



The Mediating Role of Basic Psychological Needs in Relation between Job Characteristics and Organizational Citizenship Behavior

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Abstract

Several researches administrated to investigate the relationship between organizational citizenship behaviors (OCB) with job characteristics (JCs). The results were different. One category of variables that probably cause different results is mediators like psychological needs. The aim of this research is to investigate the mediating role of basic psychological needs in relation between JCs and OCBs. Participants in this study were employees of Ferdowsi University of Mashhad. A 220 Sample of respondents was selected using quota sampling method. The study tested a model for measuring each of the three variables applying separate questionnaires for JC scale from Hackman & Oldham, citizenship behavior scale from Podsakoff; and basic psychological needs scale. Data were analyzed using path analysis. The results of Pearson correlation showed that there was a mutual correlation between some of the components of basic psychological needs and JC and OCBs. The correlations were positive and statistically significant while per posed model was fitted to data, and nondirective path was more strength and significance.

Keywords: Psychological needs, organizational citizenship behavior, job characteristics, university staff.

INTRODUCTION

Successful and effective organizational performances depends on many differing behavior Patterns. One of these patterns is organizational citizenship behavior (OCB). This behavior has effects on organizational climate (DiPaola; and Tschannen-Moran, 2001) and improves employees' performance. According to Katz, these behaviors referred to those behaviors that go beyond specific role requirements, such as cooperating with coworkers, suggesting ways to improve the organization, and speaking favorably about the organization to outsiders (in Baruch, O'Creevy, Hind and Gadot, 2004). Organ (1988) explains OCB as a voluntary assistance of a worker for another one out of her or his ordinary job with no expectation for material reward. He defines OCB as "contributions to the maintenance and enhancement of the social and psychological context that supports task performance" (1997, 87). Berman believed that citizenship behavior is a type of usable and valuable behavior that individual does it volitionally (Ture, 2006). Research results showed that volitional acts affect on individual and organizational effectiveness (Maleki, 2008), and are related to a variety





of bottom-line measures of organizational effectiveness (Organ, Podsakoff, and Podsakoff, 2011). In fact, studies indicated that OCBs are related to some indicators of organizational effectiveness (Bolino and Turnley, 2005). Furthermore OCB impacts on managers' mentality when they evaluate their employees' job performance (Organ, Podsakoff, & Podsakoff, 2011).

Employees who engage in OCB are those who go the extra mile for their organizations and thereby contribute to its effective functioning (Bolino Turnley, 2005). Importance of citizenship behavior can be studied in several dimensions: world competition, organizational performance, specially, employees' innovations (Ture, 2006), and the quality of performance. The quality of organizational behavior is considered as one differentiator in organizational performance (Weick & Sutcliffe, 2006). OCB can increase performance and quality by conscientiousness, altruism, citizenship virtue, generosity, and respect behaviors (Podssakoff et al., 1990).

Prior researches on OCB have generally focused on two areas: First a number of studies have searched antecedents of citizenship behavior (LePine, Erez, & Johnson, 2002). Based on the results of these studies employees' job satisfaction, organizational committed, feeling to be treated fairly are likely to engage in OCB (Organ & Ryan, 1995). Second, other researchers investigated the relation between OCB and organizational-level indicators of performance (Podsakoff, MacKenzie, Paine, and Bachrach, 2000). In review of researches, Podsakoff, MacKenzie, Paine, and Bachrach, (2000) concluded that job attitude, task variables, and various types of leader behaviors were more related to OCB than the other antecedents. They reported that early research efforts on employee characteristics were focused on two main causes of OCB, general affective "morale" factor, and perceptions of leader supportiveness. Moreover, research review showed that other relevant researches were focused on OCB relationship with variables such as job satisfaction (Smith et al, 1983; Yimaz & Tesdan, 2009); motivation (Folger, 1993, in Yimaz and Tesdan, 2009); organizational commitment (Organ, 1990; Oreilly and Chatman, in Yimaz and Tesdan, 2009), and organizational justice (Murman, 1991, Skarlicki, 1996, in Yimaz and Tesdan, 2009). Moghimi (2005) found that encouraging organizational possibility simultaneously increased the occurrence OCB.

OCB theorizing is prevailing generally to educational organizations, such as universities. Researchers demonstrated that teachers' perceptions of their level of empowerment were significantly related to OCB (Bogler and Somech, 2004), *perceived supervisor support and collectivism were positively related to OCB in elementary schools (Somech and Ron, 2007), and there was a significant positive correlation between OCB and the participation of teachers in school decision making (Bogler and Somech, 2005).*

Hsieh and Hsieh (2003) believe that there are important factors in job that effect OCB. The role of job characteristics (JC) accordingly, could be considered as a factor. Cheng Chen and Fenchio (2009) conceptualize JC as factors related to work that are nature of work and skill related part of it. Based on job characteristics model, Hackman



and Oldham (1976), state that JC contain skill variety, task identity, task significance, autonomy, and feedback skill variety. Research findings showed that there was a relationship between JC and leadership style (Piccolo, Greenbaum, den Hartog, and Folger, 2010), employees' negative spillover (Grotto and Lyness, 2010), and mental health and job satisfaction of university employees (Mark, and Smith, 2011). In addition findings asserted that job characteristic had affects on job motivation by re-designing job, in turn, it caused employees effectiveness performance by means of 3 psychological states (significance, responsibility and knowledge of the result) and increases OCB. Hackman and Oldham (1976) purposed a model on factors that influence work and individual performance. This model can be used for explaining OCB. *They originally proposed their job characteristics model as a three-stage one, in which a set of core JC impact on critical psychological states (meaningfulness of work, responsibility for outcome of work and knowledge of work results), which in turn, influence a set of affective and motivational outcomes (Figure 1).*

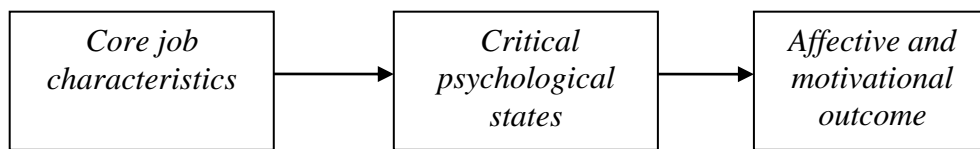


Figure1: A model for work and individual performance, based on Hackman and Oldham (1976)

The model has been an approach for explaining the relationships among job design, job attitudes, and job performance (Abbott, Boyd, and Miles, 2006; Torraco, 2005). This model investigates the relations between JC and important work consequences. Several researches showed that JCs, through job redesign, affected employee's job motivation, which then increased employee's job performance. With this model and based on self-determination theory (Deci and Ryan, 2000), we can concluded that *psychological* needs mediate the relation among *job characteristics and OCB*.

While several researches investigated the relations between JC and OCB (Stamper and Dyane, 2001; Chen, Nio and Wang et al, 2009; Chen and Chiu, 2009; Dehghan, kareshki and Ahanchian, in press), it seems that there is a confusion in the findings for the strength or weakness of their correlation and the way low variance is explained. Therefore it seems that there are some mediator and moderator variables that effect the relation between JC and OCB. A proposed one of them, relying on Hackman and Oldham (1976), is psychological states. Among psychological states, motivation and needs are essential. Based on self-determination theory (Gagne and Deci, 2005, Deci and Ryan, 2000), basic psychological needs are essential in relation among JC and behavior therefore OCB. Based on Hackman and Oldham model (1976) and self-determination theory (Gagne and Deci, 2005, Deci and Ryan, 2000, Broeck, et al., 2009), we suggest a model that basic psychological needs mediate relation between JC and OCB (figure2).

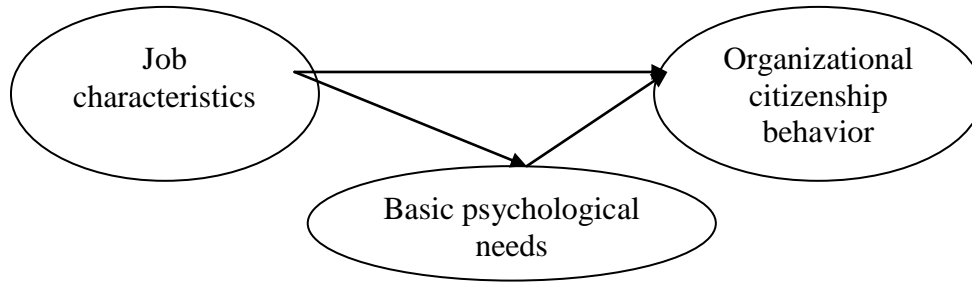


Figure 2. Proposed model for OBC

With respect to different and inconsistent results in relation between JC and OCB, entering mediator variables like psychological state can explain this relation. No reliable evidence on the relation was found using mediator variables such as basic psychological needs. Researchers identified several potential mediating mechanisms; especially psychological ones, that link JC to employee's performance (e.g., Hackman and Oldham, 1976, 1980; Johns, Xie, and Fang, 1992; Mitchell, 1997, Chen and Chiu, 2009).

More recently, Podsakoff et al. (2000) and Organ, Podsakoff, and MacKenzie (2006) have proposed that future researchers might investigate the mediating mechanisms linking the OCB antecedents (e.g., JC) with OCB.

In sum, only a few researchers examined the mediating mechanisms (e.g., felt responsibility, covenantal employee-organization relationship) of the JCs-OCBs relationships.

Anderson and Williams (1996) found that task autonomy and task interdependence increased the incidence of employees' seeking help from others and that this search for help, in turn, fostered the employees' own efforts to help others. Piccolo and Colquitt (2006) found that intrinsic motivation and goal commitment both had mediating effects on this two variables relations, and finally, Chen and Chiu (2009) found that job involvement had a mediating role in relation between JCs-OCB. Chen and Wang (2009) also, investigated mediating role of group cohesion in relation between interdependence (in job) and organizational citizenship.

Following Podsakoff et al.'s and Organ et al.'s suggestions; based on Hackman and Oldham model (1976); and with referring to self-determination theory (Deci and Ryan, 2000, Gagne and Deci, 2005), we investigated the mediating role of basic psychological needs in the relationship between JC and OCB.

A number of researchers suggest that needs are the fundamental determinants of human behavior (Latham and Pinder, 2005). Hierarchically ordered needs from Maslow (1943), defined five needs ranging from physiological sustainability to self-actualization. McClelland (1965) identified 3 types of needs: the needs for achievement, affiliation, and power. Self-Determination Theory (Deci and Ryan, 2000; Gagne and Deci, 2005; Vansteenkiste, Ryan, and Deci, 2008, Broeck, Vansteenkiste, Witt, Soenens and Lens, 2009) postulates three innate psychological needs: the needs for autonomy



(i.e. experiencing a sense of volition and psychological freedom), competence (i.e. feeling effective), and relatedness (i.e. feeling loved and cared for). In this theory, it is assumed that the satisfaction of basic psychological need represents the underlying motivational mechanism that energizes and directs people's behaviors and it is regarded as the essential nutriment for individuals' optimal functioning and well-being (Deci and Ryan, 2000, Gagne and Deci, 2005).

In occupational situations, several evidences showed that there were positive relations between need satisfaction and employees' work-related well-being (i.e. job satisfaction, work engagement, and lower burnout), favorable attitudes (i.e. decreased turnover intentions, increased readiness to change), and higher performance (see; Gagne and Deci, 2005; Van den Broeck, Vansteenkiste, and De Witte, 2008, Broeck, Vansteenkiste, Witt, Soenens and Lens, 2009). We discussed the sequences of basic psychological needs, which affect different factors that part of them are environmental factors such as JCs (Hackman and Oldham, 1976). In our purposed model, it seems that basic psychological needs have mediator role in relation between JC and OCB (Figure 2).

METHOD

Participants were 313 employees between 20 to 60 years old, from Ferdowsi University of Mashhad in northwestern of Iran. They were selected from different organizational status including low and middle experts and manageress. They work at different parts of colleges and central organization of University. Work precedence of participants was 1-25 years. The educational level of sample varied from diploma to MA. Number of male was 155 (57%) and number of female was 117 (43%). They were selected from a population of 1400 employees, using a quota sampling method in terms of the participants' college population. Because there are different parts in University that have different job characteristic, we divide it based on colleges and other parts of University.

3 paper-and-pencil inventories were administered to the participants individually: basic psychological needs scale from Broeck, Vansteenkiste, Witt, Soenens and Lens, (2009), JC scale from Hackman and Oldham (1976), and OCB scale from Podsakoff et al (1990).

Basic psychological needs scale. This scale was developed by Broeck, and et al (2009). This scale has 18 items and is rated on a 5-point Likert-type scale (anchored by 1 to 5). This scale contains 3 components: the needs for autonomy, competence and relatedness. In study of Broeck, and et al (2009), conducted across four samples, totaling 1,185 employees provided good support for the psychometric properties of this scale. The reliabilities of the autonomy, competence, and relatedness satisfaction scales were on average .81, .85, and .82, respectively. Scale validity was verified using factor analysis. It is one type of construct validity. Per posed factor structure was accepted, consistent with SDT (zero model index was; $\chi^2(662)= 935.65$, $p < 0.001$; RMSEA = .05;





CFI = .93; and SRMR =.09. and first order model index was $\chi^2 (644) = 913.68, p < 0.01$; RMSEA = .05; CFI = .94; and SRMR = .07). This scale translated and retranslated. Iranian psychologists and management scientists studied the adaption of scale for Iranian employees, linguistically, culturally and psychologically. Reliability of scale (Alfa) for all 23 items was .75, and after deleting 2 questions (8 and 11) increased to .82. For verifying validity, it was done factor analysis. KMO was .808 and Bartlett's Test of Sphericity with $\chi^2 (253)$ was 1166.92 and significance statistically. Initial Eigen values showed that 3 factor had "Eigen values" above 1. Then 3 factors were extracted and per posed factor confirmed. 44.35% were variance explained by this factors (factor1= 26.06%, factor2= 9.313% and factor3= 8.066%).

Job characteristics scale. JC scale has 83 items based on 7 point Likert scale developed by Hackman and Oldham (1976). It contains 5 subscales. Reliability and validity of scale were verified in original reference (Hackman and Oldham (1976). Chen and Chiu (2009) obtained reliability by test-re-test (0.88). Also they computed Alfa for the scale and its subscales. General Alfa was 0.68 for the scale and for the subscales was: skill variety (.72), task identity (.68), task significance (.56), autonomy (.63), and feedback Skill Variety (.79).

This scale was translated and used by other Iranian researchers and its validity was confirmed (Farji, O. Poorreza, A. Hosseini, and et al, 2008). To ensure that the theoretical components of scales were tapped and the content validity of all items was acceptable for the Iranian culture, four Iranian psychologists and management specialists examined the scales' items. Confirmatory factor analyses were run to confirm the factor structure, and therefore, the scales validity. Reliability (Alfa coefficient) was .83 for the scale and varied from .61 to .81 for subscales.

Scale of Organizational citizenship behavior. Podsakoff, MacKenzie, Moorman, and Fetter (1990) conducted a study using five dimensions of OCB: altruism, conscientiousness, sportsmanship, courtesy, and civic virtue. These researchers developed a 24-item scale. Participants were asked to indicate their level of agreement using a 7-point scale ranging from "strongly disagree" to "strongly agree." This five-factor structure served as the building block for a substantial amount of OCB research. Examples of items in Podsakoff et al.'s (1990) scale include: "Obeys company rules and regulations even when no one is watching" and "mindful of how his/her behavior affects other people's jobs".

OCB scale was used by Chen and Chiu (2009). This scale has 20 items based on 7-point Likert. Its five Subscales include altruism, conscientiousness, sportsmanship, courtesy, and civic virtue. Chen and Chiu (2009) obtained a reliability of 0.90 for scale. This scale was translated and used by other Iranian researchers and its validity confirmed (Doaee, Mortazavi and Noori, 2010). To ensure that the theoretical components of scales and all items were suitable for the Iranian culture and the face validity was acceptable, four Iranian psychologists and management specialists examined the scales' items. Moreover, confirmatory factor analyses were run for each scale to confirm the factor structure, and therefore, the scales validity. Therefore, scale





was considered as acceptable. In Doaee and et al (2010), reliability was 0.89 for the scale and varied for each subscales: altruism (.92), Sportsmanship (.90), conscientiousness (.89), courtesy (.88), and Civic Virtue (.82). In Doaee and et al (2010), validity was confirmed using exploratory factor analysis and content validity. In this research, Alfa coefficient of .78 was obtained to verify the reliability.

Data development and Confirmation of Suitability for SEM: In addition to examining the zero-order correlation coefficients, the relations represented in the proposed model were also examined using structural equation modeling (Fig. 1). Structural equation modeling is a statistical method for studying causal non experimental relations in situations that several variables including mediating variables are involved. In the present study, four latent variables (JCs, OCB and basic psychological needs) were examined. There is a well established theoretical background for this model, as described in the introduction of this paper (model of job performance from Hackman and Oldham, 1976, and self-determination theory, Gagne and Deci, 2005, Deci and Ryan, 2000).

In refining the data, first missing ones were changed to the means and outlier data to the nearest ones. To make sure that there are no similarity between variables of the research, multi-collinearity indexes (Eye and Schuster, 1994) and other related characteristics of the data were obtained, and no collinearity was found. Regression for predicting OCB showed that variance inflation factors (VIFs) were lower than 10. Therefore, variables are different from each other and no collinearity is observed. Therefore, the regression or structural equation modeling analysis results can be trusted (Eye and Schuster, 1997). Finally, LISREL 8.53 was used to test the proposed model having refined the data.

RESULTS

Research findings are presented here in two formats: descriptive and correlation analysis (testing of proposed model). Table 1 represents the means, standard deviations and Pearson correlations for JC (skill variety, task identity, task significance, autonomy, and feedback Skill Variety), OCB (altruism, conscientiousness, sportsmanship, courtesy, and civic virtue) and basic psychological needs (autonomy, competence and relatedness) components.

Pearson correlation coefficients show that all components of basic psychological needs (autonomy, competence and relatedness) have correlation with each other ($p < .01$) and size of correlation coefficients varies from .22 to .46. All of coefficients except Sportsmanship with altruism are statistically significant. Components of OCB, also, are related with each other ($p < .01$) from .11 to .30. All of coefficients except sportsmanship with altruism are statistically significant. All of correlation coefficients between JC (skill variety, task identity, task significance, autonomy, and feedback skill variety) components are high (from .40 to .57) and statistically significant ($p < .01$). Correlation coefficients among all components of basic psychological needs with all components of



JC are statistically significant ($p < .01$) except relatedness and skill variety. In relations between the dimensions of basic psychological needs with OCBs, civic virtue and sportsmanship are relate to all of needs ($p < .01$), but autonomy does not relate to other components of JC dimensions. In relations between JC and OCBs, civic virtue and courtesy have correlation with all components of JC ($p < .01$), sportsmanship and conscientiousness do not have correlation with all components of JCs. The relation among altruism and skill variety, task identity, and task significance is not significance, but it is significance statistically for autonomy and feedback skill variety ($p < .01$).

Table1. Means, standard deviations and Pearson correlations for all components

variables	M	SD	1	2	3	4	5	6	7	8	9	10	11	12
1- skill variety	16.23	2.81												
2- task identity	16.40	2.84	.54 ^{**}											
3- significance	16.08	2.93	.57 ^{**}	.47 ^{**}										
4- autonomy	14.86	3.22	.40 ^{**}	.46 ^{**}	.56 ^{**}									
5- feedback	17.34	2.92	.47 ^{**}	.56 ^{**}	.52 ^{**}	.43 ^{**}								
6- Altruism	13.82	3.06	.11	.10	.10	.17 ^{**}	.16							
7- courtesy	15.55	2.48	.26 ^{**}	.25 ^{**}	.19 ^{**}	.19 ^{**}	.36 ^{**}	.30 ^{**}						
8- conscientiousness	16.10	3.34	.05	.08	-.02	-.07	.10	.12 ^{**}	.17 ^{**}					
9- Civic Virtue	14.38	2.54	.29 ^{**}	.29 ^{**}	.28 ^{**}	.23 ^{**}	.37 ^{**}	.28 ^{**}	.29 ^{**}	.18 ^{**}				
10- Sportsmanship	15.55	2.48	.031	.101	.030	.004	.016	.11	.13 ^{**}	.21 ^{**}	.15 ^{**}			
11- autonomy	20.14	5.57	.15 ^{**}	.15 ^{**}	.31 ^{**}	.44 ^{**}	.35 ^{**}	.12	.11	-.03	.23 ^{**}	.23 ^{**}		
12- competence	16.71	2.99	.16 ^{**}	.32 ^{**}	.21 ^{**}	.30 ^{**}	.29 ^{**}	.21 ^{**}	.12	.21 ^{**}	.33 ^{**}	.19 ^{**}	.30 ^{**}	
13- relatedness	32.41	6.75	.07	.17	.21 ^{**}	.33 ^{**}	.16	.11	.16 ^{**}	.00	.18 ^{**}	.30 ^{**}	.46 ^{**}	.22 ^{**}

Structural Equations Modeling

As Fig. 2 shows, the indexes of proposed model were acceptable and the obtained χ^2 was not statistically significant and model fit to data. ($\chi^2 = 135.20$, $\chi^2/DF = 2.29$, $df=59$, $p < .01$, $GFI = .86$, $AGFI = .78$, $RMSEA = .099$). If GFI and $AGFI$ were above .80, $\chi^2/df < 3$, $RSMEA < .05$, fit indexes of the model would be acceptable and model will fit (kline, 1994). Hu and Bentler, 1998, also have per posed criterion for fit index that some of obtained indexes is consist with them and are acceptable.

The fit indexes showed that obtained data fitted with the proposed model. It means that JC were related to OCBs and predicted it through mediating basic psychological needs. In other words, relations between JC with OCB are affected by basic psychological needs. When basic psychological needs are low or high, the relationship of JC and OCB would be affected.

Structural equation modeling indexes also contain standard regression coefficients or structured relations (β or γ in Fig. 2), and their sizes are from 0.00 to 1.00. β is standard regression coefficient (path coefficient) from exogenous variables to endogenous variables and γ is standard regression coefficient from endogenous variables to other endogenous variables. The γ coefficient from JC to OCB (.03) was not statistically significant ($P > .05$). The γ coefficient from JC to basic psychological needs (.65) was statistically significant ($P < .01$).

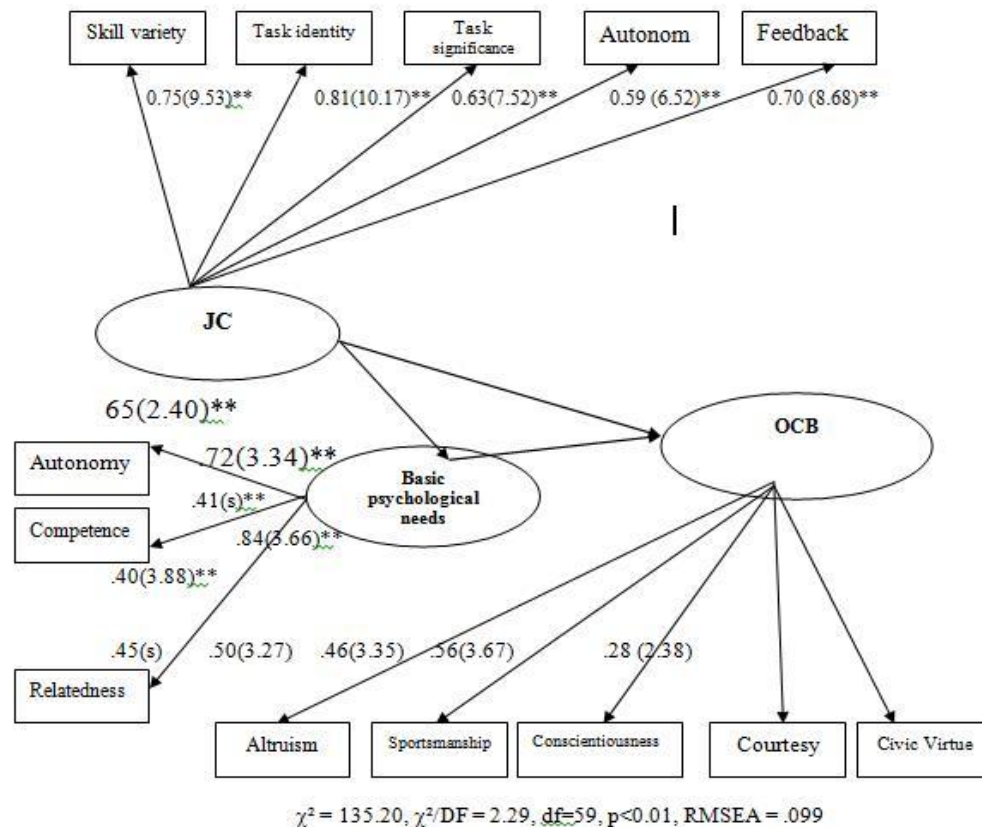


Figure 2. Tested model of the structural relations between JC, OCB and basic psychological needs (S = scale and numbers in parenthesis are t-test)

Finally, the β coefficient from basic psychological needs to OCB (.72) was statistically significant ($P < .01$). In other words, direct path from JC to OCB is weak and not significant, but indirect paths are important. So we test a model with no direct path. Fit index for this model are ($\chi^2 = 135.20, \chi^2/DF = 2.25, df=60, p < 0.01, GFI = .86, AGFI = .79, RMSEA = .099$). The comparison of the two models shows that fit index are approximately same, but the later model (by deleting direct path from JC to OCB) is simpler and its DF is lower. Coefficients from latent variables to observed variables are shown in Fig. 2, and all of paths Coefficients are statistically significant. Path coefficients from OCB to its components were high and statistically significant (all $ts > 2, p < .05$). In addition, Path coefficients from basic psychological needs to its components were high and statistically significant (all $ts > 2, p < .05$). Finally, Path coefficients from JC to its components were high and statistically significant (all $ts > 2, p < .05$).

Multiple correlations squared (R^2) indicate that the proposed model explains 45% of the variance (up size) in OCB by means of JC and mediating role of basic psychological needs.



DISCUSSION

The aim of this research was to investigate the mediate role of basic psychological needs in relation between JC and OCBs. Results showed that correlation coefficients among all components of basic psychological needs with all components of JC were statistically significant, except relatedness and skill variety. In relations of dimensions of basic psychological needs and OCBs, civic virtue and sportsmanship were related to all of the needs, but autonomy did not relate to other components of JC dimensions. Results showed that relation between JC and OCB was affected by basic psychological needs.

Our findings is comparable with the result of those research that investigated correlation among these variables, predicting OCB and studied the mediating role of psychological states in relation between JC and performance, specially, OCBs. William and Turnley (2005) indicated that OCBs were related to some indicators of organizational effectiveness. Consistent with present study several researches that investigated relations between JC and OCB (Stamper and Dyane, 2001; Chen, Nio and Wang et al, 2009; Chen and Chiu, 2009; Dehghan, et al., in press), found the same result. Anderson and Williams (1996) found that task autonomy and task interdependence increased the incidence of employees' help seeking from others and that this search for help, in turn, fostered the employees' own efforts to help others. Piccolo and Colquitt (2006) found that intrinsic motivation and goal commitment both had mediating effects on these two variables relations. Among researches that studied the mediating role of psychological states in relation among JCs– organizational citizenship behavior, Chen and Chiu (2009) found that job involvement could play the same role. Chen, Tang, and Wang (2009) tested a model that explored the mediating affect of group cohesion in relation between interdependence and OCB and obtained same results. Various researches, more specially our finding, demonstrated that JC with interacting or mediating with psychological states such as basic psychological needs and job involvement, were related to OCB and affected it. Employee's behaviors were not affected by environment factors, but psychological states and factors related themselves are important with direct, mediator and moderator roles. Job and related factor without individual characteristic such as psychological states could not well explain OCB.

These findings derived from an academic context, hence its generalization to other organizations, and more especially to other cultures should be done with cautious. Culture and self-concept can play an important role in relation among JCs, basic psychological needs and OCB.

Based on the results, we can claim that organizations and managers should attend to both psychological states and job variables, for increasing performance and OCBs.

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İş Özellikleri ve Örgütsel Vatandaşlık Davranışı Arasındaki İlişkide Temel Psikolojik İhtiyaçların Aracılık Rolü

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Genişletilmiş Özet

Problem: Örgütsel performansın etkililiği birçok duruma ve etkene bağlıdır. Bu durumlardan birisi de örgütsel vatandaşlık davranışıdır (ÖVD). ÖVD'nin örgüt iklimi üzerinde etkileri vardır ve çalışanların performansını geliştirmede önemlidir. ÖVD ile meslek karakteristikleri (özellikleri) arasındaki ilişkiyi araştırmak için bazı araştırmalar yapılmıştır. Elde edilen sonuçlar farklılık göstermektedir. Muhtemelen bu farklı sonuçlara yol açan bir değişkenler kategorisi de psikolojik ihtiyaçlar olan araçlardır. Hackman ve Oldham (1976) Örgütsel Vatandaşlık Davranışlarını (ÖDV) açıklayan bir model ileri sürmüşlerdir. Onlar, aslında kritik psikolojik durumlarda etkili olan meslek özellikleri setine ilişkin bir model ortaya koymuşlardır. Bu özellikler seti karşılıklı bir etkileşimle ÖVD şeklinde etkili ve motivasyonel sonuçlar doğurmaktadır. Bu araştırmanın amacı nedensel bir model aracılığıyla Örgütsel Vatandaşlık Davranışı ile Meslek Karakteristikleri arasındaki ilişkiyle ilgili temel psikolojik ihtiyaçların aracı rolünü araştırmaktır.

Yöntem: Katılımcılar İran'ın kuzeybatısında bulunan Mashhad Ferdowsi Üniversitesinden yaşları 20 ile 60 arasında değişen 313 iş görenden oluşmaktadır. Düşük, orta düzey de uzman ve kadın yöneticilerin de bulunduğu değişik statüde çalışan bireyler arasından seçilmişlerdir. Katılımcılara üç anket uygulanmıştır: Brock ve arkadaşlarının geliştirdiği Temel Psikolojik İhtiyaçlar Ölçeği, Hackman ve Oldham'ın İş Karakteristikleri Ölçeği ve son olarak Podsloff ile arkadaşlarının geliştirdiği Örgütsel Vatandaşlık Davranış Ölçeği. Tüm ölçeklerin güvenilirlik ve geçerliği İran için yeniden doğrulanmıştır. Anketler katılımcılara oldukları ortamda, bireysel olarak dağıtılmış ve bu şekilde doldurmaları sağlanmıştır. Veri analizi, her model önerisi için hipotez testi olarak Pearson Korelasyon katsayısı hesaplanmış ve model ayrıca yapısal eşitlik modellemesi ile de test edilmiştir.

Sonuçlar: Sonuçlar meslek özelliklerinin tüm bileşenleri / alt parçaları ile temel psikolojik ihtiyaçların tüm bileşenleri arasındaki korelasyon katsayılarının, beceri değişkenleri ve ilgili olma durumu dışında, istatistiksel olarak anlamlı ($p < 0,05$) olduğunu göstermiştir. Temel psikolojik ihtiyaçlar ile örgütsel vatandaşlık davranışlarının boyutları ilişkisinde, şehirde yaşama ile sporcu olma boyutu tüm ihtiyaç kategorileriyle ilişkili bulunmuştur ($p < 0,05$). Ancak, özerklik boyutu diğer boyutlarla ilişkilendirilememiştir. Yapısal eşitlik modellemesi sonuçları da her bir modelin sonuçlarla uyuştuğunu göstermiştir ($\chi^2 = 135.20$, $\chi^2/df = 2.29$, $df=59$, $p < 0.01$, $GFI =$





.86, AGFI = .78, RMSEA = .099). Bu model de 'nondirective path' daha güçlü ve anlamlı bulunmuştur ($p < 0,05$). Bu durum (sonuç) meslek özellikleri ile örgütsel vatandaşlık davranışı arasındaki ilişkilerin temel psikolojik ihtiyaçlar tarafından etkilendiğini göstermektedir.

Öneri: Sonuçlara dayalı olarak, örgütsel vatandaşlık davranışlarını ve performansını artırmak için, örgütlerin ve yöneticilerin hem psikolojik durumları hem de iş değişkenlerini dikkate almaları gerektiğini söyleyebiliriz.

Anahtar kelimeler: Psikolojik ihtiyaçlar, Vatandaşlık davranışı, Meslek özellikleri, Üniversite personeli

