspects of the leadership through which can easily get closer to know how to be a good leader (George and Jones, 2008: 392). In this regard, some different leadership theories and models have been developed by different researchers in 20<sup>th</sup> century. The first theory is known as trait theory of leadership which concentrates on the features of leaders. The second theory is behavioural leadership theory which concentrates on behaviours of the leaders. The third theory is contingency theory of leadership which concentrates on the conditions rather than features and behaviours. The forth one is modern leadership theories are centered around the levels of skill, as well as situational adaptability of the individual leading (Genç, 1995: 226).

### Leader-Member Exchange (LMX) Theory

Traditional leadership theories emphasizes on leader features or which behaviours should be displayed in various conditions, and assume that the leader exhibits similar behaviours to followers (Baş et al., 2010: 1023). However, researches about leader-member exchange (LMX) investigating the interaction between the leader and group have started to be made in the literature (Göksel and Aydın, 2012: 248). In other words, it has been observed that the leader does not behave to all followers as the same, and the leader communicate differently with each follower (Yukl, 2006: 116).



Graen and Uhl-Bien (1995: 200) evaluated LMX in relationship-oriented approach. The focus of this approach is about mutual relationship between the leader and member. The main point of the approach is that effective leadership can appear if a leadership relation is developed between the leader and member. In this respect, the main question of the approach is what the features of most suitable relation to receive desired results are.

According to Scandura et al. (1986), LMX investigates individuals and sources subject to the social change and searches, this change process to result in which quality. Cheung and Wu (2012) states that LMX is the name of one-to-one job-focused relations established between employees and managers. In this model, the leader gets in contact with all employees in the workplace, and the quality of LMX depends on common trust, respect and love.

Gerstner and Day (1997: 827) states that LMX is one of the most remarkable theories foreseeing to evaluate the leadership process in organizational leadership area and the relations among the results of this process. Martin et al. (2005: 141) states that LMX depends on the opinion of leaders to develop different types of relations with their members on the contrary of leadership styles advocating leaders behave the same to the members. Harris et al. (2009: 2374) expresses the key point of LMX as people's to become in series of interactions and these interactions to differentiate as the result of mutual emotions and necessities.

Dunegan et al. (1992: 59-60) states that the leader does not behave every member likewise according to LMX, establishes separate relations with everyone, and is one-to-one interaction with them. According to Yu and Liang (2004: 251), LMX depends on these three relation types as follows;

- i. Relations between the leader and follower is established on one-to-one hierarchical structure.
- ii. The relations of the leader with a group of followers have in the same interaction with the members in the group.
- iii. The interactions between the leader and the two groups (in-group and out-group) in the organization are different.

Arslantaş (2007: 161) states that leaders avoid from displaying a unique style of behaviour via considering the relations developed with the members. In this regard, the relations between the leader and members are categorized as in-group and out-group relations. Danserau et al. (1975: 70) identifies these groups as follows;

- i. *In-group*: The leader supports in-group members more, has much closer and in high-quality relations and communications. In-group interaction is based on mutual trust and support.
- ii. *Out-group*: The leader supports out-group members less, keeps them at a distance and establishes relations and communications in low-quality. Out-group interaction is based on conducting the tasks written in job definition.

In the first examples of LMX, the model was named as Vertical Dyad Linkage (VDL) which mentions about a leader-focused relation structure. VDL states that the leader and follower has a formal relation and they carry out this relation in limited level to achieve determined targets. In such a relation level, in-group and out-group elements are much obvious, thus there cannot be established strong linkages with everyone (Tarım 2017: 9).

## Dimensions of Leader-Member Exchange

LMX model was firstly named as Vertical Dyad Linkage (VDL) model developed by Dansereau, Cashman and Graen (1973) focusing on only bilateral vertical relations between the leader and follower (Kahraman, 2012: 11). Then, the model was renamed as LMX by Dansereau, Graen ve Haga (1975).

In 1980s, LMX continued to be described as the quality of the interaction between the leader and follower, researchers tried to identify the dimensions of the model. In 1990s, 18 dimensions were described as trust, competence, motivation, help and support, understanding, liberality, authority, knowledge, influence in decision making, communication, self-reliance, consideration, talent, assignment, innovation, experience, the use of organizational resources and mutual control (Schriesheim, Castro and Cogliser 1999: 81).

Some researchers (Graen et al. 1977; Graen and Uhl-Bien 1995) assert that LMX has only one dimension, on the other hand some other researchers (Schriesheim et al., 1999; Dienesch and Liden 1986; Liden and Maslyn 1998) advocate that LMX has multidimensional structure.

Dienesch and Liden (1986) stated that there are three dimensions of LMX as contribution, loyalty and affect. Then, Liden and Maslyn (1998) added two dimensions as professional respect and trust to these three dimensions, but the trust dimension discussed under the loyalty dimension. Thus, the dimensions of LMX are analysed in four groups as contribution, loyalty, affect and professional respect today.

*Contribution* is the level of activity of each member/follower to achieve the mutual goal. Here, the quality and quantity of the activities are considered (Dienesch and Liden, 1986: 624). This dimension is described as positively mutual perception about the level and quality of job-oriented and common goal-oriented activities of leader and followers in order to fulfil the targets (Liden and Maslyn, 1998: 50). In order to reach into organizational goals, supports and contributions of the employees are so important (Dionne, 2000: 6).

*Loyalty* is seen as the second dimension of LMX model. Leader gives specific tasks to the loyal followers rather than the others. Loyalty is the result of influence level of the leader to the followers which makes the followers to perform all type of tasks that are assigned to them (Dienesch and Liden, 1986: 625). Leaders have the tendency to assign tasks to the members who have high loyalty level for the tasks in which responsibility and decision making is so significant (Bauer and Green, 1996).

*Professional respect* states the past and/or current job-related successes and reputations of members to be used for interacting (Liden ve Maslyn 1998). Schriesheim, Castro, Zhou and Yammorino (2001) states that one of the most important factors in increasing LMX is professional respect between the leader and member.

*Affect* factor is about the interaction resulted from mutual attraction between the leader and member. This affect between leader and member has an important role in maintaining the relation (Dienesch and Liden, 1986: 625). Affect dimension gains importance when close contact and special cooperation depending on mutual trust is needed. Friendships developed via business relations, spending time together frequently and mutual communication leads to increase in the quality of the interaction. Affect dimension which is an important indicator of social change, increases mutual liabilities of the leader and member (Liden and Maslyn, 1998: 48).

## Organizational Citizenship Behaviour (OCB)

In recent years, as a result of globalization, competition has increased strikingly. During this turbulent environment, for the companies, it is very difficult to gain competitive advantage. In order to gain

competitive advantages companies needs to increase organizational effectiveness. For increasing organizational effectiveness, researchers emphasize on some vital ideas such as organizational commitment, job satisfaction, motivation, organizational justice and organizational citizenship behaviour. In this respect, one of the most important topics in organizational behaviour and management fields is evaluated as organizational citizenship behavior (OCB) (Okurame, 2013: 66; Nafei 2015: 218).

On the other hand, organizational citizenship behaviour is also named as pro-social organizational behaviour by Brief and Motowidlo (1986: 713), good soldier syndrome by Turnipseed and Murkison (2000: 281), extra role behaviour by Van Dyne and LePine (1998: 110) and counter-role behaviour by Staw and Boettger (1990: 536) in the literature.

On the other side, organizational citizenship behavior (OCB) is recognized in the 1950s (Fok et al., 2000: 1). Bateman and Organ (1983) describe individuals who engage in OCB as "good soldiers." OCB basically considers the behaviour of staff in the working environment and their relationship. It describes the attitudes of the employees in regard of assisting other fellows, habits of hard-working, following standards, getting on with the work pressures and their active role in the organization (Organ, 1988: 4-12).

The first OCB studies made by Organ (1977). The researcher investigated the behaviours of employees in context to the motivation and interaction, and determined that some behaviours are displayed out of the formal role descriptions. Then, Bateman and Organ (1983: 592) used the term of citizenship behaviour in their study, investigated the relation between citizenship behaviour and job satisfaction, and determined a strong relation. In the same year, Smith, Organ and Near (1983) used the OCB concept for the first time in the literature, and investigated the facts related with OCB.

According to Organ (1988: 4), OCB is the behaviour which is not directly involved or specified in formal reward system, and contributes to the organization voluntarily or extra as a whole. These behaviours are not specified as mandatory in job description, and individuals carry out these with their own preferences. Moreover, they are not punished if they do not display these behaviours.

After conceptualisation of OCB by Organ (1988), the concept did not attract attention initially. However, OCB started to be investigated in many scientific fields such as human resources management, marketing, communication, psychology, strategic management, international management, military psychology, economy, leadership and etc. after emphasizing on its positive impacts on organizational success in the upcoming years (Podsakoff et al., 2000: 514).

Zhang, Liao and Zhao (2011: 366) states that OCB is defined in context to the pro-social behaviours in the literature. Pro-social behaviours are organization members' informal behaviours that are aimed at providing individual, group or organizational comfort while members carry out their organizational roles. Wang (2014: 210) describes OCB as individual behaviours based on voluntariness supporting the organization's to reach into its targets via contributing its social and psychological environment, and the researcher states that OCB is not clearly or directly defined in formal reward system.

Vigoda-Gadot (2006: 77) states that the behaviours which are not specified in role descriptions, do not lead to any sanction and bring benefits for the organization differentiate from some other behaviours that the employees are supposed to display as formal behaviours. The informal behaviours mentioned above are named as OCB. Ariani (2012: 161) defines OCB as the behaviours displayed as the result of personal preference mostly, it is not described in task and job definition, and it is not punitive while its negligence.

Organ (1988: 9) specifies that there are three main features of OCB. These features can be stated as followings;

- i. Behaviours appear based on the individual's own discretionary power.
- ii. Behaviours are not involved in formal reward system directly or indirectly.
- iii. Behaviours support the running of the company effectively.

Deluga (1995) states that in the root of OCB there are sacrifice, ownage and behaviours made without having an expectation. Rayner, Lawton and Williams (2012: 118) defines OCB as pro-social helpful behaviours displayed by employees for individual, group and organizational benefits.

Due to OCB's to be based on voluntariness, it is not a behaviour required by formal job description in the organization (Jex and Britt 2008: 116). Therefore, OCB depends upon the psychological contract of the individual with both the organization and the leader. Psychological contract is based on a perception created in the minds of individuals and defined as the utility liability which will become in the future and personal beliefs towards a given commitment's to be fulfilled in the future (Walker and Hutton, 2006: 434). In addition to this perception, the individual expects these behaviours to be realised by organization or leader, and to be rewarded as a result (Chompookum and Derr, 2004: 409).

### Dimensions of Organizational Citizenship Behavior

The first study made on identifying the dimensions of the OCB made by Smith et al. (1983: 564), and there were found two dimensions as altruism and generalized compliance. Then, Organ (1988: 1-14) suggested five dimensions as altruism, conscientiousness, sportsmanship, courtesy and civic virtue. Moreover, Farh et al. (1997: 421-444) found five dimensions as identification with the company, altruism toward colleagues, conscientiousness, interpersonal harmony and protecting company resources. Furthermore, Podsakoff et al. (2000: 513-563) identified OCB with seven dimensions as helping behaviour, sportsmanship, organizational loyalty, organizational compliance, individual initiative, civic virtue and self-development. In general, the mostly used categorization about OCB dimensions is Organ's (1988) and Podsakoff et al.'s (1990) one. In this study, the dimensions of OCB are investigated within the scope of the classification of Podsakoff et al.'s (1990) study. According to this classification, there are 5 dimensions as altruism, conscientiousness, sportsmanship, courtesy and civic virtue.

*Altruism* appears as pro-social behaviours increasing organizational effectiveness (Organ, 1988: 5). It comprises supporting others in job-related issues and displaying extra behaviours about job-related problems (Podsakoff et al., 2000: 514). Altruism behaviour can be defined as the whole of voluntary behaviours aiming at helping other members about organizational tasks and problems (Podsakoff and MacKenzie, 1994: 351). Moreover, employees undertake colleagues' tasks and responsibilities voluntarily without expecting any reward or command according to this dimension (Podsakoff et al., 2000: 516). It can be said that orientation of employees, their use of tools and materials, completing their tasks, reaching into certain information, preparing a project or presentation in time, understanding computer program, and sharing other employees heavy workloads are examples of altruism behaviour (Allison et al., 2001: 283).

*Conscientiousness* is about employee's job-related discipline perception (Barksdale and Werner 2001). It means praising the organization to external environment, protecting from external threats and becoming loyal to the organizations even under negative conditions. This behaviour comprises to obey organization's rules, regulations and procedures and to interiorise these even if nobody monitor the employee. The employees adopting this behaviour dimension in high-level, generally display more effective and

efficient performances rather than employees adopting in low-level (Barrick and Mount, 1991: 25-26). It can be said that being punctual, using tea/coffee and lunch breaks cautiously, participating regularly in the organizational meetings, trying to remain loyal to all formal and informal rules developed for providing organizational order are examples of conscientiousness behaviour (Wang et al., 2010: 119).

*Sportsmanship* involves individuals not to complain in case of feeling uncomfortable from others, and to display positive behaviours even in case of worsening of the job (Podsakoff et al., 2000: 517). Moreover, it can be described as condonation behaviour displayed voluntarily during working without complaining about undesired situations and inevitable disharmonies (Organ 1990). It is expected that this dimension has positive relation with job performance. Sportsmanship dimension allows managers to spend their time more for productive activities such as planning, timing, problem solving and organizational analysis (Podsakoff et al., 1997: 264).

*Courtesy* can be stated as taking precaution for possible problems that can be happened among organization members, and the tendency to display behaviours about giving information to employees on the topics that interest and can affect them (Organ 1988). It involves preventive behaviours of employees such as hindering a problem's to appear, helping or making solution suggestions via pre-determining issues that can create problems for other employees (Organ 1990: 47). Moreover, employees who are in communication and interaction to each other's consulting to each other and warning about the results of implementations in accordance with their tasks and decisions in the organization are also identified as courtesy behaviour (Deluga, 1995: 2).

*Civic virtue* states the loyalty and interest to the organization as a whole and macro-level citizenship (Podsakoff et al., 2000: 525). This interest is indicated via participating in organizational management actively and following the threats and opportunities around the organization effectively. Taking part in meetings, expressing opinions about the strategies that should be followed by the organization are examples of OCB behaviours in this group (Organ, 1988). Civic virtue refers to behaviours that include participation in bureaucratic existence of the organization. Employees will maintain in touch with the matters affecting organizational management and participate in decision making manner and meetings of the business enterprise. Organ and Ryan also defined civic virtue as accountable and optimistic involvement inside the troubles and control of the organization (Organ and Ryan, 1995: 48).

### Studies Related to Leader Member Exchange and Organizational Citizenship Behaviour

There were various studies made to determine the relation between LMX and OCB. According to the study conducted by Asgari et al. (2008) with 220 managers and employees in education sector in Iran, there were found positive and significant relations between LMX and OCB. Burton et al. (2008) made a study with 258 employees and 34 managers in an international manufacturing company. They found that LMX has significant relations with OCB. According to the study, employees who have of high quality relations with their leaders, display high degree of OCB.

Chen et al. (2008) studied the relation between LMX and OCB with 200 nurses working at hospitals in Taiwan, and found that the quality of LMX affects OCB positively and significantly. Erdem (2008) made a research with 286 nurses and head nurses in health sector in Turkey, and found that LMX affects OCB in both individual and organizational basis positively and significantly.

Ali (2009) made a research with 395 medical representatives in Pakistan. The results indicated that there was low quality LMX interaction between medical representatives and their managers, thus medical



representatives have low tendency to display OCB. According to the research made by Ishak and Alam (2009) in Malaysia, the result that LMX affects OCB positively and significantly was reached. Kandan and Ali (2010) made a research with 165 people working in a public institution in Malaysia, and found positive relations between LMX and OCB.

Rafferty and Restubog (2011) investigated the relation between LMX and OCB with 175 employees and managers working in a bank in Philippines, and found that employees working with abusive supervisors do not display good OCB. Ma and Qu (2011) made a study with 407 employees working in a hotel in China, and found positive relations between LMX and OCB.

Meiners and Boster (2012) explored the relation between LMX and OCB in a Southern United States city government with 80 full-time employees and 25 divisional supervisors from a sample of 500. The researchers found that high-quality LMX relationships were shown to have higher levels of mutual persuasion and reciprocal influence, indicating a flexible relationship open to compromise resulting in an improved work environment.

According to the study conducted by Ürek (2015) with 423 healthcare personnel working at public and private hospitals in Ankara, the result indicates that employees LMX degrees have positive impacts on the tendency to display OCB and its sub-dimensions. Tekin (2018) conducted a research with 250 employees working in banking sector. The results reveal that LMX affects OCB positively and significantly. Çetin et al. (2012) made a study with 659 teachers in education sector in Turkey, and the result shows that the more the quality of LMX is the more OCB.

## RESEARCH METHODOLOGY

### Purpose and Importance of the Research

The principle purpose of this study is to identify effects of leader-member exchange on organizational citizenship behavior.

The objectives of the study were determined as followings:

- i. Measuring effects of leader-member exchange (LMX) on organizational citizenship behavior (OCB).
- ii. Measuring the effects of leader-member exchange (LMX) dimensions on organizational citizenship behavior (OCB) dimensions.

To address this issue a conceptual model was developed to test the relationships empirically among the variables of the study.

In the Turkish literature review, it is showed that the studies on the relationship between the leader member exchange and organizational citizenship behaviour were conducted on a specific sector. For example, education, health and banking (Çetin, 2012; Ürek, 2015; Tekin, 2018). However, the sample of this study consists of participants from different sectors. Thus, the relations between those two concepts will be evaluated from the perspective of the different sector employees.

### Participants and Sampling of the Research

The target population in this study is Bahçeşehir University Graduate School of Social Sciences Master of Business Administration (MBA) English language students. The sample is consisted of white-colored participants. The data were accumulated through April and May 2017. During that time, 514

students are registered at MBA English language department. The sample size has been determined as 221 students for a population of 514 students, at a 95% confidence interval and %5 significance level. Therefore 514 questionnaire were delivered. However, a total of 258 questionnaires have been collected. Consequently, a complete of 235 responses has been used for further analysis.

### Research Model Variables and Hypothesis of the Study

This research model is created by inspiring social exchange theory which is developed by Blau. According to Blau (1964) social exchange theory is a social psychological and sociological perspective that explains social modification and stability as a method of negotiated exchanges between parties. Social exchange theory posits that human relationships are formed by the employment of a subjective analysis and the comparison of alternative.

The research model can be seen in Figure 1. As seen in the figure, dependent variable of the research is organizational citizenship behaviour (OCB). Independent variable of this study is leader member exchange (LMX).

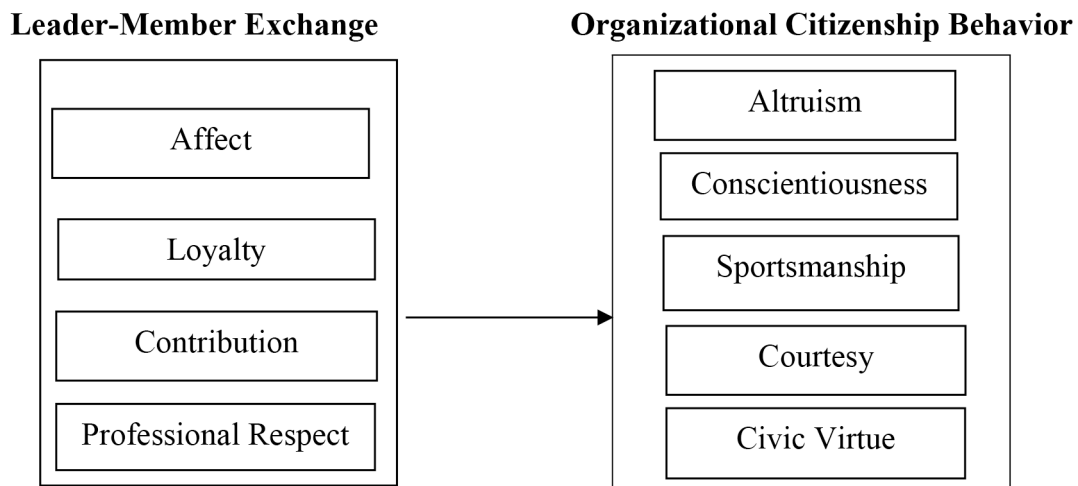


Figure 1 Research model of the study

Influencing by social exchange theory, the hypothesis of this is developed. As mentioned before, organizational citizenship behavior (OCB) is the behaviour of employees that contributes to the organization voluntarily. These behaviours are not written in the job description of employees. It is assumed that one of the most critical factors that influence employees to show such behaviour is the quality of the relationship between leader and their subordinates which is called leader member exchange theory (LMX) (Asgari, 2008; Burton, 2008; Ali 2009; Ishak and Alan, 2009; Rafferty and Restubag, 2001; Meiners and Boster, 2012; Çetin, 2012; Ürek, 2015; Tekin, 2018).

The hypothesis of the study are presented at below:

- 1.H<sub>1</sub>: Leader-member exchange (LMX) significantly affects organizational citizenship behavior (OCB).

### Measurement Instruments of the Research Variables

In this research, surveys are used as a means of data collection. After literature review, the scales have been determined that will measure the variables best. The determined scales are tested scales and found to be valid and reliable in various studies.

The leader member exchange scale introduced by Liden and Maslyn includes 4 factors and 11 items. Affect is measured by 3 items (1, 2 and 3). Loyalty is measured by 3 items (4, 5, and 6). Contribution is measured by 2 items (7 and 8). Professional respect is measured by 3 items (9, 10 and 11) (Liden and Maslyn, 1998: 43-72).

Organization citizenship behavior instrument which is developed by Podsakoff et al. (1990) is used. This scale has 5 dimensions with 24 items. Altruism is measured by 5 items (1, 10, 13, 15 and 23). Conscientiousness is measured by 5 items (3, 18, 21, 22 and 24). Sportsmanship is measured by 5 items (2, 4, 7, 16 and 19). Courtesy is measured by 5 items (5, 8, 14, 17 and 20). Civic virtue is measured by 4 items (6, 9, 11 and 12). Some of the items are reverse in this scale (items: 2, 4, 7, 16, 19).

The responses of participants for each item were gathered through 5-point Likert scale as "1: Strongly Disagree", "2: Disagree", "3: Neutral", "4: Agree" and "5: Strongly Agree".

## FINDINGS

### Descriptive Statistics

Out of 235 respondents 47% were male, while 53% of the respondents were female. 59% of the respondents were single and 41% of them were married. The percentage of employees in the sample is 86% comparing to managers 14%. The years of work life experience of the respondents concentrate on 0-1-year experience with %10, 25% have 1-3 years' experience, 21% have 4-6 years' experience, 15 % have 7-9 years' experience, 8% have 10-12 years' experience, 6% have 13-15 years' experience, and 15% have more than 15 years' experience in their work life. Experience years of respondents at the current organization percentage concentrates on 0-1 years with 24%, 34% of the respondents have 1-3 years' experience, 14% have 4-6 years' experience, 11% have 7-9 years' experience and 5% have 10-12 years' experience, 3% have 13-15 years' experience, 9% have 15 or more years of experience in their organization.

### Factor and Reliability Analysis of Leader Member Exchange (LMX)

To determine the dimensions of LMX factor analysis with principle component factoring and varimax rotations was conducted. Result of the tests (KMO=0.893, p=0.000) were satisfactory (Sharma 1996, pp.116). As shown in Table 1, the diagonals of the anti-image correlation matrix were all over 0.50, supporting the inclusion of each item in the factor analysis (Hair et al., 1998: 111).

The original of the LMX scale is consist of 4 different sub dimensions called "affect", "loyalty", "contribution" and "professional respect". By conducting exploratory factor analysis, it was found that leadership member exchange (LMX) is measured on two dimensions; called "affect and loyalty" and "contribution and professional respect" in this study.

As shown in Table 1, "affect and loyalty" factor loading values were found between 0.86-0.64; "contribution and professional respect" factor loading values were found between 0.86-0.64. Thus, there were not any items to be eliminated from the scale.

According to Table 1, "affect and loyalty" factor has reliability of 0.91; "contribution and professional respect" factor has reliability of 0.84. This indicates a high reliability values (Sekaran, 1992: 633).



**Table 1 Factor and reliability analysis result of leader member exchange (LMX)**

Factor Name	Label	Factor Items	Factor Loading	Reliability
<b>Affect and Loyalty</b>	LMX-6	"My supervisor would defend me to others in the organization if I made an honest mistake." (L)	0.86	0.91
	LMX-5	"My supervisor would come to my defense if I were "attacked" by others." (L)	0.85	
	LMX-4	"My supervisor defends my work actions to a superior, even without complete knowledge of the issue in question." (L)	0.85	
	LMX-3	"My supervisor is a lot of fun to work with." (A)	0.72	
	LMX-2	"My supervisor is the kind of person one would like to have as a friend" (A)	0.69	
	LMX-1	"I like my supervisor very much as a person." (A)	0.64	
<b>Contribution and Professional Respect</b>	LMX-7	"I do work for my supervisor that goes beyond what is specified in my job description." (C)	0.86	0.84
	LMX-8	"I am willing to apply extra efforts, beyond those normally required, to further the interests of my work group." (C)	0.85	
	LMX-9	"I am impressed with my supervisor's knowledge of his/her job." (PR)	0.83	
	LMX-10	"I respect my supervisor's knowledge of and competence on the job." (PR)	0.73	
	LMX-11	"I admire my supervisor's professional skills." (PR)	0.64	

A: Affect; L: Loyalty; C: Contribution; PR: Professional Respect

### Factor and Reliability Analysis of Organizational Citizenship Behavior (OCB)

To determine the dimensions of OCB factor analysis with principle component factoring and varimax rotations was conducted. Result of the tests (KMO=0.913, p=0.000) were satisfactory (Sharma, 1996: 116). Factors with eigenvalues over one were retained and items with factor loadings below 0.50 and items with high cross loadings were excluded (Hair et al. 1998: 111). For this reasons items 2, 4, 7, 16 and 19 are eliminated because of low and high cross factor loading. For this reason the factor of "sportsmanship" is eliminated from the model.

The original of the OCB scale is consist of 5 different sub dimensions called "courtesy", "conscientiousness", "sportsmanship", "altruism" and "civic virtue". As shown in Table 2, by conducting factor analysis, it is found that organizational citizenship behavior (OCB) is measured with three dimensions; called "courtesy and conscientiousness", "altruism" and "civic virtue" in this study.

As shown in Table 2, "courtesy and conscientiousness" factor loading values were found between 0.77- 0.61; "altruism" factor loading values were found between 0.81-0.60; "civic virtue" factor loading values were found between 0.82-0.54.

According to Table 2, "courtesy and conscientiousness" factor has reliability of 0.88; "altruism" has reliability of 0,88; "civic virtue" factor has reliability of 0.84. This indicates a high reliability values (Sekaran, 1992: 633).

**Table 2 Factor and reliability analysis result of organizational citizenship behavior (OCB)**

Factor Name	Label	Factor Item	Factor Loading	Reliability
<b>Courtesy and Conscientiousness</b>	OCB-8	"I consider the impact of my actions on coworkers." (CO)	0.77	0.88
	OCB-22	"I obey company rules and regulations even when no one is watching." (CON)	0.73	
	OCB-14	"I do not abuse the rights of others." (CO)	0.70	
	OCB-24	"I am one of the most conscientious employees." (CON)	0.70	
	OCB-3	"I believe in giving an honest day's work for an honest day's pay." (CON)	0.69	
	OCB-20	"I am mindful of how my behavior affects other people's job." (CO)	0.68	
	OCB-21	"I do not take extra breaks." (CON)	0.67	
	OCB-18	"My attendance at work is above the norm." (CON)	0.64	
	OCB-5	"I try to avoid creating problems for coworkers." (CO)	0.62	
	OCB-17	"I take steps to try to prevent problems with other workers." (CO)	0.61	
<b>Altruism</b>	OCB-15	"I willingly help others who have work related problems." (AL)	0.81	0.88
	OCB-1	"I help others who have heavy workloads." (AL)	0.79	
	OCB-10	"I am always ready to lend a helping hand to those around me." (AL)	0.73	
	OCB-23	"I help orient new people even though it is not required." (AL)	0.67	
	OCB-13	"I help others who have been absent." (AL)	0.60	
<b>Civic Virtue</b>	OCB-6	"I keep abreast of changes in the organization." (CV)	0.82	0.84
	OCB-11	"I attend functions that are not required, but help the company image." (CV)	0.80	
	OCB-9	"I attend meetings that are not mandatory, but are considered important." (CV)	0.57	
	OCB-12	"I read and keep up with organization announcements, memos and so on." (CV)	0.54	

CO: courtesy; CON: conscientiousness; AL: altruism; CV: civic virtue

### Descriptive Values of Variables after Factor Analysis

The mean of leader member exchange is 3.40. The highest mean belongs to "I am willing to apply extra efforts, beyond those normally required, to further the interests of my work group." with 3.79 and the lowest mean belongs to "My supervisor is the kind of person one would like to have as a friend" with 3.13.

The mean of organizational citizenship behaviour is 3.99. The highest mean belongs to "I attend functions that are not required, but help the company image" with 4.40 and the lowest mean belongs to "I help orient new people even though it is not required" with 3.38.

### Hypothesis Testing

As shown in Figure 2, after factor analysis, the conceptual research model is changed. Thus, hypothesis is tested according to revised research model.

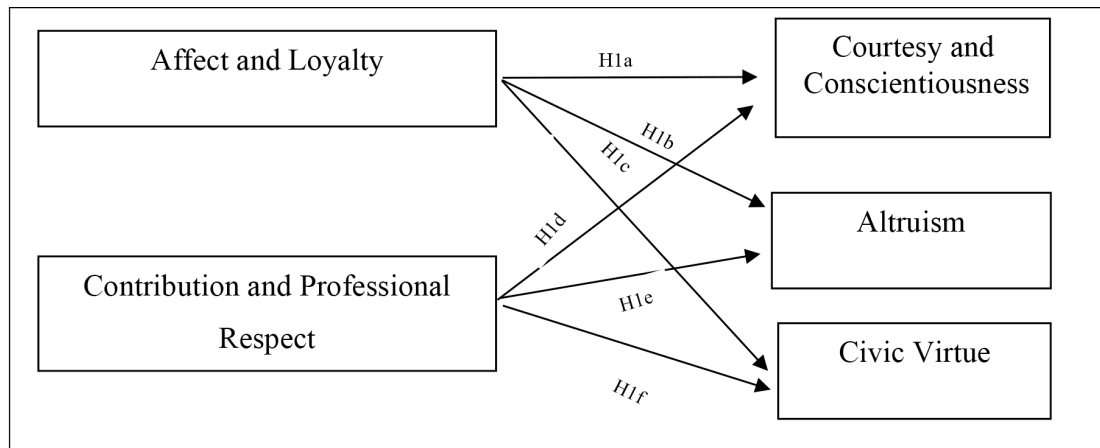


Figure 2 Revised Research Model

The research hypothesis is:

1.H<sub>1</sub>: Leader-member exchange (LMX) significantly affects organizational citizenship behavior (OCB).

In this respect, after factor analysis, the sub-hypothesis is determined as:

1.H<sub>1a</sub>: "Affect and loyalty" significantly affects "courtesy and conscientiousness."

1.H<sub>1b</sub>: "Affect and loyalty" significantly affects "altruism."

1.H<sub>1c</sub>: "Affect and loyalty" significantly affects "civic virtue."

1.H<sub>1d</sub>: "Contribution and professional respect" significantly affects "courtesy and conscientiousness."

1.H<sub>1e</sub>: "Contribution and professional respect" significantly affects "altruism."

1.H<sub>1f</sub>: "Contribution and professional respect" significantly affects "civic virtue."

Preliminary analysis were conducted to ensure no violation of the assumptions of sample size, multi-collinearity, outliers and normality, linearity, homoscedasticity in order to conduct regression analysis to data.

For the purpose of this study, 1.H<sub>1</sub> hypothesis is developed in order to measure the effects of leader-member exchange on organizational citizenship behavior.

**1.H<sub>1</sub>: Leader-member exchange (LMX) significantly affects organizational citizenship behavior (OCB).**

As seen on Table 3, in the regression analysis leadership-member exchange and organizational citizenship behavior is added to the model. According to regression analysis findings, there is a significant effect of leadership-member exchange on organizational citizenship behavior (p=0.000<0.05). Changes in organizational citizenship behavior is explained by leadership-member exchange at 0.06% (Adjusted R<sup>2</sup>). Also, as seen on Table 3, when one unit increases in leadership-member exchange, organizational

citizenship behavior increases by 0.135 ( $\beta$ ). Therefore, it can be said that as leadership-member exchange increases, organizational citizenship behavior rises. Thus, 1.H<sub>1</sub> hypothesis is supported.

**Table 3 Linear regression analysis result of 1.H<sub>1</sub>**

<b>Dependent Variable:</b> Organizational Behavior Citizenship			
<b>Independent Variable:</b>	<b>Beta</b>	<b>t value</b>	<b>p value</b>
Leadership-Member Exchange	0.135	3.590	0.000
<b>R=0.13; Adjusted R<sup>2</sup>=0.06; F value=12.89; p value=0.000</b>			

1.H<sub>1a</sub> hypothesis is developed in order to measure the effects of "affect and loyalty" on "courtesy and conscientiousness".

**1.H<sub>1a</sub>: "Affect and loyalty" significantly affects "courtesy and conscientiousness."**

As seen on Table 4, in the regression analysis "affect and loyalty" and "courtesy and conscientiousness" is added to the model. According to regression analysis findings, there is a significant effect of "affect and loyalty" on "courtesy and conscientiousness" ( $p=0.011<0.05$ ). Changes in "courtesy and conscientiousness" is explained by "affect and loyalty" at 0.03% (Adjusted R<sup>2</sup>). Also, as seen on Table 4, when one unit increases in affect and loyalty, courtesy and conscientiousness increases by 0.107 ( $\beta$ ). Therefore, it can be said that as "affect and loyalty" increases, "courtesy and conscientiousness" rises. Thus, 1.H<sub>1a</sub> hypothesis is supported.

**Table 4 Linear regression analysis result of 1.H<sub>1a</sub>**

<b>Dependent Variable:</b> Courtesy and Conscientiousness			
<b>Independent Variable:</b>	<b>Beta</b>	<b>t value</b>	<b>p value</b>
Affect and Loyalty	0.107	2.580	0.011
<b>R=0.10; Adjusted R<sup>2</sup>=0.03; F value=6.65; p value=0.011</b>			

1.H<sub>1b</sub> hypothesis is developed in order to measure the effects of "affect and loyalty" on "altruism".

**1.H<sub>1b</sub>: "Affect and loyalty" significantly affects "altruism."**

As seen on Table 5, in the regression analysis "affect and loyalty" and "altruism" is added to the model. According to regression analysis findings, there is not a significant effect of "affect and loyalty" on "altruism" ( $p=0.118<0.005$ ). Thus, 1.H<sub>1b</sub> hypothesis is rejected.

**Table 5 Linear regression analysis result of 1.H<sub>1b</sub>**

<b>Dependent Variable:</b> Altruism			
<b>Independent Variable:</b>	<b>Beta</b>	<b>t value</b>	<b>p value</b>
Affect and Loyalty	0.079	1.571	0.118
<b>R=0.07; Adjusted R<sup>2</sup>=0.01; F value=2.46; p value=0.118</b>			

1.H<sub>1c</sub> hypothesis is developed in order to measure the effects of "affect and loyalty" on "civic virtue".

**1.H<sub>1c</sub>: "Affect and loyalty" significantly affects "civic virtue."**

As seen on Table 6, in the regression analysis "affect and loyalty" and "civic virtue" is added to the model. According to regression analysis findings, there is a significant effect of "affect and loyalty" on

“civic virtue” ( $p=0.000<0.05$ ). Changes in “civic virtue” is explained by “affect and loyalty” at 0.07% (Adjusted  $R^2$ ). Also, as seen on Table 6, when one unit increases in “affect and loyalty”, “civic virtue” increases by 0.223 ( $\beta$ ). Therefore, it can be said that as “affect and loyalty” increases, “civic virtue” rises. Thus,  $1.H_{1c}$  hypothesis is supported.

**Table 6 Linear regression analysis result of  $1.H_{1c}$**

<b>Dependent Variable:</b> Civic Virtue			
<b>Independent Variable:</b>	<b>Beta</b>	<b>t value</b>	<b>p value</b>
Affect and Loyalty	0.223	4.061	0.000
<b>R=0.223; Adjusted <math>R^2=0.07</math>; F value=16.49; p value=0.000</b>			

$1.H_{1d}$  hypothesis is developed in order to measure the effects of “contribution and professional respect” on “courtesy and conscientiousness”.

***$1.H_{1d}$ : “Contribution and professional respect” significantly affects “courtesy and conscientiousness.”***

As seen on Table 7 in the regression analysis “contribution and professional respect” and “courtesy and conscientiousness” is added to the model. According to regression analysis findings, there is a significant effect of “contribution and professional respect” on “courtesy and conscientiousness” ( $p=0.000<0.05$ ). Changes in “courtesy and conscientiousness” is explained by “contribution and professional respect” at 0.07% (Adjusted  $R^2$ ). Also, as seen on Table 7, when one unit increases in “contribution and professional respect”, “courtesy and conscientiousness”, increases by 0.171 ( $\beta$ ). Therefore, it can be said that as “contribution and professional respect” increases, “courtesy and conscientiousness” rises. Thus,  $1.H_{1d}$  hypothesis is supported.

**Table 7 Linear regression analysis result of  $1.H_{1d}$**

<b>Dependent Variable:</b> Courtesy and Conscientiousness			
<b>Independent Variable:</b>	<b>Beta</b>	<b>t value</b>	<b>p value</b>
Contribution and Professional Respect	0.171	4.112	0.000
<b>R=0.171; Adjusted <math>R^2=0.07</math>; F value=16.90; p value=0.000</b>			

$1.H_{1e}$  hypothesis is developed in order to measure the effects of “contribution and professional respect” on “altruism”.

***$1.H_{1e}$ : “Contribution and professional respect” significantly affects “altruism.”***

As seen on Table 8, in the regression analysis “contribution and professional respect” and “altruism” is added to the model. According to regression analysis findings, there is a significant effect of “contribution and professional respect” on “altruism” ( $p=0.000<0.05$ ). Changes in “altruism” is explained by “contribution and professional” respect at 0.10% (Adjusted  $R^2$ ). Also, as seen on Table 8, when one unit increases in “contribution and professional respect”, “altruism” increases by 0.221 ( $\beta$ ). Therefore, it can be said that as “contribution and professional respect” increases, “altruism” rises. Thus,  $1.H_{1e}$  hypothesis is supported.

Table 8 Linear regression analysis result of 1.H<sub>1c</sub>

Dependent Variable: Altruism			
Independent Variable:	Beta	t value	p value
Contribution and Professional Respect	0.221	4.651	0.000
R=0.221; Adjusted R <sup>2</sup> =0.10; F value=21.62; p value=0.000			

1.H<sub>1f</sub> hypothesis is developed in order to measure the effects of "contribution and professional respect" on "civic virtue".

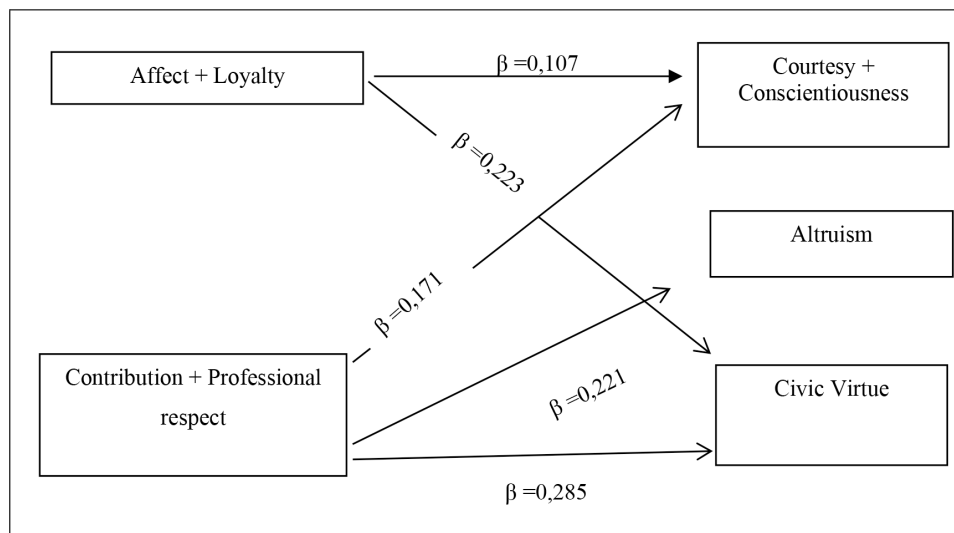
**1.H<sub>1f</sub>: "Contribution and professional respect" significantly affects "civic virtue."**

As seen on Table 9, in the regression analysis "contribution and professional respect" and "civic virtue" is added to the model. According to regression analysis findings, there is a significant effect of "contribution and professional respect" on "civic virtue" ( $p=0.000<0.05$ ). Changes in "civic virtue" is explained by "contribution and professional respect" at 0.12% (Adjusted R<sup>2</sup>). Also, as seen on Table 9, when one unit increases in "contribution and professional respect", "civic virtue" increases by 0.285 ( $\beta$ ). Therefore, it can be said that as "contribution and professional respect" increases, "civic virtue" rises. Thus, 1.H<sub>1f</sub> hypothesis is supported.

Table 9 Linear regression analysis result of 1.H<sub>1f</sub>

Dependent Variable: Civic Virtue			
Independent Variable:	Beta	t value	p value
Contribution and Professional Respect	0.285	5.589	0.000
R=0.285; Adjusted R <sup>2</sup> =0.120; F value=31.237; p value=0.000			

All regression analysis result and  $\beta$  values were showed in Figure 3.

Figure 3 Regression analysis result and  $\beta$  values

As a result, according to the data analysis, it is found that there is a significant and positive relationship between leader member exchange and organizational behavior citizenship.

Also it was seen that there is a positive relationship between "affect and loyalty" and "courtesy and conscientiousness" and "civic virtue". At the same time, there is a positive relationship between "contribution

and professional respect" and "courtesy and conscientiousness", "altruism" and "civic virtue". On the other hand the relationship between "affect and loyalty" and "altruism" was rejected statistically.

In Table 11 hypothesis and their results can be shown. According to the table, it can be said that 6 of the hypothesis were accepted, and only 1 of them was rejected.

**Table 11 Hypothesis and results**

Hypothesis		
1.H <sub>1</sub> : Leader-member exchange (LMX) significantly affects organizational citizenship behavior (OCB).		<b>Accepted</b>
1. H <sub>1a</sub> :	"Affect and loyalty" significantly affects "courtesy and conscientiousness."	<b>Accepted</b>
1. H <sub>1b</sub> :	"Affect and loyalty" significantly affects "altruism."	<b>Rejected</b>
1. H <sub>1c</sub> :	"Affect and loyalty" significantly affects "civic virtue."	<b>Accepted</b>
1. H <sub>1d</sub> :	"Contribution and professional respect" significantly affects "courtesy and conscientiousness."	<b>Accepted</b>
1. H <sub>1e</sub> :	"Contribution and professional respect" significantly affects "altruism."	<b>Accepted</b>
1. H <sub>1f</sub> :	"Contribution and professional respect" significantly affects "civic virtue."	<b>Accepted</b>

### Conclusion, Limitations and Recommendations

This research aims to investigate the relationship between leader-member exchange (LMX) and organizational citizenship behavior (OCB). For this purpose, this research was conducted on 235 Bahçeşehir University MBA English department students who work in different sectors.

One of the main factor providing organizational success is the quality of the organization's human resources although new technologies, superior management systems, electronic systems and databases are needed for the success of organizations, since technological tools and materials are used and required decisions are made by people working in the organizations. Human factor is so significant in social, economic and political development of societies and also in effectiveness and efficiency of the organizations. Moreover, it is required to have eager employees for contributing to organizational effectiveness and development for organizations to be successful under continuously changing conditions without remaining limited with formal job descriptions.

On the other side, group functioning with leaders are more devoted to increase employees associations with organizations. Leaders can significantly influence commitment of the followers, and involve followers in decision-making processes, solving problems, caring, and recognizing different needs of the followers. Followers reciprocate to the leader's efforts with higher levels of commitment and feel supported and gain self-confidence in the leadership, because leaders understand the expectations of their followers and pay attention to them. Furthermore, employees having high level of trust in their organization, have inspiration leaders-member exchange. So the mission and vision of their organization would be accepted and internalized easily by the employees.

As it is discussed before, affectively dedicated employee has an expressive attachment to their work place. By involving in the organization employee gets its identification. This employee obligates to the organization on the basis of free-will and enhanced commitment. Therefore, a valid relationship in private and public companies can create more long term impacts of LMX on employee's commitment and engagement through promoting OCB.



As said before, in this research, it is found that, LMX affects OCB. This relation is also evaluated on the basis of sub-dimensions. In terms of the effect of "affect and loyalty" on "courtesy and conscientiousness", it can be said that good relations with the leader as having fun, liking and close contact of the leader can influence the employee's behavior towards the coworkers and the job positively. At the same time, if there is a mutual attraction between leaders and members, employees will obey organization's rules and regulations. And also, employees take precaution for possible problems.

Moreover, in terms of the effect of "affect and loyalty" on "civic virtue", it can be said that mutual trust in relation with the leader influence the enthusiasm of the employee to take part in meeting, functions and etc. of the organization positively.

In terms of the effect of "contribution and professional respect" on "courtesy and conscientiousness", it can be said that eagerness to contribute into the organization and respect to the leader influence the employee's behavior towards organization favoring. In other words, employee's help or make solution or suggestion for problems of the organization.

Besides, in terms of the effect of "contribution and professional respect" on "altruism", it can be said that positively mutual perception about quality and quantity of organizational activities and respect to the leader influence employee's to have help-oriented perception. Meanwhile employees also display extra behaviors that the organization does not expect when there is a mutual respect between the leader and members.

Furthermore, in terms of the effect of "contribution and professional respect" on "civic virtue", it can be said that successes and reputations of interactions between leader and followers, influence the employee participating in organizational management actively. And also, taking part in strategic decision of organization.

In terms of limitations of the study, it can be said that generalizability of the research is the first limitation of the study. The study included relationships of LMX and OCB, but ignored the presence of the variables that can affect these relationships. Therefore, more consideration of variables and diversification in measurement techniques are required. The use of observation, experiments, or interview techniques will increase the triangulation of research and can incorporate longitudinal designs for further exploration of causality directions in three two main variables of LMX and OCB. The self-reporting of participants in the presence of research generate high chance of respondent biasness as no counter measure of evaluation of relationships of LMX and OCB was used in current research. Use of mixed methods or multi methods approach will increase the counter measure of assumptions and will result in reduction of respondent biasness.

To sum up, a good relationship between leader and employees that is called LMX affect OCB. Put it differently, if employees have good relationship between leaders, they can work hard. In other words, they can display extra role behavior that is not written their job description. That is also increase OCB. That's to say, if the relation between leaders and employees are well, their commitment level will be high which leads increase in OCB.

For future studies, researchers can conduct the same study on different MBA students in different universities and can make comparisons among these students. It will be beneficial to make new researches on the topic, because different researchers can find the original factors of LMX and OCB in new researches. Moreover, new researches can be made in international and corporate companies to learn the exact results of the effects of LMX on OCB in business life. Furthermore, similar researches can be conducted in companies operating in different cities in Turkey to determine the impact of local culture on leadership perception and organizational citizenship perception.

Above all, this study can be beneficial for managers and organizations to learn the employees' perceptions and thoughts on LMX, and also its impacts on OCB within the organizations they work.



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