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How Perceived Organizational Support (POS), Perceived Supervisor Support (PSS), Core Self-Evaluation (CSE), Transactional Psychological Contract (TPC) and Relational Psychological Contract (RPC) impact on Affective Organizational Commitment (AOC) and Organizational Citizenship Behavior (OCB).

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Δήλωση Εκπόνησης Μεταπτυχιακής Εργασίας

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Η εργασία αυτή έχοντας εκπονηθεί από εμένα, αντιπροσωπεύει τις προσωπικές μου απόψεις επί του θέματος. Οι πηγές στις οποίες ανέτρεξα για την εκπόνηση της συγκεκριμένης μεταπτυχιακής αναφέρονται στο σύνολό τους, δίνοντας πλήρεις αναφορές στους συγγραφείς, συμπεριλαμβανομένων και των πηγών που ενδεχομένως χρησιμοποιήθηκαν από το διαδίκτυο».

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Κώτση Ειρήνη

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Περίληψη

Αντικείμενο: Η μελέτη της επίδρασης του Συναλλακτικού Ψυχολογικού Συμβολαίου (Transactional Psychological Contract-TC) και του Σχεσιακού Ψυχολογικού Συμβολαίου (Relational Psychological Contract-RC), της Αντιλαμβανόμενης Οργανωσιακής Υποστήριξης (Perceived Organizational Support-POS), της Αντιλαμβανόμενης Υποστήριξης από τον Προϊστάμενο (Perceived Supervisor Support-PSS), της Βασικής Αυτό-αξιολόγησης (Core Self-Evaluation-CSE), στην Οργανωσιακή Συναισθηματική Δέσμευση (Affective Organizational Commitment-AOC) και την Φιλότιμη Οργανωσιακή Συμπεριφορά (Organizational Citizenship Behavior-OCB) στο περιβάλλον ενός εργαζόμενου.

Σκοπός: Ο σκοπός της μελέτης αυτής είναι η κατασκευή συνάρτησης που αποδίδει την σχέση της Φιλότιμης Οργανωσιακής Συμπεριφοράς και Οργανωσιακής Συναισθηματικής Δέσμευσης με το Συναλλακτικό Ψυχολογικό Συμβόλαιο, το Σχεσιακό Ψυχολογικό Συμβόλαιο, την Αντιλαμβανόμενη Οργανωσιακή Υποστήριξη, τη Αντιλαμβανόμενη Υποστήριξη από τον Προϊστάμενο και τη Βασική Αυτό-αξιολόγηση.

Κίνητρο: Η ανάγκη κατανόησης των παραγόντων που επηρεάζουν την Οργανωσιακή Συναισθηματική Δέσμευση και την Φιλότιμη Οργανωσιακή Συμπεριφορά. Και οι δύο παίζουν πολύ σημαντικό ρόλο στον τρόπο που αντιμετωπίζει ο εργαζόμενος τον οργανισμό του αλλά και στην διάθεση του να προσφέρει παραπάνω από όσα υπαγορεύει ο ρόλος του. Η κατανόηση του μηχανισμού αλληλεπίδρασης των παραπάνω μεταβλητών μπορεί να προσφέρει λύσεις στους οργανισμούς για την αποδοχή των στόχων και των αξιών του οργανισμού, την διάθεση της προσπάθειας για την ευημερία του και την επιθυμία της παραμονής εντός του οργανισμού.

Σχεδιασμός Έρευνας, Προσέγγιση και Μέθοδος: Για την εκπόνηση της μελέτης αυτής σχεδιάστηκε ερωτηματολόγιο 73 ερωτήσεων, τυχαίου δείγματος. Στο ερωτηματολόγιο απάντησαν 133 εργαζόμενοι ελληνικών και πολυεθνικών εταιριών από τον δημόσιο και τον ιδιωτικό τομέα. Οι κλίμακες που χρησιμοποιήθηκαν ήταν η κλίμακα της OCB (Organizational Citizenship Behavior Scale), της AOC (Affective Organizational Commitment Scale), του TC (Transactional Psychological Contract

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Scale) και του RC (Relational Psychological Contract Scale), της POS (Perceived Organizational Support Scale), της PSS (Perceived Supervisor Support Scale), της CSE (Core Self-Evaluation Scale) .

Κύρια Ευρήματα: Τα αποτελέσματα της μελέτης αυτής ήταν ότι τα Συναλλακτικά Ψυχολογικά Συμβόλαια συνδέονται αρνητικά με την Φιλότιμη Οργανωσιακή Συμπεριφορά, το οποίο εξηγεί το 12,1% της διακύμανσης της ενώ τα Σχεσιακά ψυχολογικά Συμβόλαια θετικά και αποδίδουν το 5,1% της διακύμανσης της . Καμία από τις άλλες ανεξάρτητες μεταβλητές (POS,PSS,CSE), δεν παρουσίασε στατιστική σημαντικότητα σε σχέση με το την Φιλότιμη Οργανωτική Συμπεριφορά. Από την άλλη μεριά όλες οι ανεξάρτητες μεταβλητές όταν εξετάστηκαν μεμονωμένα έδωσαν στατιστικά σημαντική πρόβλεψη για την Συναισθηματική Οργανωσιακή Δέσμευση. Το Συναλλακτικό Ψυχολογικό Συμβόλαιο σχετίζεται επίσης μαζί της αρνητικά. Ενώ αντίθετα το Σχεσιακό Ψυχολογικό συμβόλαιο είναι αρκετά σημαντικός παράγοντας, αφού ευθύνεται για το 40% της διακύμανσης της Συναισθηματικής Οργανωσιακής Δέσμευσης.

Πρακτικές και Διοικητικές εφαρμογές: Τα μέλη της διοίκησης πρέπει να επενδύσουν και να επικεντρωθούν στα σχεσιακά συμβόλαια που δημιουργούν με τους εργαζόμενους τους για να ενισχύσουν την οργανωτική τους δέσμευση και την επίδειξη φιλότιμων οργανωσιακών συμπεριφορών. Οι επιχειρήσεις οφείλουν να ενσωματώσουν στις πρακτικές τους την ενθάρρυνση, την καθοδήγηση και τις συνθήκες εκείνες που θα κάνουν τον εργαζόμενο να παραμείνει εντός οργανισμού. Επίσης αποδεικνύεται ότι τα οικονομικά ανταλλάγματα ενός συναλλακτικού ψυχολογικού συμβολαίου έχουν αρνητική επίδραση στην φιλότιμη οργανωτική συμπεριφορά και στην συναισθηματική δέσμευση του εργαζόμενου. Η συναισθηματική δέσμευση διασφαλίζεται εν μέρει και από την υποστήριξη που νιώθει ο εργαζόμενος ότι έχει από τον οργανισμό αλλά και από τον προϊστάμενο. Επίσης η παράμετρος της αυτό αξιολόγησης αποκαλύπτει ένα ποσοστό πρόβλεψης για την συναισθηματική οργανωσιακή δέσμευση. Όμως επειδή η αυτό αξιολόγηση είναι πολύ-μεταβλητή χρήζει περαιτέρω έρευνας .

Συμβολή:

Η γνώση για τον ρόλο της κάθε μεταβλητής ανεξάρτητα, οδηγεί τους οργανισμούς σε πεδία περαιτέρω εξέλιξης. Η επίδραση της κάθε μεταβλητής στην συναισθηματική οργανωσιακή δέσμευση αποκαλύπτει πιθανές πρακτικές και ανάγκες των εργαζομένων, στις οποίες οι οργανισμοί δεν επενδύουν αρκετά. Επίσης συμβάλλει στην βιβλιογραφία αποδεικνύοντας την αρνητική σχέση που έχει το συναλλακτικό ψυχολογικό συμβόλαιο με την συναισθηματική οργανωσιακή δέσμευση και την φιλότιμη οργανωσιακή συμπεριφορά και ταυτόχρονα προσφέρει την μελέτη μιας σχετικά καινούριας παραμέτρου, της αυτοαξιολόγησης. Τα αποτελέσματα αυτής της μελέτης απέδωσαν πληροφορίες που ενθαρρύνουν τη μελλοντική έρευνα σε έναν τομέα που είναι κρίσιμος για την επιβίωση και επιτυχία των οργανισμών.

Λέξεις κλειδιά: Φιλότιμη Οργανωσιακή Συμπεριφορά, Οργανωτική Συναισθηματική Δέσμευση, Συναλλακτικό Ψυχολογικό Συμβόλαιο, Σχισιακό Ψυχολογικό Συμβόλαιο, Αντιλαμβανόμενη Οργανωσιακή Υποστήριξη, Αντιλαμβανόμενη Υποστήριξη από τον Προϊστάμενο, Βασική Αυτό-αξιολόγηση.

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Abstract

Scope: Understanding how Transactional Psychological Contract (TC) and Relational Psychological Contract (RC), Perceived Organizational Support (POS), Perceived Supervisor Support (PSS), Core Self-Evaluation (CSE), impact on Affective Organizational Commitment (AOC) and Organizational Citizenship Behavior (OCB) in an employee's environment.

Research Purpose: The aim of this study was to explore the relationship of Transactional Psychological Contract and Relational Psychological Contract, Perceived Organizational Support, Perceived Supervisor Support, Core Self-Evaluation impact on the employee's Organizational Citizenship Behavior and Affective Organizational Commitment and to his organization and to establish whether the above parameters hold predictive value for both parameters.

Motives: Limited research has focused on the unique context of employee's commitment playing a key-player parameter in the way he behaves in his professional environment or to his coworkers. A broader understanding of how the organization, the supervisor, the contract they build with the employee; and the employee's unique personality affect employee's professional profile could advice organizations on how to create a more engaged and sustainable working environment.

Research Design, Approach and Method: A quantitative, cross-sectional survey approach was used. A sample of 133 employees from Greek industry and multinational companies located in Greece from the public and the private sector, participated in this research. The measuring instruments included the Perceived Organizational Support Scale (SPOS), Perceived Supervisor Support Scale (PSS), Core Self-Evaluation Scale (CSES), Transactional Psychological Contract Scale (TPCS) and Relational Psychological Contract Scale (RPCS), the Affective Organizational Commitment Scale (AOCS) and Organizational Citizenship Behavior Scale (OCBS)

Main Findings: After the completion of this research it was found that that OCB has a negative relationship with transactional contract, which accounts the 12,1% of the

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its variance and a positive relationship with relational contract, which explains the 5,1% of its variance. The Perceived Organizational Support, Perceived Supervisor Support , Core Self-Evaluation have no significant impact on employee's Organizational Citizenship Behavior. On the other hand all independent variables, when examined independently; Transactional Psychological Contract, Relational Psychological Contract, Perceived Organizational Support, Perceived Supervisor Support , Core Self-Evaluation revealed significant explaining accountability for Affective Organizational Commitment. Relational Psychological Contract is a very significant predictor for Affective Organizational Commitment, since it accounts for the 40% of its variance.

Practical and Managerial implications: Business owners and managers should focus and invest on the relational contract that they build with their employees to promote and enhance their employee's affective organizational commitment and organizational citizenship behaviors. Materialistic exchanges of a transactional contract, instead of being tempting, play a negative role in both the organizational citizenship behavior and the affective commitment of an employee. Affective organizational commitment can also be achieved at a partial level also by organization's and supervisor's support. Core self-evaluation plays a role as well, intriguing the interest of further exploring.

Contribution: The individual role of each construct provides insight into the areas that can be further developed by the organizations. The relationship between the constructs offers a different lens through which the drivers of employee's affective organizational commitment can be viewed. This study contributes towards literature by removing the transactional contract attribute as a trigger for organizational citizenship behaviors and affective organizational commitment. But at the same time by adding the core-self-evaluation aspect in the model of employee's commitment.

Keywords: Organizational Citizenship Behavior (OCB), Affective Organizational Commitment (AOC), Transactional Psychological Contract (TC) ,Relational

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Psychological Contract (RC), Perceived Organizational Support (POS), Perceived Supervisor Support (PSS), Core Self-Evaluation (CSE).

1. Introduction

1.1 Focus area

Understanding the mechanism of Perceived Organizational Support (POS), Perceived Supervisor Support (PSS), Core Self-Evaluation (CSE), Transactional Psychological Contract (TPC) and Relational Psychological Contract (RPC) relationships with Affective Organizational Commitment (AOC) and Organizational Citizenship Behavior (OCB) in an employee's environment.

1.2 Background

Employees are one of the companies most important assets. Working environment nowadays is demanding, competitive, dynamic, evolving and uncertain. Contemporary organizations need employees who feel committed with their work and their organization, so that their productivity, their profitability and their turnover is increased.

Employees tend to monitor and interact with the organization's treatment. They seem to develop a psychological contract, which contains the mutual agreement between their employers and themselves. The relationship they build in some cases is based on the employee's obligation feeling, originating from the organization's support and commitment towards them.

In those case where the organization fulfills the employer's socioemotional needs, like self-esteem, approval, well-being cares the number of affectively committed employees seems to be higher (Kurtessis, Eisenberger, Ford, Buffardi, 2015) . The relationship employee-employer is more concrete with employees feeling personally attached to their organization.

But, nowadays there are cases, where the line manager is also performing Human Resources services. The relationship of the employee and the organization is often constructed by the line manager's behavior, actions and development of the employee. Poor research has been conducted to explore the relationship between the support the employees get from their immediate supervisor and how that impacts on their engagement to the organization and their behavior.

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An interesting field of research is how the individual's personality, apart from the other parameters, plays an important role in the employee's organizational commitment and behavior. A number of research studies (Bono, Judge, 2003) come to the same result supporting that a broad personality trait, termed core self-evaluation has a serious interplay with professional behavior and characteristics.

The employee's commitment with the organization holds advantages for both parties. The benefits to the organizations include increased financial turnover (Rothmann & Rothmann, 2010), revenue growth (Werhane & Royal, 2009), gross profit (Towers Watson, 2015), operating profit (Towers Watson, 2012) increased productivity (Saks & Gruman, 2014) and absenteeism. Benefits to the employee include self-reported indicators of greater health and well-being (Saks & Gruman, 2014), job satisfaction and staff turnover (Rothmann & Rothmann, 2010).

Despite the increased research and tools identified on how to achieve more committed and engaged personnel, the results reported globally from companies are poor.

Concluding, the importance of identifying if those variables studied in this thesis interact in any way with both Organizational Citizenship Behavior and Affective Organizational Commitment is extremely high and valuable to both the organization and the employee.

2. Literature review and Hypothesizes

2.1 Organizational Citizenship Behavior

Organizational citizenship behaviors (OCBs) terminology was introduced into the research field over 30 years ago (Smith, Organ, & Near, 1983). In numbers, more than 2100 articles on OCBs can be found in the literature, with over 50 per cent of them published only in the past four years (Institute for Scientific Information, 2013). Now OCBs are globally considered to be a key measure in the organizational behavior literature and are considered strongly related with the employee performance domain (Rotundo & Sackett, 2002). Additionally, OCB has been approached by researchers with multiple different lens in order to develop their theory, considerably focusing on social exchange approaches (Bergeron, 2007, Bolino, 1999, Grant, 2007, 2008).

OCBs study is now expanded from the area of organizational behavior into many other fields such as marketing, public administration, engineering, healthcare services, sports science, sociology, computer science, communication, and nursing (Institute for Scientific Information, 2013).

In the beginning OCB was defined as *"individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and it promotes the (efficient and) effective functioning of the organization"* (Organ, 1988).

Organ at a second definition (1998) states that: *"OCB is employee's extra-role behavior, motivated by five dimensions ;altruism (concern for the welfare of others), courtesy (polite remark or respectful act), sportsmanship (fairness, sense of fellowship), conscientiousness (desire to do the task well) and civic virtue (standard of righteous behavior)"*.

The extended number of constructs has led researchers to restrict their studies in a smaller number of factors highlighting these many different types of behavior. There are researchers who state that OCB is unidimensional (LePine et al., 2002, Hoffman

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et al., 2007). So, they have chosen, from the 30 different forms of OCB that had been recognized at the time to focus only on 5 types of the construct, which were identified at an early stage of its inception. Those types are altruism, civic virtue, courtesy, conscientiousness, and sportsmanship (Podsakoff, MacKenzie, Moorman, & Fetter, 1990).

2.2 Affective Organizational Commitment

Organizational commitment (OC) concept was firstly introduced in the 1970s and 1980s (Mowday, Porter & Steers, 1982) and was strongly associated with the relationship between the individual and the organizations (Lamba & Choudhary, 2013). Scholars have approached the development of OC theory with many different approaches (Ghanzanfar, Chuanmin, Siddique & Bashir, 2012).

Early on, Mowday et al. (1982) suggests that *"individuals who score high on OC tend to have a strong belief in the organization's goals and values, a willingness to devote considerable effort in support of the organization and a keen desire to maintain membership in the organization"*. Meyer and Allen (1997) define OC as *"the feeling of dedication to one's employer, willingness to work hard for that employer and the intent to remain with that organization"*.

Meyer and Herscovitch (2001) term commitment as *"a force that binds an individual to a course of action of relevance to one or more targets"*. It has been concluded that employees experience this force in three different types: affective, normative, and continuance, which represent emotional bonds, obligation feeling, and perceived sunk costs in relation to a target, respectively (Allen and Meyer, 1990).

AOC demonstrates stronger associations with work experiences such as organizational rewards and supervisor support than have structural features of the organization (e.g. decentralization) or personal characteristics of the employees (Meyer & Allen, 1997). However there has been little work examining the mechanisms of these relationships and this is the reason AOC was chosen to be further assessed among the three different types of OC.

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Thus, employees commit to the organization spontaneously because they 'want to' (Lamba & Choudhary, 2013). AOC is the individual employee's psychological attachment to the organization (Lamba & Choudhary, 2013). Kuo (2013) describes AOC as an efficient and extremely powerful mechanism for connecting employees and the organization.

Employees who are affectively committed to their organizations show tendency to participate in 'extra role' activities, such as being innovative. This gives possibility to guarantee organizations' competitiveness in the market (Van Dyk & Coetzee, 2012).

Additional benefits include improved employee performance and employee turnover (Bal et al., 2014, Yew, 2013). It is of high importance to recruit the correct candidates, as to make the most of their potential (Ahmad & Schroeder, 2003). In that way, the interest of the organizations to develop commitment and create bonding among employees is rising (Lew, 2011). The need to keep the workforce committed, and to gain a competitive advantage through successful recruitment, has led to an increasing interest in the research studies studying how AOC is related with these behaviors.

Employees that are emotional bond to their organization show dedication and loyalty. Affectively committed employees are having a sense of belonging and identification that increase their involvement in their organization's activities, their willingness to pursue the organization's goals and their desire to remain with the organization.

2.3 Psychological contract

Psychological contracts are defined as "a person's perceptions and expectations about the mutual obligations in an employment exchange relationship" (Rousseau, 1989).

Since 1990s, the psychological contract (PC) became a widely used tool for measuring the quality of the relationship between the employee and the employer. The way in which the psychological contract of the employees was measured has evolved considerably in the 2000s, which means that we now have a rich literature that allow

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us to grasp the different types of the psychological contract in various enterprises or countries.

There are two different types of psychological contract; transactional psychological contract and relational psychological contract.

Transactional contracts have short-term duration, purely economic or materialistic oriented, and demand non-dynamic relationship employee-employer. On the other side, relational contracts are long-term and broad, as apart from economic exchange, they are expanded to include terms for loyalty in exchange for security or career development within the organization (Morrison & Robinson, 1997; Rousseau & McLean Parks, 1993). In a study that was examining the generalizability of psychological contract forms observed in the West to China, it was concluded that there is a positive relationship between Transactional Contract and Organizational Citizenship Behavior aspects. (Chun Hui , Cynthia Lee, Denise M. Rousseau, 2004). In another study carried out in Pakistan it was revealed that transactional psychological contract affects positively and significantly the knowledge management practices within an organization(Abdul Saboor, Ch. Abdul Rehman and Sumaira Rehman, 2017).

As for relational contracts theory provides good grounds for expecting that relational contracts will facilitate positive personal and organizational outcomes better than transactional contracts will (Rousseau, 1995,Rousseau & McLean Parks, 1993). Indeed, relational contracts have been shown to relate positively with organizational commitment (Millward & Hopkins, 1998; Rousseau, 1990). A study held in Indian civil aviation sector (Sebastian, Shiju, George, A. P., 2015) concluded that the employees have higher affective commitment to relational contract obligations.

Hypothesis 1: Organizational Citizenship Behavior is positively related with Transactional Contract.

Hypothesis 2: Affective Organizational Commitment is negatively related with Transactional Contract?

Hypothesis 3: Organizational Citizenship Behavior is positively related with Relational Contract.

Hypothesis 4: Affective Organizational Commitment is positively related with Relational Contract.

2.4 Perceived Organizational Support

Organizational support theory (Eisenberger, Huntington, Hutschison & Sowa, 1986; Shore & Shore, 1995) may help explain employee's emotional commitment to their organization.

This approach assumes that to meet socioeconomical needs and to assess the organization's readiness to reward increased efforts, employees form general beliefs concerning how much the organization values their contribution and cares about their well-being. POS may be encouraged by employees' tendency to ascribe humanlike characteristics to the organization (Eisenberger et al., 1986).

Levinson (1965) noticed that actions by agents of the organizations are often viewed as indications of the organization's intent rather than solely as actions of an individual. This personification of the organization, suggested Levinson, is abetted by the organization's legal, moral and financial responsibility for the actions of its agents; by organizational culture that provides continuity and prescribes role behaviors; and by the power the organization's agent exert over individual employees.

Because employees personify the organization, they would view favorable or unfavorable treatment as indicative of the organizations benevolent or malevolent orientation towards them.

Shore and Wayne (1993) found that Perceived Organizational Support becomes a predictor of Organizational Citizenship Behavior and is positively related to performance and Organizational Citizenship Behavior.

Miao and Kim (2010) and Chiang and Sheng (2011) also found a significant relationship between Perceived Organizational Support and Organizational Citizenship Behavior. Chiaburu, Chakrabarty, Wang and Li (2015) states that there is a significant positive relationship between Perceived Organizational Support and Organizational Citizenship Behavior.

Hypothesis 5: Organizational Citizenship Behavior is positively related with Perceived Organizational Support.

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Based on the reciprocity norm, POS would create a felt obligation to care about the organization's welfare and help the organization reach its objectives. Employees could fulfill this indebtedness through greater affective organizational commitment and increased effort to aid the organization. (Eisenberger, Armeli, Rexwinkel, Lynch & Rhoades, 2001).

POS would also increase AOC by fulfilling needs for esteem, approval and affiliation, leading to the incorporation of organizational membership and role status into social identity. The fulfillment of socioemotional needs by POS is suggested by findings that the association between POS and performance was greater among employees having high socioemotional needs (Armeli, Eisenberger, Fasolo & Lynch, 1998).

Numerous studies have reported that POS and AOC are strongly associated (Hutchison & Garstka 1996, D.Allen Shore & Griffeth 1999, Eisenberger, Fasolo & Davis La-Mastro, 1990, Guzzo ,Noonan & Elron 1994, Hutchison 1997, Jones, Flynn & Kelloway, 1995, Settoon, Bennett & Liden 1996, Shore & Tetrick, 1991;Shore & Wayne,1993;Wayne et al. 1997).

POS and AOC have also been found to have similar antecedents and consequences. Although POS is often assumed to contribute to AOC (D.Allen et al., 1999, Eisenberger et al. 1986), the two mechanisms have been studied simultaneously so that the direction of causality is uncertain.

Hypothesis 6: Affective Organizational Commitment is positively related with Perceived Organizational Support

2.5 Perceived Supervisor Support

Employees evaluate the level that that their supervisor values their contributions and cares about their well-being (Kottke and Sharafinski, 1988), but employees seem to believe that the way their supervisor is acting is representing their organization (Stinglhamber and Vandenberghe, 2003).

According to organizational support theory, employees view their supervisor's orientation towards them as indicative of the organization's support (Eisenberger et al., 1986). Furthermore, employees understand that their supervisor will submit his

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or her evaluation of them to the upper management of the organization, which further strengthens the belief that the supervisor and the organization share the same perspective (Eisenberger et al., 2002).

A study conducted for sport centers in Taiwan (Chia-Ming Chang, Chao-Sen Wu, Wui-Chiu Mui, Yi-Hsuan Lin, 2018) showed that the Perceived Supervisor Support has a positive impact on organizational citizenship behavior. Also Uzun Tevfik in 2018 after investigating the correlations between perceived supervisor supports, organizational identification, organizational citizenship behavior, and burnout of teachers, concluded that Perceived Supervisor Support has a positive effect on Organizational Citizenship Behavior.

Accordingly, relatively high levels of supervisor support may represent a necessary condition for positive employee outcomes in the form of work effort, work quality and OCB (Bård ,Dysvik , 2009).

Hypothesis 7: Organizational Citizenship Behavior is positively related with Perceived Supervisor Support.

A research study conducted among Brazilian professionals (Casper, Wendy Jean, Harris Christopher, Taylor-Bianco, Amy Wayne, Julie Holliday,2011) participants who reported greater Perceived Supervisor Support reported higher affective commitment to their organizations as well. Also Gupta V., Agarwal UA. , Khatri N. 2016 found that affective commitment is positively related with perceived organizational support.

Hypothesis 8: Affective Organizational Commitment is positively related with Perceived Supervisor Support

2.6 Core self-evaluation

Researches indicate that a broad personality trait, stated as core self-evaluation, is a significant predictor of job satisfaction and job performance.

Judge, Locke, and Durham (1997) introduced the terminology of core self-evaluations to provide with a trait that would predict successfully job satisfaction, as well as, perhaps, other applied criteria. According to Judge et al. (1997), core self evaluations

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is a broad, latent, higher-order trait indicated by four well established traits in the personality literature (a) self-esteem, the overall value that one places on oneself as a person (Harter, 1990); (b) generalized self-efficacy, an evaluation of how well one can perform across a variety of situations (Locke, McClellan, & Knight, 1996); (c) Neuroticism, the tendency to have a negativistic cognitive/explanatory style and to focus on negative aspects of the self (Watson, 2000); and (d) locus of control, beliefs about the causes of events in one's life—locus is internal when people feel that their behavior is associated with the events they experience (Rotter, 1966).

The common element that can be observed among these traits is that, core self-evaluations is a basic, fundamental appraisal of one's worthiness. The four core self-evaluations traits are of the most distinguished in psychology literature. More than 50,000 publications (PsycINFO search, October 20,2001) have referenced the four core self-evaluations. Despite the strong similarities among these traits, there is a few number for scholars that have studied the traits together (Judge & Bono, 2001). Even in those rare case where the traits are studied together in personality research, generally they are handled as completely independent parameters with no hint on possible interaction or perhaps a common core (e.g., Abouserie, 1994; Hojat, 1983; Horner, 1996).

In several studies, however, Judge and colleagues have identified that the four core traits load on a single factor (Erez & Judge, 2001; Judge, Bono, & Locke, 2000; Judge, Erez, & Bono, 1998; Judge, Locke, Durham, & Kluger, 1998), proposing that it may be appropriate to consider the traits as indicators of a higher-order latent concept.

Apart from the empirical interrelationship, support for the core self-evaluations concept can be derived from defined conceptual similarities among the traits. Studied in pairs, the traits share conceptual similarities (Judge & Bono, 2001). The reason that possibly these surface traits share similarities is because they are indicators of a common core.

Since core self-evaluations are a broad, latent trait that is the common source of the four specific traits, it is the psychological mechanism that causes these individual

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traits to be associated. Because an individual who has a high score on core self-evaluations is well adjusted, positive, self-confident, efficacious, and believes in his or her own agency, so this broad core is then obvious when self-esteem, emotional stability, and self-efficacy are high and an internal locus of control.

Shortly, high self-esteem and the other core traits result from a broad, general, positive self-regard. Without this being restrictive for the other four core traits to be completely redundant. There may be parts of each one that are unique and important. Though, there is considerable redundancy, and the latent concept of core self-evaluations explains (Judge et al,1997) this conceptual and empirical redundancy. Latent constructs exist at a deeper level than their indicators and, in fact, causally influence the indicators or dimensions (BoUen & Lennox, 1991). Thus, when an individual has a positive self-concept, measures of the four core traits are manifestations or indicators of this inner self-concept or core self-evaluation, and this helps to understand why the four traits are conceptually and empirically related. Thus, rather than being a multidimensional aggregate construct, where a composite factor is comprised of dimensions that may or may not be related, core self-evaluations is a latent psychological construct because it is the *"latent commonality underlying the dimensions"* (Law, Wong, & Mobley, 1998, p. 747). In that way, self-esteem, generalized self-efficacy, and the other core traits are alternative ways in which core self-evaluations is identified.

Ferris et al. (2011) came in the result that high core self-evaluations scores have a positive relationship with both types of Organizational Citizenship Behavior: Organizational Citizenship Behavior-I and Organizational Citizenship Behavior-O. Bowling et al. (2010) also found that general core self-evaluations scores were positively affected by both dimensions of Organizational Citizenship Behaviors.

Hypothesis 9: Organizational Citizenship Behavior is positively related with Core Self Evaluation.

As for AOC, Mathieu and Zajac (1990) showed in their meta-analysis that one antecedent of affective organizational commitment is perceived personal competence, a construct closely related to self-efficacy. A number of studies report positive relationships between internal locus of control and affective organizational

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commitment (Coleman, Irving, & Cooper, 1999; Ng, Sorensen, & Eby, 2006). Regarding the fourth core trait, self-esteem, a number of studies report a significant positive relation between organization-based self-esteem (a more specific aspect of self-esteem) and affective organizational commitment (Pierre & Gardner, 2004).

Hypothesis 10: Affective Organizational Commitment is positively related with Core Self Evaluation.

Two additional Hypotheses have also been examined with all variables taken as a set.

Hypothesis 11: Organizational Citizenship Behavior is positively related with Transactional Contract, Relational Contract, Perceived Organization Support, Perceived Supervisor Support and Core Self Evaluation.

Hypothesis 12: Affective Organizational Commitment is positively related with Transactional Contract, Relational Contract, Perceived Organization Support, Perceived Supervisor Support and Core Self Evaluation.

3. Method

3.1 Sample and Procedure

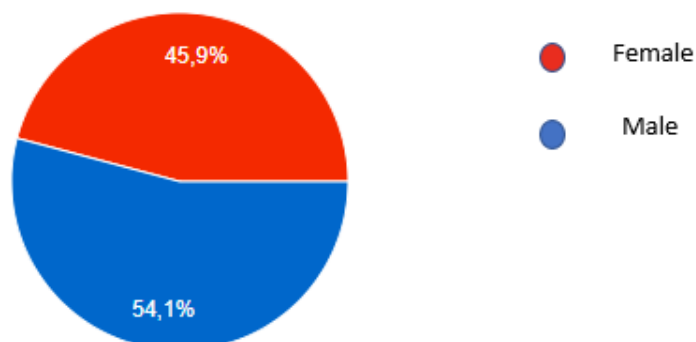
To obtain a diversity of job samples and procedures a random sample of employees in Greek and global companies, which have Greek departments was examined. The participants have been contacted via e-mails, in which the purpose and scope of the study was explained, assuring respondents of strict anonymity and that participation in the study was voluntary to complete a survey online. The duration of the survey was from 03/01/2019-15/01/2019. Unemployed participants have been excluded from the survey results collection by placing a logic rule in the first question of the survey to eliminate noncompliant or irrelevant data. 132 answered and valid questionnaires were received and further analyzed.

3.2. Measures

3.2.1 Demographics

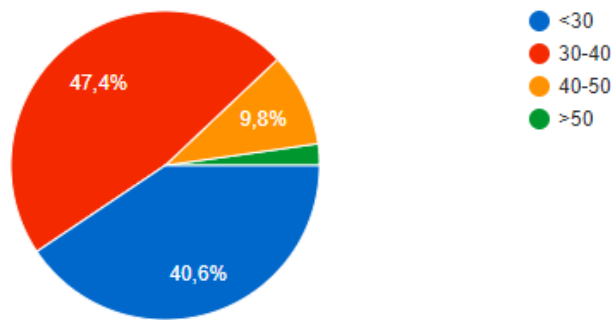
Employees gender, age, education, business role, years of working in the organization, working sector and their type of contract were obtained from responses to the questionnaire.

The respondents were 54,1% male and 45,9% female. The 40,6% of the respondents were <30, the 47,4 % were between 30-40, the 9,8% 40-50 and only the 2,3% >50.



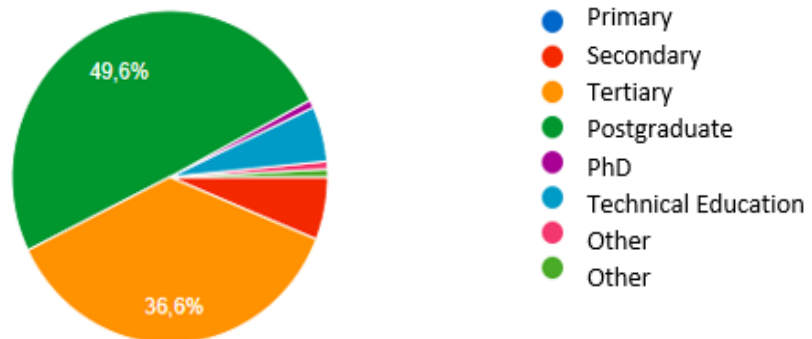
Picture 1: Percentages of respondents gender

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Picture 2: Percentages of respondents age

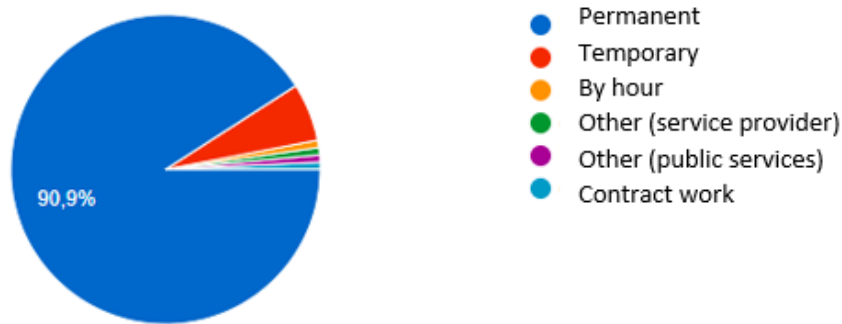
The 49,6% holds a post graduate degree, while the 36,6% has tertiary level of education. The 6,1% has secondary education, the 5,3% technical expertise, the 0,8% holds a PhD while the rest 0,16% have responded other.



Picture 3: Percentages of respondents education

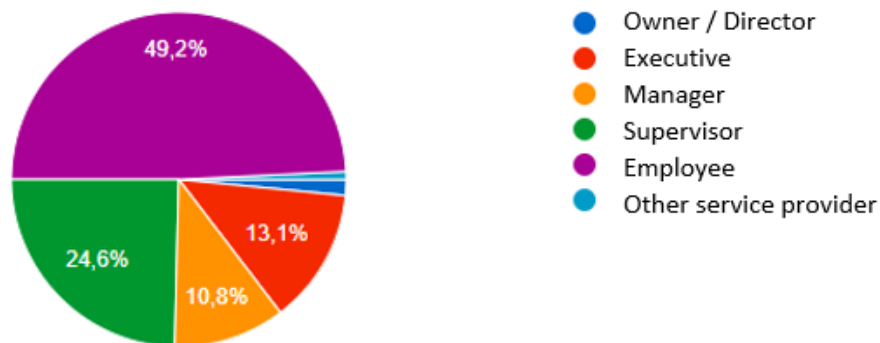
The majority (90,9%) of those questioned has a permanent type of contract with their organization. The 6,1% has a temporary contract and the rest 3% are either paid by hour or as service providers, public services providers and work contractors.

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Picture 4: Percentages of respondents type of contract

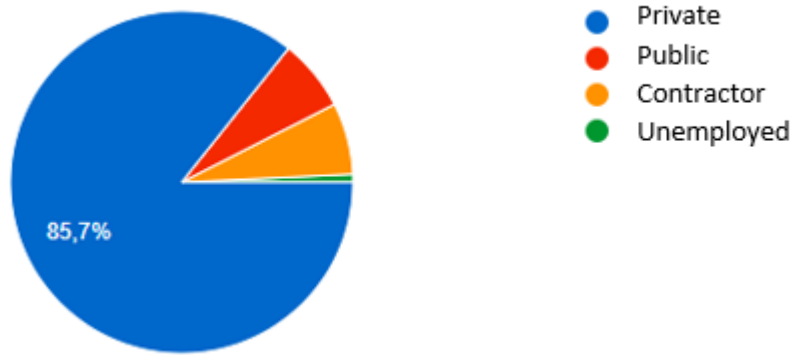
The 1,5% of the respondents are Owners or Directors in their organization. The 13,1% hold an executive level position, 10,8% are managers, 24,6% are supervisors and the majority 49,2% are employees. A small remaining percentage 0,8% responded as service providers.



Picture 5: Percentages of respondents level of management

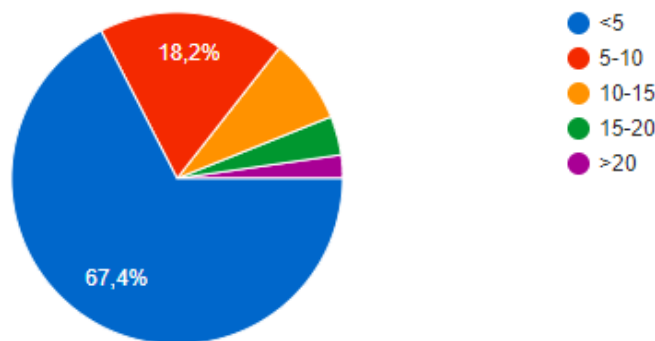
The 85,7% of the those who responded to the questionnaire is working in private sector. The 6,8% in public sector and other 6% are contractors. The 0,8% (1 respondent) who stated unemployed has been excluded from the statistical analysis of the data, since it is considered to be out of scope.

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Picture 6: Percentages of respondents working sector

The 67,4% of the respondents have been working now for 5 years, the 18,2% between 5-10 years, the 8,3% between 10-15 years, the 3,8% 15-20 and the remaining 2,3% for over 20 years.



Picture 7: Percentages of respondents years of experience

3.2.2 Questionnaire scales

Organizational Citizenship Behavior: For OCB assessment I used the 10-Item Short Version of the Organizational Citizenship Behavior Checklist with Cronbach a=0,91 (Spector, Bauer & Fox, 2010). Respondents indicated the extend of frequency with each statement on 5-point Likert type scale (1=never - 5=every day). For example respondents answered the question “How often you help a co-worker who had too much to do” or “how often do you volunteer for extra work assignments”.

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Affective Organizational Commitment: 8-item short form has been used (Meyer, Allen, & Smith, 1993) to assess commitment. Researchers using the AOC scale have reported that it forms a single factor with high reliability (N. J. Allen, & Meyer, 1990; Hackett, Bycio & Hausdorf, 1994; Meyer, Allen & Gellatly 1990). N.J. Allen and Meyer (1990) reported that the AOC Scale correlate 0.83 with the Organizational Commitment Questionnaire. An included question in this scale is "I would be very happy to spend the rest of my career with this organization". Respondents indicated the extend of agreement with each statement on 7-point Likert type scale (1=totally disagree - 7=totally agree).

Transactional & Relational Psychological Contract: The shortened 18-item scale (Raja, Johns & Ntalianis, 2004) has been used, where 9 of 11 relational items and 9 of 20 transactional items were retained from the initial Psychological Contract Scale developed by Millward and Hopkins (1998). These items were among those also retained in a factor analysis of contract terms by Irving, Cawsey, and Cruikshank (2002). The shortened 18- item scale revealed a clear two-factor solution that accounted for 36.4 percent of the variance, with coefficient alphas of 0.79 for relational contract and 0.72 for transactional contract. Questions such as "My commitment to this organization is defined by my contract" and "To me working for this organization is like being a member of a family" were addressed to the respondents.

Perceived Organization Support: Prior studies surveying many occupations and organizations provided evidence for the high reliability and unidimensionality of the Survey of POS (SPOS). I used the 10-item-form (Eisenberger, Huntington, Hutchison & Sowa, 1986). Respondents indicated the extend of agreement with each statement on 5-point Likert type scale (1=strongly disagree - 5- strongly agree), for instance "My organization would forgive an honest mistake on my part".

Perceived Supervisor Support: Following the procedure from Eisenberger, Huntington, Hutchison & Sowa, Kottke & Sharafinski, 1988) 11 items in total, where 4 were adapted from the SPOS by replacing the term organization with the term supervisor. The items were selected based on their high loadings on the SPOS (coefficient alphas ranged from 0.74 to 0.84) and their conveyance, in their adapted form, of general indications concerning a supervisor's positive valuation of the

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employees' contributions and care about the employees' wellbeing. Respondents indicated the extend of agreement with each statement on 5-point Likert type scale (1=strongly disagree - 5- strongly agree), such as "My supervisor really seems to care about my wellbeing" . Respondents indicated the extend of agreement with each statement on 5-point Likert type scale (1=strongly disagree - 5- strongly agree).

Core Self-evaluation: The 12-item CSES (Judge, Bono and Thoresen, 2003) has been used to assess core self-evaluation. Cronbach alpha is 0.71 and item-total correlations are ranging from 0.25 to 0.61, indicating high internal consistency. The scale has displayed acceptable levels of internal consistency and test-retest reliability. Furthermore, the intercourse (self-significant other) level of agreement was comparable to that of other personality measures. Results indicate that CSES is a useful means of assessing core self-evaluations. Respondents indicated the extend of agreement with each statement on 5-point Likert type scale (1=strongly disagree - 5- strongly agree). For example they responded to "When I try, I generally succeed".

3.3 Statistical Analysis

Coded data were analyzed with the IBM SPSS (Version 22) statistical software tool. Descriptive statistics were calculated to describe the mean, standard deviation, Minimum and Maximum.

Factor analysis was used to evaluate the construct validity of all item scales used (Zikmund, Babin, Carr, & Griffin, 2010). First, the Kaiser–Meyer–Olkin (KMO) index and Bartlett’s test of sphericity were reviewed to control that factor analysis may be applied. Principle component analysis and a varimax rotation strategy was employed to explore the factor structure of the various scales used within this study (Yong & Pearce, 2013). Cronbach’s alpha was used to determine reliability and internal consistency with a coefficient alpha greater than 0.70 considered to be reflective of good reliability (Zikmund et al.,2010). The corrected item-total correlation was used as an additional measure of reliability by correlating the individual item score to the sum of all scores. A correlation coefficient greater than 0.3 indicated adequate item-total correlation (Field, 2013).

Pearson correlation has been used to measure the linear relationship that exists between two variables measured on at least an interval scale. All assumptions have been checked before running a Pearson correlation. (#1The two variables should be

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measured at the interval or ratio level, #2 there is a linear relationship between the two variables, #3 there should be no significant outliers, #4 the variables should be approximately normally distributed).

Also, all required assumptions for linear regression analyses were met before the analyses were conducted (#1 Linear relationship, #2 Multivariate Normality, #3 No Multicollinearity, #4 Homoscedasticity).

Outliers have been identified by using the standardized values and checking that they are within the range $-2,68 < \text{value} < 2,68$. Linear relationship has been checked by GGraph of SPSS. Shapiro-Wilk test of normality for all variables has been employed to evaluate if multiple regression analysis is feasible to be applied on the data. Variance Inflation Factor (VIF) values with cutoff to 10 has been used to measure multicollinearity. Regression standardized residual and Regression standardized predicted value plot has been used to control homoscedasticity.

After confirming all assumptions are met Pearson correlation and Multiple Regression Analysis determined whether RC, TC, POS, PSS, CSE can explain the variance in OCB and AOC.

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4. Results

4.1 Validity and reliability of measurement scales

All the scales were subjected to data reduction with the method of principal component analysis and reliability analysis. Single factor components were retrieved for all scales, whereas acceptable reliabilities were obtained for all scales. The KMO index measure for sampling adequacy for all variables RC, TC, POS, PSS, CSE, OCB and AOC met the minimum accepted level of 0.6 for a good factor analysis (Pallant, 2005). All correlation coefficients were greater than 0,30 indicating adequate item-total correlation.

Scales		TC	RC	POS	PSS	CSE	OCB	AOC
KMO		,648	,798	,903	,897	,798	,826	,820
Bartlett's Test of Sphericity	Approx. Chi-Square	217,479	245,596	642,057	767,724	317,363	243,838	1546,252
	df	36	36	45	55	55	45	28
	Sig.	0,000	,000	,000	,000	,000	,000	,000
Cronbach's Alpha		,734	,828	,714	,780	,795	,848	,719
Item excluded		TC Q9R	-	-	PSS Q11 (reversed)	-	-	AOC Q6R
Total Variance Explained		38%	43%	58%	56%	28%	44%	56%

Table 1: Validity and reliability of measurement scales tests

4.2 Demographics' relationship with Organizational Citizenship Behavior and Affective Organizational Commitment

Simple linear regression analysis has been applied between OCB and AOC with each demographic variable independently. There was not found a statistically significant

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relationship between OCB or AOC and gender, age, education, business role or years of experience.

Gender was not found statistically significant for none of them. ($F=1,29$, $p<0,05$). In Table 26 and 27, the regression coefficient of gender was not statistically significant ($\beta = 0.12$, $p < 0.05$). Gender can explain only the 1% of the variance in both for OCB and AOC.

Age neither had a statistical significant relationship. For OCB ($F=0,007$, $p<0,05$) and for AOC ($F=0,48$, $p<0,05$). In Table 28 and Table 29, the regression coefficient of gender is not statistically significant ($\beta = 0.06$, $p < 0.05$).

The R^2 for OCB and AOC is negative ($-0,008$ and $-0,004$) which means that the chosen model (with its constraints) fits the data poorly, since the fit of the model is worse than the fit of a horizontal line.

Simple linear regression analysis for education OCB and AOC found that for none of them education is statistically significant. For OCB ($F=2,47$, $p<0,05$) and for AOC ($F=0,04$, $p<0,05$). In Table 30 and Table 31, the regression coefficient of gender is not statistically significant neither for OCB ($\beta = 0.117$, $p < 0.05$) nor for AOC ($\beta=0,018$, $<0,05$).

The amount of unique variance educations account for OCB is 1,2% ($R^2=0,012$) but for AOC is negative ($-0,008$) which means that the chosen model fits the data poorly, since the fit of the model is worse than the fit of a horizontal line.

The business role that the respondents hold in their organization showed no statistical significance neither for OCB ($F=0,04$, $p<0,05$) nor for AOC ($F=7,13$, $p<0,05$). In Table 32 and Table 33, the regression coefficient of experience is not statistically significant neither for OCB ($\beta = -0.07$, $p < 0.05$) nor for AOC ($\beta=-0,015$, $p < 0,05$).

The amount of unique variance that business role accounts for AOC is 4,6% ($R^2=,046$) but for OCB is negative ($-0,008$) which means that the chosen model does not fit the data properly.

The years of experience have no statistical significance. For OCB ($F=1,306$, $p<0,05$) and for AOC ($F=0,09$, $p<0,05$). In Table x and Table 34, the regression coefficient of experience is not statistically significant neither for OCB ($\beta = 0.133$, $p < 0.05$) nor for AOC ($\beta=-0,34$, $<0,05$).

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The amount of unique variance educations account for OCB is 0,7% ($R^2=0,007$) but for AOC is negative (-0,022) which means that the chosen model does not fit the data properly.

In conclusion, there is no statistically significant relationship between OCB or AOC and gender, age, education, business role or years of experience. That means that none of the demographics parameters examined could play a role in the organizational citizenship behavior of an employee or the level of affective commitment he holds for his/her organization.

4.2 Descriptive Statistics

Means, Standard Deviations, Minimum, Maximum and Correlations among measures are displayed in Table 2. Scale scores have been computed by averaging the items for RC, TC, POS, PSS, CSE scale relevantly. For TC a mean score of 2,40 indicated a relatively low level of employee's materialistic and economic expectations from their organization. On the 5-point Likert scale, this indicated a low level of agreement with the items of the scale (disagree-neutral). Therefore, the attitude of the employees towards the organization is not restricted only to their contract and job description. A standard deviation dispersion of 0.73 showed that the individual responses did not deviate much from the mean score, so the responses were not significantly divided to the extremes with minimum "strongly disagree" (1 on the 5-point Likert scale) and maximum "agree" (4 on the 5-point Likert scale).

While RC holds a mean of 3,44 on a 5-point Likert scale presenting a high perceived level of relational contract close to 'agree'. A standard deviation dispersion of 0.80 indicated that the individual responses slightly deviated from the main score. In this case the minimum is "strongly disagree" (1 on the 5-point Likert scale) and maximum "strongly agree" (5 on the 5-point Likert scale).

For POS in the same way, a mean score of 3,37 indicated a response close to 'agree'. A standard deviation of 0,77 showed that there was not a large amount of variation in the individual's responses. The minimum response is 1,50 (strongly disagree-

-How POS, PSS, CSE, TC, RC impact on AOC and OCB-

disagree) towards the questions that were set and 5 (strongly agree) on the 5-point Likert scale.

PSS as well is inclining a little closer to "agree" by mean score of 3,54, indicating relatively high level to the perceived supervisor's support. But the individuals responses have a higher deviation of 0,85. Generally on the 5-point Likert scale the responses received, fluctuate from "neutral" to "agree" with minimum 1,00 (strongly disagree) and maximum 5 (strongly agree).

The same picture also appeared for CSE, where mean score was calculated to 3,53, showing relatively important level of agreement to high self-esteem and respect. The deviation in this case is low scoring to 0,53 (lowest of all variables measured), which means that all the individuals that replied the questionnaire hold the same perspective to their personal attributes. This is also confirmed by the mean and max, where mean is 2,25 (disagree-neutral on a 5-point Likert scale) and 4,83 (agree-strongly agree on the 5-point Likert scale). CSE showed the smallest difference min-max among all variables that have been examined.

For OCB mean score is 3,65 being close enough to "agree". A standard deviation dispersion of 0.61 showed that the individual responses did not deviate much from the mean score, so the responses were not significantly divided to the extremes with minimum 1,89 ("disagree" on the 5-point Likert scale) and maximum 5 ("strongly agree" on the 5-point Likert scale).

AOC has been evaluated on a 7-point Likert scale. Mean score 4,15 ("undecided") for AOC, indicating at a clear level that the respondents are undecided towards the affective commitment they have to their organization. A standard deviation dispersion of 0.73 verified that the responses are not scattered significantly on the scale. By examining the min-max, is observed that min is 1,86 ("slightly disagree" on the 7-point Likert scale) and max is 5.50 ("slightly agree" on the 7-point Likert scale). Further analysis is required for AOC to evaluate the possibility of the questions dividing the respondents.

To sum up descriptive statistics, except for TC and AOC that means indicated low level of agreement from the responses of the questionnaire; RC, POS, PSS, CSE, OCB show agreement perception towards the questions.

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Descriptive Statistics

	TCavg	RCavg	POSavg	PSSavg	CSEavg	OCBavg	AOCavg
Mean	2,4023	3,4428	3,3683	3,5473	3,5305	3,6486	4,1656
Std. deviation	,76682	,79583	,77316	,85276	,53349	,61783	,98277
Minimum	1,00	1,00	1,50	1,00	2,25	1,89	1,86
Maximum	4,38	5,00	5,00	5,00	4,83	5,00	6,14

Table 2: Descriptive Statistics of TCavg, RCavg, POSavg, PSSavg, CSEavg, OCBavg, AOCavg

4.3 Correlations and Hypothesis Results

Pearson correlation was deployed to estimate the correlations among the independent variables OCB, AOC, TC, RC, POS, PSS, CSE, the variables with 130 (N-2) degrees of freedom.

All variables are correlated pairwise significantly at the 0.01 level (1-tailed) or the 0.05 (1-tailed) level apart from POSavg and OCBavg, PSSavg and OCBavg, CSEavg and OCBavg (Table 3).

Transactional contract is negatively correlated at a small level with Relational Contract, Perceived Organizational Support, Core Self Evaluation, Organizational Citizenship Behavior and Affective Organizational Commitment at the 0.01 level (2-tailed). With Perceived Supervisor Support it is also weakly correlated at the 0.05 level (2-tailed).

Hypothesis 1 stated that there is a positive relationship between TC and OCB, but they are related in a negative way, so Hypothesis 1 is not satisfied.

In the same way **Hypothesis 2** stated that there is a negative relationship between TC and AOC, which has been confirmed.

Relational Contract is positively correlated with a strong association with Perceived Organizational Support (r=0,808), Perceived Supervisor Support (r=0,600) and Affective Organizational Commitment (r=0,653). That means that possibly the interpretation of the meanings are considered to be almost identical. But the

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correlation with Core Self Evaluation is considered to be moderate ($r=0,381$) while with Organizational Citizenship Behavior really weak ($r=0,242$).

As a conclusion, **Hypothesis 3 and Hypothesis 4**, where relational contract is positively related to OCB and AOC, are correctly assumed.

Perceived Organizational Support is positively correlated with a strong association with Perceived Supervisor Support ($r=0,694$). On the other hand Affective Organizational Commitment ($r=0,653$) and Core Self Evaluation ($0,496$) are associated with Perceived Organizational Support moderately. But Organizational Citizenship Behavior is not showing a statistically significant linear relationship ($p=0,111$) with Perceived Organizational Support.

As a result **Hypothesis 5**, stating that Organizational Citizenship Behavior is positively related with Perceived Organizational Support, proved to be false. Meaning that POS was not found to have statistically significant relationship with OCB.

On the other hand **Hypothesis 6** is confirmed, since POS and AOC are positively related.

Perceived Supervisor Support is positively correlated with both Core Self Evaluation ($0,383$) and Affective Organizational Commitment ($0,316$) at a medium level. No statistically significance has occurred in the correlation of Perceived Supervisor Support and Organizational Citizenship Behavior ($p=,068$).

Consequently **Hypothesis 7**, where it was assumed that Organizational Citizenship Behavior is positively related with Perceived Supervisor Support, is false. But **Hypothesis 8**, which stated that Affective Organizational Commitment is positively related with Perceived Supervisor Support is found to be true.

Core Self Evaluation is not statistically significant correlated with Organizational Citizenship Behavior ($r=0,127$). **Hypothesis 9** is not confirmed, because there is no positive relationship between CSE and OCB.

Though it is positively and approximately moderately correlated with Affective Organizational Commitment, which means that **Hypothesis 10** is confirmed and is considered to be true.

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Between the dependent variables Organizational Citizenship Behavior and Affective Organizational Commitment there is medium correlation (r=0,343), statistically significant.

		TCavg	RCavg	POSavg	PSSavg	CSEavg	OCBavg	AOCavg
TCavg	Pearson Correlation	1	-,295**	-,236**	-,142*	-,239**	-,327**	-,335**
	Sig. (1-tailed)		,001	,007	,104	,006	,000	,000
RCavg	Pearson Correlation	-,295**	1	,808**	,600**	,381**	,242**	,653**
	Sig. (1-tailed)	,001		,000	,000	,000	,003	,000
POSavg	Pearson Correlation	-,236**	,808**	1	,694**	,449**	,107	,496**
	Sig. (1-tailed)	,007	,000		,000	,000	,111	,000
PSSavg	Pearson Correlation	-,142*	,600**	,694**	1	,383**	,131	,316*
	Sig. (1-tailed)	,104	,000	,000		,000	,068	,000
CSEavg	Pearson Correlation	-,239**	,381**	,449**	,383**	1	,100	,343**
	Sig. (1-tailed)	,006	,000	,000	,000		,127	,000
OCBavg	Pearson Correlation	-,327**	,242**	,107	,131	,100	1	,399**
	Sig. (1-tailed)	,000	,003	,111	,068	,127		,000
AOCavg	Pearson Correlation	-,335**	,653**	,496**	,316**	,343**	,399**	1**
	Sig. (1-tailed)	,000	,000	,000	,000	,000	,000	

Table 3: Pearson Correlation of TCavg, RCavg, POSavg, PSSavg, CSEavg, OCBavg, AOCavg

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

*Correlation is significant at the 0.05 level (2-tailed)

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4.4 Regression analysis results of TC, RC, POS, PSS, CSE with OCB and AOC

The main objective of the study was to determine whether TC, RC, POS, PSS, CSE are related with OCB and AOC. Simple linear regressions follows to explain the level of variance that each independent or all taken as a set (Hypothesis 11 and Hypothesis 12) can explain for each dependent variable and the beta coefficients in their relationship.

		TCavg	RCavg	POSavg	PSSavg	CSEavg
Total variance explained	OCBavg	12,1%	5,1%	-	-	-
	AOCavg	12,2%	40%	24,6%	9,3%	11,5%
Betas (β) Coefficients	OCBavg	-0,30	0,19	-	-	-
	AOCavg	-0,36	0,58	0,47	0,27	0,46

Table 4: Total Variance explained and Beta coefficients of the independent variables TC, RC, POS, PSS, CSE

Transactional Contract explains the 12,1% of the unique variance in Organizational Citizenship Behavior. From the ANOVA results we can conclude that Transactional Contract is statistically significant ($F=19,01$, $p<0,05$). In Table 36, the regression coefficient of Transactional Contract is statistically significant ($\beta = -0,30$, $p < 0.05$). This means that for every unit of Transactional Contract increased by one, Organizational Citizenship Behavior is decreased by -0,3.

For Affective Organizational Commitment Transactional Contract accounts for the 12,2% of the unique variance. From the ANOVA results we can conclude that Transactional Contract is statistically significant ($F=19,21$, $p<0,05$). In Table 37, the regression coefficient of Transactional Contract is statistically significant ($\beta = -0,36$, $p < 0.05$). This means that for every unit of Transactional Contract increased by one, Affective Organizational Commitment is decreased by 0,36.

Relational Contract explains the 5,1% of the unique variance in Organizational Citizenship Behavior. Reviewing the ANOVA results we can conclude that Relational

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Contract is marginally statistically significant ($F=8,10$, $p<0,05$). In Table 38, the regression coefficient of Relational Contract is also statistically significant ($\beta =0,188$, $p < 0.05$).

In Table 39, Relational Contract accounts for the 40% of the unique variance in Affective Organizational Commitment, with statistical significance ($F=88,31$, $p<0,05$). The regression coefficient of Relational Contract is statistically significant ($\beta =0,58$, $p < 0.05$). In other words, for every unit of Relational Contract Affective Organizational Commitment is increased by 0,58.

On the other hand, Perceived Organizational Support has no statistical significance ($F=1,509$, $p<0,05$) for the variance in Organizational Citizenship Behavior. The regression coefficient of Perceived Organizational Support level is not statistically significant for Organizational Citizenship Behavior ($\beta =0,086$, $p < 0.05$).

The amount of unique variance Perceived Organizational Support account for Organizational Citizenship Behavior is 1,1% ($R^2=0,011$)

In contrast with Organizational Citizenship Behavior, Perceived Organizational Support linear regression analysis shows Perceived Organizational Support relationship with Affective Organizational Commitment. In Table 40 Perceived Organizational Support predicts the 24,6% of the unique variance in Affective Organizational Commitment, with statistical significance ($F=42,42$, $p<0,05$). In Table x, the regression coefficient of Perceived Organizational Support is statistically significant ($\beta =0,47$, $p < 0.05$). Therefore for every unit of Perceived Organizational Support rising Affective Organizational Commitment is increased by 0,47.

After conducting the simple linear regression analysis, the results received were that Perceived Supervisor Support has no statistical significance ($F=2,26$, $p<0,05$). In Table 41 the regression coefficient of Perceived Supervisor Support level is not statistically significant for Organizational Citizenship Behavior ($\beta =0,095$, $p < 0.05$).

The amount of unique variance educations account for Organizational Citizenship Behavior is 1% ($R^2=0,010$)

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In contrast with Organizational Citizenship Behavior, Perceived Supervisor Support linear regression analysis shows explaining accountability for Affective Organizational Commitment. In Table 42 Perceived Supervisor Support predicts the 9,3% of the unique variance in Affective Organizational Commitment, with statistical significance ($F=14,46$, $p<0,05$). In Table x, the regression coefficient of Relational Contract is statistically significant ($\beta =0,27$, $p < 0.05$). Therefore, for every unit of Perceived Organizational Support rising Affective Organizational Commitment is increased by 0,27.

After conducting the simple linear regression analysis, the results received were that Core Self Evaluation has no statistical significance ($F=1,31$, $p<0,05$) for Organizational Citizenship Behavior. In Table 43 the regression coefficient of Core Self Evaluation level is not statistically significant for Organizational Citizenship Behavior ($\beta =0,12$, $p < 0.05$).

The amount of unique variance Core Self Evaluation accounts for Organizational Citizenship Behavior is 0,2% ($R^2=0,02$)

In contrast with Organizational Citizenship Behavior, Core Self Evaluation linear regression analysis is related with Affective Organizational Commitment. In Table 44 Core Self Evaluation predicts the 11,5% of the unique variance in Affective Organizational Commitment, with statistical significance ($F=16,84$, $p<0,05$). The regression coefficient of Perceived Supervisor Support is statistically significant ($\beta =0,46$, $p < 0.05$). Therefore, for every unit of Core Self Evaluation rising Affective Organizational Commitment is increased by 0,46.

To sum up, for Organizational Citizenship Behavior the only variables that account with statistical significance is Transactional Contract and Relational Contract. On the other side for Affective Organizational Commitment Transactional Contract, Relational Contract, Perceived Organizational Support, Perceived Supervisor Support and Core Self Evaluation are all statistically significant related.

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Since all independent variables (Transactional Contract, Relational Contract, Perceived Organizational Support, Perceived Supervisor Support and Core Self Evaluation) have been examined, further analysis is conducted with multivariate regression analysis to evaluate the variance that can be explained for Organizational Citizenship Behavior and Affective Organizational Commitment taken as a set (Hypothesis 11 and Hypothesis 12).

Hypothesis 11 is false, because while the model fits the data by explaining the 41,6% of the variance ($R^2=0,416$) in Organizational Citizenship Behavior and is statistically significant ($F=5,264$, $p<0,05$), the only regression coefficient that is statistically significant is Transactional Contract ($\beta = -0,316$, $p < 0.05$). All the other independent variables Relational Contract, Perceived Organizational Support, Perceived Supervisor Support, Core Self Evaluation show no statistical significance taken as a set.

Also **Hypothesis 12** is false, because while the model fits the data by explaining the 42,6% of the variance ($R^2=0,426$) in Affective Organizational Commitment and is statistically significant ($F=20,42$, $p<0,05$), the only regression coefficient that is statistically significant is Relational Contract ($\beta = 0,583$, $p < 0.05$). While the other independent variables Transactional Contract, Perceived Organizational Support, Perceived Supervisor Support, Core Self Evaluation show no statistical significance taken as a set.

5. Discussion

Hypothesis 1: Transactional Contract predicts the 12,1% of the unique variance in Organizational Citizenship Behavior with statistical significance, but with a negative relationship. The results of this analysis contradict some prior academic research study. As already mentioned a study that was examining the generalizability of psychological contract forms observed in the West to China concluded to positive relationship between Transactional Contract and Organizational Citizenship Behavior aspects. (Chun Hui , Cynthia Lee, Denise M. Rousseau, 2004). In that study, transactional contracts motivated employees to engage in citizenship behavior, suggesting that transactional arrangements are considered in China valuable employer's-employee's relationship structure. Transactional contracts might be expected to promote citizenship behavior by motivating employees to seek to gain the employer's goodwill in order to extend their employment or obtain a positive reference for a future employer. The other study that was carried out in Pakistan revealed that transactional psychological contract also positively and significantly affects the knowledge management practices within an organization. (Abdul Saboor, Ch. Abdul Rehman and Sumaira Rehman, 2017).

Hypothesis 2: Transactional Contract predicts the 12,2% of the unique variance in Affective Organizational Commitment and is considered to be significant , as was concluded from the regression analysis. The outcome of the present analysis is that Transactional Contract and Affective Organizational Commitment are negatively related. As mentioned in the beginning the study held in Indian civil aviation sector (Sebastian, Shiju, George, A. P., 2015) concluded that a change in the employers' transactional contract can cause significant variations in the Affective Organizational commitment of employees. The findings indicated that the Employers' have higher commitment to transactional contract obligations and the employees have higher commitment to relational contract obligations. But findings from Mikael Lovblad and Apostolos Bantekas, 2010 study conclude that the transactional orientation of the psychological contract is related to affective commitment in business-to-business relationships with a negative factor. Transactional contracts have been shown to

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relate negatively with affective organizational commitment (Millward & Hopkins, 1998; Rousseau, 1990).

Hypothesis 3: Relational Contract predicts the 5,1% of the unique variance in Organizational Citizenship Behavior and it is marginally statistically significant. The outcome of this study aligns with research literature. In a study (Xander D. Lub, Rob J. Blomme, P. Matthijs Bal, 2011) carried out to evaluate the organizational citizenship behaviors (OCBs) of different generations of hospitality workers in relation to their psychological contract, came out that relational contracts were a significant predictor for Organizational Citizenship Behavior. This result was found for both Generation X and Generation Y.

Hypothesis 4: Relational Contract not only predicts the 40% of the unique variance in Affective Organizational Commitment but also proved the regression coefficient to be statistically significant ($\beta = 0,58$, $p < 0.05$). This is aligned with another research study in the market for industrial supplies in Sweden. The findings indicate that the relational orientation of the psychological contract is positively related to affective commitment in business-to-business relationships (Mikael Lovblad and Apostolos Bantekas, 2010).

Hypothesis 5: Perceived Organizational Support has no statistical significance as a predictor of the variance in Organizational Citizenship Behavior. The amount of unique variance Perceived Organizational Support accounts for Organizational Citizenship Behavior is only 1,1%. Shore and Wayne (1993) found that Perceived Organizational Support becomes a predictor of Organizational Citizenship Behavior and is positively related to performance and Organizational Citizenship Behavior. Workers who feel supported by their organization reciprocate this feeling, and thus lower the imbalance in the relationship by engaging in citizenship behavior. Miao and Kim (2010) and Chiang and Sheng (2011) also found a significant relationship between Perceived Organizational Support and Organizational Citizenship Behavior. Chiaburu, Chakrabarty, Wang and Li (2015) states that there is a significant positive relationship between Perceived Organizational Support and Organizational Citizenship Behavior,

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and the level of the relationship between these two variables depend on the particular cultural setting. The results of this study explain that the relationship between Perceived Organizational Support and Organizational Citizenship Behavior maybe must be formed through another mechanism.

Hypothesis 6: In contrast with Organizational Citizenship Behavior, Perceived Organizational Support linear regression analysis shows Perceived Organizational Supportive relationship with Affective Organizational Commitment. Perceived Organizational Support predicts the 24,6% of the unique variance in Affective Organizational Commitment, with statistical significance ($F=42,42$, $p<0,05$).

Gouldner (1960) also argues that employees who feel a high level of organizational support are more likely to respond to their organizations with positive attitudes (such as higher affective commitment to the organizations) and demonstrate workplace behavior which is profitable (such as being more committed to helping to achieve the organization's goals and having a lower intention to quit).

This relationship also is proven through research conducted by Rhoades et al. (2001), using a sample of employees from various organizations. That study found that employees who felt that they have the support of their organization have a sense of meaningfulness in themselves. This increases the commitment of the employees.

This commitment ultimately encourages the employees to help the organization achieve its goals and to improve their performance expectations, which are noticed and appreciated by the organization. The results of this study are consistent with some of the studies that found a significant correlation between the Perceived Organizational Support with affective commitment, such as studies by Shore and Tetrick (1991); Shore and Wayne (1993); Wayne, Shore, and Liden (1997); and Randall, Cropanzano, Borman, and Birjulin (1999)

Hypothesis 7: The amount of unique variance Perceived Supervisor Support accounts for Organizational Citizenship Behavior is 1%. Perceived Supervisor Support returned no statistical significance and neither the regression coefficient of perceived organizational support level is statistically significant for Organizational Citizenship Behavior ($\beta =0,095$, $p < 0.05$).

Another study conducted for sport centers in Taiwan (Chia-Ming Chang, Chao-Sen Wu, Wui-Chiu Mui, Yi-Hsuan Lin, 2018) showed that the Perceived Supervisor Support

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has a positive impact on organizational citizenship behavior. Also Uzun Tevfik in 2018, after investigating the correlations between perceived supervisor supports, organizational identification, organizational citizenship behavior, and burnout of teachers, concluded that Perceived Supervisor Support has a positive effect on Organizational Citizenship Behavior ($\beta = 0.46$; $p < .001$).

Hypothesis 8: On the other hand, Perceived Supervisor Support shows predictive accountability for Affective Organizational Commitment. The Perceived Supervisor Support predicts the 9,3% of the unique variance in Affective Organizational Commitment, with statistical significance. The regression coefficient of Relational Contract is statistically significant ($\beta = 0,27$, $p < 0.05$). Therefore, for every unit of Perceived Organizational Support rising Affective Organizational Commitment is increased by 0,27. By comparing with the literature, indeed in a research study conducted among Brazilian professionals (Casper, Wendy Jean, Harris Christopher, Taylor-Bianco, Amy Wayne, Julie Holliday, 2011) participants who reported greater Perceived Supervisor Support reported higher affective commitment to their organizations ($\beta = 0.34$, $p < 0.05$) as well. The result also meets the results of Gupta V., Agarwal UA., Khatri N. 2016 who found that affective commitment is positively related with perceived organizational support.

Hypothesis 9: After conducting the simple linear regression analysis, the results received were that the regression coefficient of core self-evaluation level is not statistically significant for Organizational Citizenship Behavior ($\beta = 0,12$, $p < 0.05$). The amount of unique variance educations accounts only 0,2% for Organizational Citizenship Behavior. The result comes in total contradiction with the literature research studies. Ferris et al. (2011) came in the result that high core self-evaluations scores have a positive relationship with both types of Organizational Citizenship Behavior: Organizational Citizenship Behavior-I and Organizational Citizenship Behavior-O. Bowling et al. (2010) also found that general core self-evaluations scores were positively affected by both dimensions of Organizational Citizenship Behaviors. A recent study of workers in New Zealand reported similar results regarding the association between core self-evaluations and Organizational Citizenship Behavior

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(Judge et al., 2002). Somech and Drach-Zahavy (2000) found that teachers' self-efficacy, one of the traits used for core self-evaluations, was positively related to their extra-role behaviors in schools. A more recent study held by Joo, B. and Jo, S.J. in 2017 identified that there is positive link between core self-evaluations and Organizational Citizenship Behavior. Employees with higher core self-evaluations who were of increased self-regard including esteem, efficacy, internal locus of control, and emotional stability tended to demonstrate positive extra-role behaviors such as conscientiousness, sportsmanship, civic virtue, and courtesy.

Hypothesis 10: In contrast with Organizational Citizenship Behavior, Core Self Evaluation linear regression analysis shows predictive accountability for Affective Organizational Commitment. Core Self Evaluation predicts the 11,5% of the unique variance in Affective Organizational Commitment, with statistical significance and the regression coefficient of Core Self Evaluation is statistically significant ($\beta = 0,46$, $p < 0.05$). In their meta-analysis, Thoresen et al. (2003) found a moderate but generalizable negative relationship between neuroticism and organizational commitment (Mathieu and Zajac 1990) showed in their meta-analysis that one antecedent of affective organizational commitment is perceived personal competence, a construct closely related to self-efficacy. A number of studies report positive relationships between internal locus of control and affective organizational commitment (e.g., Coleman, Irving, & Cooper, 1999). These results were confirmed in a recent meta-analysis (Ng, Sorensen, & Eby, 2006). Regarding the fourth core trait, self-esteem, a number of studies report a significant positive relation between organization-based self-esteem (a more specific aspect of self-esteem) and affective organizational commitment (Pierre & Gardner, 2004). Thus, a lot of studies and reviews as well as meta-analyses have found a relationship between the core traits and affective organizational commitment.

Hypothesis 11: The model suggested fits the data by predicting the 41,6% of the variance in Organizational Citizenship Behavior ($R^2=0,426$) with statistical significance. But the only regression coefficient that is statistically significant is Transactional Contract since the other independent variables show no statistical

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significance taken as a set. Consequently this model can be used only for Transactional Contract.

Hypothesis 12: The model suggested fits the data by predicting the 42,6% of the variance in Affective Organizational Commitment ($R^2=0,426$) with statistical significance. But the only regression coefficient that is statistically significant is Relational Contract ($\beta =0,583$, $p < 0.05$) since the other independent variables Transactional Contract, Perceived Organizational Support, Perceived Supervisor Support, Core Self Evaluation show no statistical significance taken as a set. So we can conclude that separately the independent variables are significantly correlated with Affective Organizational Commitment but when combined all together in a model there is no reliability and consistency in the results.

6. Practical implications

Business owners and managers should focus and invest on the relational contract that they build with their employers to promote and enhance their employee's affective organizational commitment and organizational citizenship behaviors. Moreover it has been proved that the materialistic exchanges of a transactional contract, instead of being tempting, play a negative role in both the organizational citizenship behavior and the affective commitment of an employee. Affective organizational commitment can also be achieved at a partial level also by organization's and supervisor's support. Next to the abovementioned, though, core self-evaluation plays a role as well, shedding the light to an aspect that is becoming more and more popular to explore.

7. Limitations and Further Research

In terms of methodology, this study has several potential limitations. First, the sample of this study was restricted to the private sector (90%) with similar demographic characteristics. The 88% of the sample was in their 30s and 40s even though the sampling was not made under purpose. Representing mainly highly educated knowledge employees in a middle management level who have mostly worked less than 5 years, the results might converge in unique features of the particular group in

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an organization. This sampling issue possibly decreases the generalizability of the results retrieved. Data collection process needs to be more carefully managed so that the results of the study can be applied to a wide range of sample and be more representative.

The lack of generalizability may be the main cause that Perceived Organizational Support, Perceived Supervisor Support, Core Self Evaluation showed no significant relationship with Organizational Citizenship Behavior. This outcome comes in total contradiction with research literature among different corporates and sectors and should be further investigated.

Another possible area that future organizational researchers may pay more attention to is to examine the potential outcomes of Organizational Citizenship Behaviors. There is restricted research in that field and one reason for this may be that Organ's (1988) original definition of Organizational Citizenship Behavior as "individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization" assumes that organizational citizenship behaviors are always positively related to organizational performance and not necessarily related to outcomes for the individuals exhibiting them.

Future research may be also conducted in examining the antecedents of core self-evaluations. This work might focus on determining the extent to which core self-evaluations are traits genetically inherited or whether they variate, affected individual's evolution and performance, culture and life events.

Future research on the relationship of locus of control to core self evaluations also is needed. This measure should be tested in a variety of settings, including those where its predictive validity can be further assessed.

Advanced research in diverse cultural and organizational settings is also needed in the future.

8. Conclusion

It is of high importance to recognize the significance of finding positive relationships in the constructs of today's organizations. This study investigated the relationships among five key constructs of Organizational Citizenship Behavior And Affective Organizational Commitment. It was found that positive third party drivers (i.e. organizational and supervisor's support), positive personality factor (i.e. core self-evaluations), and positive emotional exchanges (i.e. relational contract) do have positive influences on employees' commitment (i.e. Affective Organizational Commitment and Organizational Citizenship Behavior). But on the other hand materialistic rewards and promises (i.e. transactional contract) have negative impact both on their organizational citizenship behaviors and their affective commitment.

Through the present research it has been identified that affective organizational commitment can be improved with various HR initiatives, development programs and bonding events between the employees and the organization such as clear career development plans, standardized recognition procedures and performance reviews. Also the sense of "belonging in a family" should be enhanced by increasing their support to their employee's needs and increasing their intercourses. Because a company's most valuable asset is nothing else but the employees. Employee affective commitment has increased opportunities to impact business success. Organizational and supervisors support and the relational contract that they construct with the employer can be used by organizations as a social currency to increase employee engagement and ultimately their performance.

All organizations need employees who feel committed with their work and their organization, so that their desire for high performance is impulsive. Organizations should develop their employee's feeling for common goals, common successes and common rewards, even if none of this is materialistic. The only way to achieve it is by creating an environment of trust, support and transparency.

The results of this study provided insights that will encourage conversations and future research in a domain that is critical for organizational survival and success.

9. Appendix I- Questionnaires of Scales

9.1 Organizational Citizenship Behavior Scale

How often have you done each of the following things on your present job?	Never	Once or twice	Once or twice/month	Once or twice/week	Every day
1. Took time to advise, coach, or mentor a co-worker.	1	2	3	4	5
2. Helped co-worker learn new skills or shared job knowledge.	1	2	3	4	5
3. Helped new employees get oriented to the job.	1	2	3	4	5
4. Lent a compassionate ear when someone had a work problem.	1	2	3	4	5
5. Offered suggestions to improve how work is done.	1	2	3	4	5
6. Helped a co-worker who had too much to do.	1	2	3	4	5
7. Volunteered for extra work assignments.	1	2	3	4	5
8. Worked weekends or other days off to complete a project or task.	1	2	3	4	5
9. Volunteered to attend meetings or work on committees on own time.	1	2	3	4	5
10. Gave up meal and other breaks to complete work.	1	2	3	4	5

Table 5: OCB scale

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9.2 Perceived Supervisor Support Scale

With respect to your own feelings about the organization with which you are now working, please indicate the degree of your agreement or disagreement with each statement by choosing a number from 1 to 5 using the scale below.	strongly disagree	Disagree	Undecided	Agree	Strongly agree
	1	2	3	4	5
My supervisor really seems to care about my well-being	1	2	3	4	5
My supervisor helps me when I have a problem and I need help.	1	2	3	4	5
My supervisor would forgive an error if I honestly admitted my mistake	1	2	3	4	5
My supervisor is willing to help me when I need some special support	1	2	3	4	5
My supervisor cares about my opinions.	1	2	3	4	5
My supervisor is proud of my achievements.	1	2	3	4	5
I think it is likely that my supervisor will use his strength in the company to help me solve my job problems	1	2	3	4	5
I have confidence that my supervisor will take me from the difficult position even at his own cost	1	2	3	4	5
My supervisor takes seriously my goals and values.	1	2	3	4	5
If he had the opportunity, my supervisor would take advantage of me.	1	2	3	4	5

Table 6:PSS scal

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9.3 Affective Organizational Commitment scale

With respect to your own feelings about the particular organization for which you are now working, please indicate the degree of your agreement or disagreement with each statement by choosing a number from 1 to 7 using the scale below.	strongly disagree	Disagree	slightly	undecided	slightly agree	agree	strongly agree
1. I would be very happy to spend the rest of my career with this organization.	1	2	3	4	5	6	7
2. I enjoy discussing my organization with people outside it.	1	2	3	4	5	6	7
3. I really feel as if this organization's problems are my own.	1	2	3	4	5	6	7
4. I think that I could easily become as attached to another organization as I am to this one. (R)	1	2	3	4	5	6	7
5. I do not feel like 'part of the family' at my organization. (R)	1	2	3	4	5	6	7
6. I do not feel 'emotionally attached' to this organization. (R)	1	2	3	4	5	6	7
7. This organization has a great deal of personal meaning for me.	1	2	3	4	5	6	7
8. I do not feel a strong sense of belonging to my organization. (R).	1	2	3	4	5	6	7

Table 7:AOC scale

-How POS, PSS, CSE, TC, RC impact on AOC and OCB-

9.4 Perceived Organization Support Scale

<p>With respect to your own feelings about the particular supervisor with which you are now working, please indicate the degree of your agreement or disagreement with each statement by choosing a number from 1 to 5 using the scale below.</p>	strongly disagree	Disagree	Undecided	Agree	Strongly agree
1. I would be very happy to spend the rest of my career with this organization.	1	2	3	4	5
2. I enjoy discussing my organization with people outside it.	1	2	3	4	5
3. I really feel as if this organization's problems are my own.	1	2	3	4	5
4. I think that I could easily become as attached to another organization as I am to this one. (R)	1	2	3	4	5
5. I do not feel like 'part of the family' at my organization. (R)	1	2	3	4	5
6. I do not feel 'emotionally attached' to this organization. (R)	1	2	3	4	5
7. This organization has a great deal of personal meaning for me.	1	2	3	4	5
8. I do not feel a strong sense of belonging to my organization. (R).	1	2	3	4	5

Table 8: POS scale

-How POS, PSS, CSE, TC, RC impact on AOC and OCB-

9.5 Transactional Contract scale

Transactional contracts					
Instructions: Below are several statements about you with which you may agree or disagree. Using the response scale below, indicate your agreement or disagreement with each item by placing the appropriate number on the line preceding that item.	strongly disagree	Disagree	Neutral	Agree	Strongly agree
	1. I work only the hours set out in my contract and no more	1	2	3	4
2. My commitment to this organization is defined by my contract.	1	2	3	4	5
3. My loyalty to the organization is contract specific.	1	2	3	4	5
4. I prefer to work a strictly defined set of working hours.	1	2	3	4	5
5. I only carry out what is necessary to get the job done.	1	2	3	4	5
6. I do not identify with the organization's goals.	1	2	3	4	5
7. I work to achieve the purely short-term goals of my job	1	2	3	4	5
8. My job means more to me than just a means of paying the bills. (reverse-coded)	1	2	3	4	5
9. It is important to be flexible and to work irregular hours if necessary. (reverse-coded)	1	2	3	4	5

Table 9:TC scale

-How POS, PSS, CSE, TC, RC impact on AOC and OCB-

9.6 Relational Contract scale

Relational contracts					
Instructions: Below are several statements about you with which you may agree or disagree. Using the response scale below, indicate your agreement or disagreement with each item by placing the appropriate number on the line preceding that item.	strongly disagree	Disagree	Neutral	Agree	Strongly agree
1. I expect to grow in this organization.	1	2	3	4	5
2. I feel part of a team in this organization	1	2	3	4	5
3. I have a reasonable chance of promotion if I work hard.	1	2	3	4	5
4. To me working for this organization is like being a member of a family	1	2	3	4	5
5. The organization develops/rewards employees who work hard and exert themselves.	1	2	3	4	5
6. I expect to gain promotion in this company with length of service and effort to achieve goals.	1	2	3	4	5
7. I feel this company reciprocates the effort put in by its employees.	1	2	3	4	5
8. My career path in the organization is clearly mapped out.	1	2	3	4	5
9. I am motivated to contribute 100% to this company in return for future employment benefits.	1	2	3	4	5

Table 10:RC scale

9.7 Core Self Evaluation scale

Instructions: Below are several statements about you with which you may agree or disagree. Using the response scale below, indicate your agreement or disagreement with each item by placing the appropriate number on the line preceding that item.	strongly disagree	Disagree	Neutral	Agree	Strongly agree
1. I am confident I get the success I deserve in life.	1	2	3	4	5

-How POS, PSS, CSE, TC, RC impact on AOC and OCB-

2. Sometimes I feel depressed, (r).	1	2	3	4	5
3. When I try, I generally succeed.	1	2	3	4	5
4. Sometimes when I fail I feel worthless, (r)	1	2	3	4	5
5. I complete tasks successfully.	1	2	3	4	5
6. Sometimes, I do not feel in control of my work, (r)	1	2	3	4	5
7. Overall, I am satisfied with myself.	1	2	3	4	5
8. I am filled with doubts about my competence, (r)	1	2	3	4	5
9. I determine what will happen in my life.	1	2	3	4	5
10. I do not feel in control of my success in my career, (r)	1	2	3	4	5
11. I am capable of coping with most of my problems.	1	2	3	4	5
12. There are times when things look pretty bleak and hopeless to me. (r)	1	2	3	4	5

Table 11:CSE scale

Note: (r) indicates a reverse-keyed item. Scores on these items are reflected (i.e., 1 = 5, 2 = 4, 3 = 3, 4 = 2, 5 = 1) before computing scale scores.

10. Appendix II-Principal Component Analysis SPSS output

➤ **Transactional Contract**

Table 12: Item-Total Statistics if any of the item is deleted, Total Variance Explained (TC Q9R deleted),

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
TC Q2	20,8588	25,885	,318	,339	,688
TC Q3	21,5647	22,534	,656	,778	,617
TC Q4	21,4235	23,414	,602	,670	,631
TC Q5	20,3529	25,183	,384	,234	,675
TC Q6	21,9529	23,474	,573	,546	,636
TC Q7	21,8824	26,748	,252	,206	,700
TC Q8	21,8588	25,742	,341	,290	,683
TC Q1R	22,2235	27,890	,240	,158	,699
TC Q9R	21,7647	29,134	,061	,068	,734

Total Variance Explained (TC Q9R deleted)

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3,040	37,998	37,998	3,040	37,998	37,998
2	1,287	16,082	54,080			
3	1,019	12,733	66,814			
4	,874	10,927	77,741			
5	,732	9,155	86,895			
6	,532	6,652	93,548			
7	,377	4,715	98,262			
8	,139	1,738	100,000			

-How POS, PSS, CSE, TC, RC impact on AOC and OCB-

Table 13: TC factor loadings

Item	Component 1
TC Q3	,890
TC Q4	,838
TC Q6	,801
TC Q5	,557
TC Q1 R	0,301
TC Q7	,302
TC Q8	,444
TC Q2	,488

➤ Relational Contract

Table 144: Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3,879	43,103	43,103	3,879	43,103	43,103
2	1,151	12,785	55,888			
3	,999	11,099	66,987			
4	,810	9,005	75,992			
5	,665	7,392	83,384			
6	,542	6,025	89,409			
7	,389	4,327	93,736			

-How POS, PSS, CSE, TC, RC impact on AOC and OCB-

8	,315	3,501	97,237			
9	,249	2,763	100,000			

Table 15:RC Factor Loadings

Items	Component 1
RCQ7	,765
RCQ2	,757
RCQ5	,754
RCQ3	,752
RCQ4	,710
RCQ9	,645
RCQ6	,583
RCQ8	,459
RCQ1	,344

➤ PERCEIVED ORGANIZATIONAL SUPPORT

Table 16: Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5,768	57,680	57,680	5,768	57,680	57,680
2	1,009	10,093	67,774			
3	,790	7,902	75,676			
4	,564	5,639	81,316			

-How POS, PSS, CSE, TC, RC impact on AOC and OCB-

5	,484	4,839	86,154			
6	,390	3,900	90,055			
7	,320	3,203	93,258			
8	,270	2,697	95,954			
9	,221	2,206	98,160			
10	,184	1,840	100,000			

-How POS, PSS, CSE, TC, RC impact on AOC and OCB-

	Component 1
POSQ2	,857
POSQ3	,819
POSQ7	,806
POSQ8	,799
POSQ4	,786
POSQ6	,776
POSQ10R	,761
POSQ1	,744
POSQ5	,730
POSQ9R	,436

Table 17: POS Factor Loadings

➤ **Perceived Supervisor Support**

Table 18: Item-Total Statistics, Total Variance Explained with Q11 (reversed) deleted

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
PSS Q1	32,443	15,410	,638	,684	,619

-How POS, PSS, CSE, TC, RC impact on AOC and OCB-

PSS Q2	32,157	15,468	,639	,588	,619
PSS Q3	32,157	16,018	,447	,311	,648
PSS Q4	32,143	17,458	,348	,265	,667
PSS Q5	32,400	14,997	,694	,608	,607
PSS Q6	32,600	15,200	,602	,619	,620
PSS Q7	32,886	16,103	,470	,393	,645
PSS Q8	33,443	15,062	,513	,560	,633
PSS Q9	32,786	15,504	,542	,542	,631
PSS Q10 (reversed)	32,929	21,922	-,334	,297	,777
PSS Q11 (reversed)	33,343	23,330	-,586	,493	,780

Total Variance Explained-PSS Q11 (reversed) deleted

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5,555	55,553	55,553	6,189	56,267	56,267
2	,977	9,766	65,319			
3	,907	9,066	74,385			
4	,631	6,309	80,694			
5	,511	5,115	85,809			
6	,425	4,248	90,058			
7	,382	3,820	93,878			

-How POS, PSS, CSE, TC, RC impact on AOC and OCB-

8	,235	2,349	96,226			
9	,201	2,013	98,240			
10	,176	1,760	100,00			

Table 19: PSS Factor Loadings

Factor Loadings

	Component 1
PSS Q5	,855
PSS Q1	,844
PSS Q6	,833
PSS Q2	,818
PSS Q9	,770
PSS Q8	,739
PSS Q4	,702
PSS Q3	,699
PSS Q7	,675
PSS Q10R	-,418

➤ **CORE SELF EVALUATION**

Table 20: CSE Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3,373	28,110	28,110	3,373	28,110	28,110
2	1,920	16,003	44,114			

-How POS, PSS, CSE, TC, RC impact on AOC and OCB-

3	1,263	10,526	54,640		
4	,892	7,433	62,073		
5	,796	6,634	68,707		
6	,784	6,533	75,240		
7	,619	5,160	80,400		
8	,589	4,908	85,308		
9	,558	4,651	89,959		
10	,486	4,047	94,006		
11	,382	3,181	97,187		
12	0,338	2,813	100,000		

-How POS, PSS, CSE, TC, RC impact on AOC and OCB-

Table 21: Factor Loadings

	Component 1
CSEQ12 (reversed)	,664
CSEQ2 (reversed)	,474
CSEQ4 (reversed)	,614
CSEQ9	-,589
CSEQ8 (reversed)	,638
CSEQ10 (reversed)	,697
CSEQ11	-,309
CSEQ6 (reversed)	,470
CSEQ7	-,569
CSEQ3	-,390
CSEQ1	-,439

➤ **Organizational Citizenship Behavior**

Table 22: Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %

-How POS, PSS, CSE, TC, RC impact on AOC and OCB-

1	4,424	44,245	44,245	4,424	44,245	44,245
2	1,138	11,385	55,629			
3	1,001	10,014	65,644			
4	,748	7,480	73,124			
5	,662	6,618	79,742			
6	,586	5,856	85,598			
7	,524	5,241	90,839			
8	,375	3,746	94,585			
9	,309	3,085	97,670			
10	,233	2,330	100,000			

Table 23: OCB Factor Loading

	Component 1
OCBQ3	,807
OCBQ2	,797
OCBQ7	,745
OCBQ4	,702
OCBQ1	,696
OCBQ5	,636
OCBQ8	,585
OCBQ9	,571

-How POS, PSS, CSE, TC, RC impact on AOC and OCB-

OCBQ10	,513
OCBQ6	,519

➤ **Affective Organizational Commitment**

Table 24: Item-Total Statistics and Total Variance

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
AOCQ1	29,4962	20,852	,496	,401	,262
AOCQ2	29,7252	21,124	,696	,980	,195
AOCQ3	30,7252	45,924	-,727	,658	,711
AOCQ7	29,7481	21,528	,691	,979	,206
AOCQ4R	27,8779	21,293	,693	,989	,200
AOCQ5R	27,8626	23,150	,565	,753	,271
AOCQ6R	29,2214	47,174	-,804	,660	,719
AOCQ8R	27,8931	21,112	,684	,988	,198

Total Variance

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3,949	56,415	56,415	3,949	56,415	56,415
2	1,440	20,572	76,987			
3	,744	10,627	87,614			
4	,582	8,308	95,922			

-How POS, PSS, CSE, TC, RC impact on AOC and OCB-

5	,273	3,902	99,825			
6	,009	0,134	99,959			
7	,003	,41	100,000			

Table 25: AOC Factor Loading

	Component 1
AOCQ4R	,849
AOCQ8R	,846
AOCQ5R	,769
AOCQ2	,735
AOCQ3	,755
AOCQ7	,733
AOCQ1	,524

-How POS, PSS, CSE, TC, RC impact on AOC and OCB-

11. Appendix III-Demographics regression output

11.1 Gender

Table 26: Gender Model Summary, ANOVA, Coefficients for OCB

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	,099	,010	,002	,61715	,010	1,293	1	130	0,258

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	,492	1	,492	1,293	,258
	Residual	49,513	130	,381		
	Total	50,005	131			

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3,459	,175		19,748	,000
	gender	,123	,108	,099	1,137	,258

-How POS, PSS, CSE, TC, RC impact on AOC and OCB-

Table 27: : Gender Model Summary, ANOVA, Coefficients for AOC

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	,099	,010	,002	,61715	,010	1,293	1	130	,0258

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	,492	1	,492	1,293	,258
	Residual	49,513	130	,381		
	Total	50,005	131			

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3,459	,175		19,748	,000
	Gender	,123	,108	,099	1,137	,258

11.2 Age

Table 28: : Age Model Summary, ANOVA, Coefficients for OCB

Model Summary

-How POS, PSS, CSE, TC, RC impact on AOC and OCB-

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	,007	,000	-,008	,62019	,000	,007	1	130	,935

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	,003	1	,003	,007	,935
	Residual	50,003	130	,385		
	Total	50,005	131			

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3,638	,141		25,890	,000
	ηλικία	,006	,075	,007	,082	,935

Table 29: : Age Model Summary, ANOVA, Coefficients for AOC

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics
1	,007	,000	-,008	,62019	,000

-How POS, PSS, CSE, TC, RC impact on AOC and OCB-

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
1	,061	,004	-,004	,72761	,004	,486	1	130	,487

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	,257	1	,257	,486	,487
	Residual	68,824	130	,529		
	Total	69,082	131			

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4,040	,165		24,509	,000
	Age	,061	,088	,061	,697	,487

11.3 Education

Table 30: Education Model Summary, ANOVA, Coefficients for OCB

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	,061	,004	-,004	,72761	,004	,486	1	130	,487

-How POS, PSS, CSE, TC, RC impact on AOC and OCB-

1	,143	,020	,012	,60448	,020	2,467	1	118	,119
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ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	,901	1	,901	2,467	,119
	Residual	43,117	118	,365		
	Total	44,018	119			

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3,232	,281		11,492	,000
	Education	,117	,074	,143	1,571	,119

Table 31: Education Model Summary, ANOVA, Coefficients for AOC

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	,019	,000	-,008	,72142	,000	,042	1	118	,839

-How POS, PSS, CSE, TC, RC impact on AOC and OCB-

ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	,022	1	,022	,042	,839
Residual	61,412	118	,520		
Total	61,434	119			

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4,071	,336		12,129	,000
	education	,018	,089	,019	,204	,839

11.4 Business Role

ORGANIZATIONAL CITIZENSHIP BEHAVIOR

Table 32: Business Role Model Summary, ANOVA, Coefficients for OCB

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	,017	,000	-,008	,60925	,000	,035	1	126	,852

-How POS, PSS, CSE, TC, RC impact on AOC and OCB-

ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	,013	1	,013	,035	,852
Residual	46,770	126	,371		
Total	46,782	127			

Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	3,686	,202		18,255	,000
Business Role	-,009	,048	-,017	-,186	,852

Table 33: Business Role Model Summary, ANOVA, Coefficients for AOC

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	,231	,054	,046	,71762	,054	7,130	1	126	,009

ANOVA

-How POS, PSS, CSE, TC, RC impact on AOC and OCB-

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3,672	1	3,672	7,130	,009
	Residual	64,887	126	,515		
	Total	68,558	127			

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4,760	,238		20,014	,000
	Business Role	-,150	,056	-,231	-2,670	,009

11.5 Years of experience

Table 34: Years of experience Model Summary, ANOVA, Coefficients for OCB

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	,176	,031	,007	,71023	,031	1,306	1	41	,260

ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
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-How POS, PSS, CSE, TC, RC impact on AOC and OCB-

1	Regression	,659	1	,659	1,306	,260
	Residual	20,681	41	,504		
	Total	21,340	42			

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3,809	,333		11,445	,000
	Years of experience	,133	,117	,176	1,143	,260

Table 35: Years of experience Model Summary, ANOVA, Coefficients for AOC

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	,047	,002	-,022	,68781	,002	,093	1	41	,0763

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	,044	1	,044	,093	,763

-How POS, PSS, CSE, TC, RC impact on AOC and OCB-

Residual	19,397	41	,473		
Total	19,440	42			

Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	3,736	,322		11,590	,000
Years of experience	-,034	,113	-,047	-,304	,763

-How POS, PSS, CSE, TC, RC impact on AOC and OCB-

12. Appendix IV-Independent variables regression analysis output

12.1 Hypothesis 1

Table 36: : TC Model Summary, ANOVA, Coefficients for OCB

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	,358	,128	,121	,57914	,128	19,089	1	130	,000

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6,403	1	6,403	19,089	,000
	Residual	43,603	130	,335		
	Total	50,005	131			

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4,377	,174		25,134	,000
	TCavg	-,304	,070	-,358	-4,369	,000

12.2 Hypothesis 2

-How POS, PSS, CSE, TC, RC impact on AOC and OCB-

Table 37: TC Model Summary, ANOVA, Coefficients for AOC

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	,359	,129	,122	,68043	,129	19,207	1	130	,000

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8,893	1	8,893	19,207	,000
	Residual	60,189	130	,463		
	Total	69,082	131			

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5,005	,205		24,461	,000
	TCavg	-,359	,082	-,359	-4,383	,000

12.3 Hypothesis 3

-How POS, PSS, CSE, TC, RC impact on AOC and OCB-

Table 38: RC Model Summary, ANOVA, Coefficients for OCB

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	,242	,059	,051	,60175	,059	8,096	1	130	,005

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2,932	1	2,932	8,096	,005
	Residual	47,074	130	,362		
	Total	50,005	131			

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3,001	,233		12,860	,000
	RCavg	,188	,066	,242	2,845	,005

12.4 Hypothesis 4

-How POS, PSS, CSE, TC, RC impact on AOC and OCB-

Table 39: RC Model Summary, ANOVA, Coefficients for AOC

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	,636	,405	,400	,56252	,405	88,314	1	130	,000

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	27,945	1	27,945	88,314	,000
	Residual	41,136	130	,316		
	Total	69,082	131			

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2,148	,218		9,847	,000
	RCavg	,580	,062	,636	9,398	,000

12.5 Hypothesis 5

-How POS, PSS, CSE, TC, RC impact on AOC and OCB-

Table 40: POS Model Summary, ANOVA, Coefficients for OCB

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	,107	,011	,004	,61664	,011	1,509	1	130	,221

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	,574	1	,574	1,509	,221
	Residual	49,431	130	,380		
	Total	50,005	131			

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3,360	,241		13,956	,000
	PSSavg	,086	,070	,107	1,229	,221

12.6 Hypothesis 6

-How POS, PSS, CSE, TC, RC impact on AOC and OCB-

Table 41: POS Model Summary, ANOVA, Coefficients for AOC

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	,496	,246	,240	,63298	,246	42,416	1	130	,000

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	16,995	1	16,995	42,416	,000
	Residual	52,087	130	,401		
	Total	69,082	131			

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2,577	,247		10,428	,000
	POSavg	,466	,072	,496	6,513	,000

12.7 Hypothesis 7

Table 42: PSS Model Summary, ANOVA, Coefficients for OCB

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics		
1							

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Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
1	,131	,017	,010	,61489	,017	2,259	1	130	,135

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	,854	1	,854	2,259	,135
	Residual	49,151	130	,378		
	Total	50,005	131			

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3,309	,232		14,265	,000
	PSSavg	,095	,063	,131	1,503	,135

12.8 Hypothesis 8

Table 43: PSS Model Summary, ANOVA, Coefficients for AOC

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	,131	,017	,010	,61489	,017	2,259	1	130	,135

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1	,316	,100	,093	,69152	,100	14,461	1	130	,000
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ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	6,915	1	6,915	14,461	,000
1 Residual	62,166	130	,478		
Total	69,082	131			

Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	3,181	,261		12,192	,000
1 PSSavg	,270	,071	,316	3,803	,000

12.9 Hypothesis 9

Table 44: CSE Model Summary, ANOVA, Coefficients for OCB

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	,100	,010	,002	,61710	,010	1,313	1	130	,254

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ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	,500	1	,500	1,313	,254
Residual	49,505	130	,381		
Total	50,005	131			

Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	3,240	,361		8,979	,000
CORE SELF EVALUATIONavg	,116	,101	,100	1,146	,254

12.10 Hypothesis 10

Table 45: CSE Model Summary, ANOVA, Coefficients for AOC

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	,339	,115	,108	,68591	,115	16,836	1	130	,000

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ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7,921	1	7,921	16,836	,000
	Residual	61,161	130	,470		
	Total	69,082	131			

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2,519	,401		6,282	,000
	CSEavg	,461	,112	,339	4,103	,000

12.11 Hypothesis 11

Table 46: TC,RC,POS,PSS,CSE Model Summary, ANOVA, Coefficients for OCB

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	,416	,173	,140	,57297	,173	5,264	5	126	,000

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ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	8,640	5	1,728	5,264	,000
Residual	41,365	126	,328		
Total	50,005	131			

Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	3,984	,451		8,825	,000
CSEavg	,004	,107	,003	0,37	,971
TCavg	-,269	,074	-,316	-3,64	,000
RCavg	,259	,110	,333	2,002	,020
POSavg	-,249	,124	-,312	-,002	,047
PSSavg	-,068	,083	,093	8,16	,971

12.2 Hypothesis 12

Table 47: TC,RC,POS,PSS,CSE Model Summary, ANOVA, Coefficients for AOC

Model Summary

R				Change Statistics

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Model	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
1	,669	,448	,55034	,448	20,417	5	126	,000

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	30,919	5	6,184	20,417	,000
	Residual	38,162	126	,303		
	Total	69,082	131			

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2,384	,434		5,498	,000
	CSEavg	,163	,103	,119	1,586	,115
	TCavg	-,149	,071	-,149	-2,108	,037
	RCavg	,583	,105	,639	5,533	,000
	POSavg	-,028	,119	-,030	-,235	,815
	PSSavg	-,103	,080	-,121	-1,294	,198

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