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MASTER’S THESIS

**THE INFLUENCE OF ETHICAL BLINDNESS ON
ORGANIZATIONAL CITIZENSHIP BEHAVIOR IN
ORGANIZATIONS**

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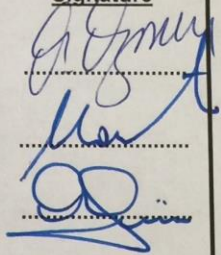
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DECLARATION

I hereby declare that this master's thesis titled as **“The Influence of Ethical Blindness on Organizational Citizenship Behavior in Organizations”** has been written by myself in accordance with the academic rules and ethical conduct. I also declare that all materials benefited in this thesis consist of the mentioned resources in the reference list. I verify all these with my honour.

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ABSTRACT

Master's Thesis

The Influence of Ethical Blindness on Organizational Citizenship Behavior in Organizations

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Workplaces are the places where an employee spends considerably amount of his/her working hours during daily time. Any factor during the process may affect the overall productivity, conformity of employee to his/her company.

In addition to this, nowadays, growing number of companies show their interest in ethics.

The emotional situations and attitudes of the employees tend to be changed before and after having been accepted into a specific position. Either these changes can be occurred automatically or those changes might cause from having some blind spots.

Ethical Blindness is a kind of situation that the employees act unethical in several conditions without being aware of it. There are three factors that constitute ethical blindness; these are, the rationalization, routinization and ambiguity factors.

Therefore, Organizational Citizenship Behavior is the voluntarily contributions to the organization by employees. Organizational citizenship behavior has been analyzed in the literature in detail.

In this research, the influence of Ethical Blindness regarding the constructing factors of rationalization, routinization and ambiguity factors on Organizational Citizenship Behavior has been studied.

While measuring the influence of Ethical Blindness on Organizational Citizenship Behavior in organizations; for the Ethical Blindness section, the vignette method has been preferred. There were three vignettes including rationalization, routinization and ambiguity factors has been presented to the participants. They were asked to put themselves in the vignette's main character's position then evaluate the statements accordingly. In addition, for the Organizational Citizenship Behavior section, a scale developed by Basım and Şeşen (2006) has been preferred to use including five dimensions of OCB; altruism, conscientiousness, courtesy, civic virtue and sportsmanship dimensions.

Keywords: Business Ethics, Ethical Blindness, Organizational Citizenship Behavior, Personal Biases, Framing Factors

ÖZET

Yüksek Lisans Tezi

İşletmelerde Etik Körlüğün Örgütsel Vatandaşlık Davranışı Üzerine Etkisi

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İş ortamları çalışanların günlük zamanlarının büyük bir kısmını geçirdiği alanlardır. Çalışanların gün içerisinde genel performanslarını etkileyebilecek çeşitli olaylarla karşılaşması durumunda kuruma olan bağlılığı veya gönüllü olarak artı bir değer katma isteği duyması etkilenebilmektedir.

Bununla birlikte, günümüzde iş hayatında etik kavramı ve etiğe gösterilen önem günden güne artmaktadır.

Çalışanların, belirli bir pozisyona kabul edilmeden önceki ve gerekli uyumu sağladıktan sonra sergiledikleri bazı davranışlar farklılaşabilmektedir. Bazen, bu değişimler kendiliğinden meydana gelebilmektedir veya çalışanlar bu değişimin farkında olmadan bazı davranışlar sergileyebilmektedir.

Etik Körlük, bireylerin farkında olmadan sergiledikleri etik dışı davranış geliştirme durumudur. Etik körlüğü oluşturan üç faktör bulunmaktadır, bunlar; rasyonalizasyon, rutinizasyon ve muğlaklık faktörleridir.

Örgütsel Vatandaşlık Davranışı ise bireylerin içinde bulundukları organizasyon yapısına gönüllü bir biçimde sağlamış olduğu katkılardır. Örgütsel Vatandaşlık Davranışları, yazında çok çeşitli boyutlar kapsamında incelenmiştir.

Bu çalışmada etik körlük sebebiyle ortaya çıkma ihtimali bulunan, farkında olmadan meydana gelebilecek davranışların; rasyonalizasyon, rutinizasyon ve

muğlaklık faktörlerini göz önünde bulundurarak; örgütsel vatandaşlık davranışı üzerindeki etkisi incelenmektedir.

Çalışmada örnek olay yöntemi kullanılmıştır. Etik körlüğü ölçmek için katılımcılara etik körlüğün rasyonalizasyon, rutinizasyon ve muğlaklık faktörlerinin her birini ayrı ayrı içeren üç adet örnek olay sunulmuştur. Katılımcıların kendilerini örnek olaydaki ana karakterin yerine koyarak, Aleksic (2017) tarafından geliştirilen etik körlük ölçeği üzerinden uyarlanan yargı cümleleri üzerinden cevap vermeleri istenmiştir. Örgütsel Vatandaşlık Davranışı'nı ölçmek için ise Basım ve Şeşen (2006) tarafından geliştirilen ve geçerliliği test edilen, Örgütsel Vatandaşlık Davranışı'nın Organ (1988) tarafından tanımlanan özgecilik, sivil erdem, nezaket, vicdanlılık ve sportmenlik boyutlarını inceleyen ölçek kullanılmıştır.

Anahtar Kelimeler: İş Etiği, Etik Körlük, Örgütsel Vatandaşlık Davranışı, Kişisel Önyargı, Çerçeveleme Faktörleri.

**THE INFLUENCE OF ETHICAL BLINDNESS ON ORGANIZATIONAL
CITIZENSHIP BEHAVIOR IN ORGANIZATIONS
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ABBREVIATIONS

EB	Ethical Blindness
OCB	Organizational Citizenship Behavior
TDK	Turkish Language Association
ID	Indigent Defendants
VE	Virtue Ethics
EE	Employee Engagement
BE	Behavioral Ethics
PR	Particulate Rationality
RF	Rigid Framing
OC	Organizational Concept
IS	Immediate Situation
FF	Flexible Framing
COI	Conflict of Interest
OCOR	Organizational Corruption
EA	Ethical Awareness
EDM	Ethical Decision Making
MA	Moral Awareness
MR	Moral Reasoning
GFI	Goodness of Fit Index
AGFI	Adjusted Goodness of Fit Index
CFI	Comperative Fit Index
NFI	Normed Fit Index
TLI	Tucker-Lews Index
RMSEA	The Root Mean Square Error of Approximation
CMIN	Chi-Square Equivalent in Confirmatory Factor Analysis
EFA	Exploratory Factor Analysis
CFA	Confirmatory Factor Analysis

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INTRODUCTION

“Volkswagen, Emission Scandal.

Volkswagen’s diesel cars has been found out to distorting the results of measurement of carbondioxide emission rates in their cars. “

(10.12.2015, BBC News)

Demonstrated by an example in the very beginning of the introduction part of the study, Ethical Blindness (EB) plays a very common part in the life.

EB is a temporary state of losing the ability to see the real aspect of a specific situation. Sometimes called as moral blindness, having ethical blind spots blocks individual to see the what’s going on all around with a wider viewpoint.

Since EB is recently originated concept (Palazzo et al., 2012), limited research examples have been detected in the literature. The aim of this study is to expand the foundings related with EB and make a further approach the relationship with Organizational Citizenship Behavior (OCB) (Organ,1988). By doing that, the effect on the organization and the outcomes will be tried to understood.

EB has three factors, rationalization, routinization and ambiguity (Aleksic,2017). In addition, OCB has five dimensions; altruism, conscientiousness, sportsmanship, courtesy and civic virtue. While measuring OCB, Basım and Şeşen (2006)’s study which is measured on local participants have been selected.

The motivation for this research is after observing Aleksic’s Scale (2017); implementing it thorough our local culture to understand how or briefly, if people observe EB in their daily business life.

To categorize the literature, the studies including EB mostly focused on; the relation between ethical awareness and EB, conflict of interest and EB, framing factors and EB, monetary issues and EB, personal biases and EB and EB’s role on shaping thoughts of the individuals.

One of the OCB’s functions are increasing the work satisfaction, therefore, this study aims to measure EB’s effect on OCB to develop a solution if it is needed to be. If

an employee does something to get a better vision, it will be beneficial to the both sides in the long term.

In the literature, various dimensions of OCB have been found. By analyzing EB and OCB's dimensions; conscientiousness, sportsmanship, civic virtue, altruism and courtesy the influence of EB will be tried to be measured.

In the corruption studies, we face with the effects of culture and its relationship with EB (Campbell and Göriz, 2013). To get some precautions, understanding the relations between OCB as a contra value for corruption will be helpful for the following time period.

While constructing the questionnaire of EB, by using Aleksic's scale (2017), three vignettes are designed. Those vignettes have been sent to referee opinion than according the results the exact vignettes that will be used during the study has been decided after three pilot studies. Instead of directly asking to individuals the questions of EB scale, this method has been selected to get more or less effective outcomes. The vignette method has been preferred to other scale methods with the having speacilities of those description. The questionnaire is implemented to the people who have job experience from different age intervals and different sectors. Since the influence of EB on OCB is tried to be measured, the institutional and occupational experience have importance. The measuring OCB side, Basım and Şeşen's (2006) scale has been preferred by its validity and observed suitable according to this study.

While measuring EB, first of all the EFA is implemented to check the suitability of the scales' statements. After taking the decisions according to the results of the reliability analysis, EFA and CFA; the final evaluation has been decided. On the OCB side of the questionnaire, CFA has been implemented until getting the effective regression weights. The hypotheses were developed according the EB described in the literature. While detecting the hypotheses, hierarchial regression modal has been preferred to measure the influence of EB on OCB in organizations.

Detecting EB over the individuals attitudes are not easy as it seems, if the topic is about blind spots. As a result of this study, it was aimed to see under certain conditions,

how people perceive EB and how they reflect it in their daily business life. Since the organizations also have some blind spots, the influence of EB on OCB has been analysed.

This study includes three chapters. In the chapter one, the literature review related with business ethics is presented, in chapter two EB and OCB is presented to describe the concepts and the analysis of the EB on OCB is discussed in detail. Then in the chapter three, the methodology of the study is explained explicitly.



CHAPTER ONE

LITERATURE REVIEW

Defining Terms

In this chapter, the terms will be introduced beginning from ethics in general through the concept of business ethics with the ethical case examples of the workplace.

1.1 BUSINESS ETHICS

1.1 .1 Definition of Ethics

The term, *ethics* is a branch of philosophy focusing on virtue and goodness and it has several meanings. Taylor (1981) defines *ethics* as indicating the basic standards and rules of conduct under the concept of morality. Besides, Sims (1994) explains the ethics as defining what is right or wrong.

Morals and moral choices are defined as depending on individuals' act towards a specific condition (The American Heritage Dictionary of the English Language: Access Date 24.03.2018). Furthermore, *ethics* defined as a set of behaviors that should be avoided or avoided between the various professions (TDK, access date 24.03.2018).

Wasserman et al. (2000:27) explain ethics that comprising a study of thought, language, reasoning processes and judgment that informs the choices people make in their daily lives that affect their own well being that of the other individuals. In addition, they pointed out that ethics is concerned with being prepared to several conditions to keep the positive attitudes stable as protecting being "good" or "just" in daily life. Therefore, the personal or professional action in both daily life and in the workplace matters for creating a balance during in the daily life routine.

Gessler (2004: 28) explains ethics as following standardized concepts in order to maintain an individuals' life routine either as an individual or in a group. Ethical decisions include morality and *normative* judgments. When morality means a society's accepted norms and normative judgement refers to the evaluation of an individual's attitude towards what's right or wrong or, which is good or bad.

Aiming to make a contribution to the literature, Fox (2006) brought into connection with a new, detailed explanation towards ethics, called “general ethics” or “ethics in general” that combines the older forms of ethics, inter-human ethics, ethics of the natural environment and ethics of the human-constructed environment.

Johnson (2007) quotes that ethics comes from the Greek term *ethos* refers to “custom, usage or character”. Moral is derived from the Latin *mos* or *moris* that refers to “conduct or way of life”. According to Johnson (2007) ethics has to do with the systematic study of general principles of right and wrong behavior. Besides morality and morals illustrate specific and culturally transmitted standards of right and wrong.

To sum up, many scholars posit that ethics is a part of our life and has a great importance of in our daily life decisions.

1.1.2 The Spectrum of Ethics

1.1.2.1 Theoretic Approaches Related with Ethics

Ethical theories help to define the problems, by defining the problems, identifying the source of the related problem and seeking any help to solve it becomes easier.

To concentrate on the specific features of several approaches related with ethics, theoretic approaches will be defined in detail. Pieper (1999, Translation: Atayman, Sezer; 2012) explains the ethics within three subgroups called; meta ethics, normative ethics and descriptive ethics. These subgroups are presented in Figure 1.

1.1.2.1.1 Meta-Ethics

Greek *Meta* means after or beyond (Gammel, 2006); that meaning brings us to the point that meta-ethics studies focus on ethics itself .

Initial definition of meta-ethics was done by Stevenson (1944) and it focuses on the nature of general specialties of finding resolutions to actual moral problems (Stevenson ,2015) and it rises up from Anglo-Saxon philosophies (Özlem, 2004).

Wasserman et al. (2000:29) describe the components of meta ethics as how ethics come into existence, moral values, ethical dilemmas, our status as moral beings, the logic of our activities, their degree of “truth” or “universality”, our motives in making ethical choices are the subjects of meta-ethics.

Prinz et al. (2015) define metaethics as a descriptive domain; instead of showing how to act morally, metaethics focuses on linguistic commitments.

1.1.2.1.2 Descriptive (Comparative) Ethics

Descriptive ethics is a kind of concept that the scientific approach implemented into the morality. It is interested in the facts or the facts that needs to be experienced. In other words, it describes sociological and psychological cases related with the individuals’ ethical beliefs. This approach observes the attitudes of the individuals and at the end, describes the outcomes of those attitudes (Cevizci, 2008). Gammel (2006) explains descriptive ethics as that methodology helps to shape moralities that already exist.

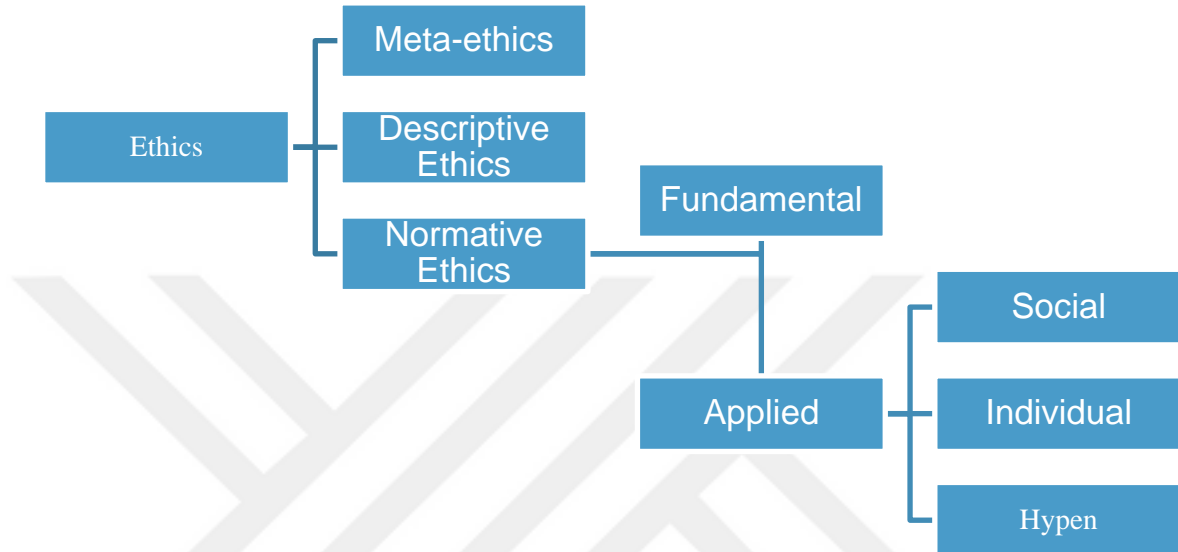
Furthermore, explaining those methodologies within a time interval is another aspect of this ethics sub branch.

1.1.2.1.3 Normative Ethics

Normative ethics is defined as the branch of ethics that studies what makes actions right and wrong. It tries to determine the best way for people to live (Salem Press Encyclopedia, Access Date: 22.05.2018).

Normative ethics is interested in “how to act, how to live, having what kind of attitudes to act properly?”. Instead of interested in describing the ethical norms and wants of the individuals, normative ethics focus on the reasoning of the desires (Pieper 1999, Translation: Atayman, Sezer; 2012). Normative ethicists concantrate on searching “how people thinks” (Bazerman, 2012).

Figure 1: Ethical Disciplines



Source: Gammel, 2006

1.1.2.2 Moral Philosophies

1.1.2.2.1 Definition of Moral Philosophy

Ethics and moral philosophy became a concerning point for researchers in the decision making processes. The linkage between moral philosophy and ethics is described as in the parts explained in detail (Brooks, 2011: 1-5). Ethics and its relationship with moral philosophy has been analyzed recently with respect to these five points : 1) *Practical Reason* was explained by Andreau (2006) comparing where to put the standards when offering a sincere advise, Broome (2007) looks for whether *rationality* consists of answering to questions correctly, Hills (2007) asks which style of determination of the theories are correct, O'Neill (2007) focuses on the relationship between norms and action guidance. 2) *Particularism* includes a debate Crisp and Dancy (2007). The debate mainly concentrates strong holism about reasons and several considerations about generalism. 3)

Moral Realism includes indirect debate between Shafer-Landau and Ridge (2007) dealing with skeptical arguments against theological realism and moral realism. 4) *Virtue Ethics*; Hutton (2008) develops an argument that arises from Feizi's critique of Confucianism. Merritt (2009) examines if the Aristotelian idea of character that causes several changes in empirical reality. 5) *Ethics and Moral Philosophy*; to cover in the previous four chapters, defining the problem and looking for the best solutions regarding our duties will be beneficial at the end (Peterson, 2009; Sin 2004).

Moral philosophies offers following alternative ways for people who share their time together and how the conflicts during that time period. In addition, the solution methods of those conflicts proposed in the meantime (Rest,1986). Besides, there is no general moral philosophy that is available to cover everyone's own interests (Fraederich et al., 2011). In the following part, the moral philosophies will be defined with respect to their belonging categories.

1.1.2.3 Categories of Moral Philosophies

1.1.2.3.1 Goodness- Instrumental and Intrinsic

To understand moral philosophies in detail, the explanation of concept of goodness needs to be clarified. Crane and Matten (2004) and De George (2011) define two sub-branches in ethics-related management research. *Business ethics*, philosophical formulation of prescribed norms for ethical outcomes and *Behavioral Ethics*, the social scientific study of what leads to such outcomes.

Goodness have two basic concepts as intrinsic positions. The first one is *monism* and the other one is *pluralism*. While monists (often exemplified by hedonism) believe only one thing is intrinsically good, pluralists (nonhedonists) believe two or more things are good (Fraedrich et al., 2011:258).

The other concepts of goodness is expressed in instrumentalist (pragmatist) position. John Dewey defines this phenomena as a transaction between the organism and its environment (Bernstein, 2010). Instrumentalists defend that ends can not be separated

from the means which constructs them; the ends, aims or its outcomes are not constructed as good in their internal concept (Fraedrich et al, 2011:258).

1.1.2.3.2 Teleology (Consequentialist Theories)

Teleology means pursuing to get good results as a consequence of the action taken. Aftermath, the overall benefit come through utility theory (Wasserman et al., 1995). Teleological theories focus on consequences. Freadrich et al. (2011) define teleological philosophies that assess the moral worth of a behavior by looking at its consequences, thus it may called *Consequentialist Theories*.

On decision making processes, there are two important teleological theories; egoism and utilitarianism.

1.1.2.3.2.1 Egoism

In philosophy, egoism is defined making the highest level of contribution to individual oneself. The theories that relates with egoism are; ethical, psychological and rational egoism (Salem Press Encyclopedia: Access Date: 21.06.2018). Ethical egoism supports prioritizing individual's own self-interest and mainly focuses on the individual, different from other normative ethics theories, which does not take into consideration of welfare of the others (Mohn, 2015).

1.1.2.3.2.2 Utilitarianism

Utility theory comes out overall ethical decisions on the net benefits arising from a course of action stems from in the work of Jeremy Bentham and John Stuart Mill (Wasserman et al., 1995).

Daft (2003) defines the utilitarian theory that as the outcomes of ethical decisions should target the possible highest amount of benefits for the maximum number of people.

Besides, according to Trevino and Nelson (2007), utilitarianism is the best known consequentialist theory.

1.1.2.3.3 Deontology

Deontological theories focus on duties, principles and obligations (Trevino et al., 2007). The Greek word “deon” refers meaning duty. Thus, those moral philosophies focus on the individuals and on the intentions associated with a specific behavior instead of its results. Furthermore, deontology is defined by Wasserman et al. (1995), the actions based on moral rules or principles of duty. Deontologists base their decision about “what’s is right in general, considering universal ethical principles or values such promise keeping, fairness loyalty and believe that individuals have certain absolute rights such as freedom of conscience, freedom of consent, freedom of privacy, freedom of speech and due process (Trevino and Nelson 2007:98; Fraedrich et al., 2011:262). In general, deciding whether a behavior is ethical or not, is not easy to as seen, according to Fraedrich et al. (2011), deontologists look for conformity to moral principles.

The German Philosopher Immanuel Kant made a great contribution and developed “categorical imperative”: Individuals must act as their attitudes’ conclusions might create a new universal act in the end (Trevino and Nelson 2007:99 ; Fraedrich et al., 2011:263).

In addition, John Rawls (1971) proposed a method for the preposition system is truly fair or just. In his approach, according to several situations, individuals are free to act according to their own values. By doing this, the shared decision making process must be implemented among individuals. That hypothesis called as “veil of ignorance” means,

they do not know anything about themselves, their identities and their status. (Trevino and Nelson, 2007:100).

In line with Trevino and Nelson (2007) the major challenges of deontological approaches are; firstly, considering the related ethical dilemma, arranging the ethical dilemmas regarding their importance and interaction with themselves could be hard at the first glance; secondly; when an adverse relationship occurs with consequentialist reasoning, deontological approaches occurs. So, figuring on the exact optimum result by considering from the different view points of the related approaches will be beneficial. As a result of these concerns, some philosophers argue that deontological principles do not need to be perceived as a simple outcome of a decision.

1.1.2.3.4 Relativist Perspective

According to relativist perspective, definitions of ethical behavior are derived subjectively from the experiences of individuals and groups (Fraedrich et al., 2011:264).

Relativism could be presented as a descriptive claim (Gaitan and Viciania; 2018). Hunger and Wheelen claim that relativism has four perspectives; *Pure Relativism*: Every ethical decision is private and has responsibilities by individually and each individual has a right to maintain his/her life by their own values, therefore they need to get this condition freely. *Role Relativism*: It defends that the individuals are only able to carry their own responsibilities which are related with their social roles. *Social Group Relativism*: It means ethics is based upon following a sample group's accepted norms and standards. *Cultural Relativism*: It maintains that ethics is related with a specific culture, population etc. Therefore, the individuals just need to focus on their own values, they do not need to make a critique with another countries' with their own values (Özgener, 2004: 49,50).

1.1.2.3.5 Virtue Ethics (Focus on Integrity)

Virtue ethics (VE) the overall quality of the things that is made by an individual (Wasserman et al., 1995). This approach focuses on the individuals' own character, motivations and intentions. By focusing on these specialties, the power of rules, laws and the consequences of an individual's attitudes must not ignored. VE is mostly interested in standards, so not in all aspects of business life, VE can be observed easily due to professionalization. In addition, for ethical decision making (EDM), VE can be beneficial if the "disclosure rule" followed efficiently. *Disclosure rule* is, acting according to the community standards, evaluating several situations by prioritizing the empathy aspect of it (Trevino et al., 2007).

1.1.2.3.6 Justice

Justice covers the fairness and affection to carry out perceived injustices of others (Fraedrich et al., 2011:267). In justice theory, there is a common belief that every individual is treated equally, even they are not treated equally, they have an opportunity to be treated equally. Three main categories of justice theory is explained as; *distribution of justice*: supplying incentives that add up extra value to the population and controlling the reward system with respect to this distribution; *equilibrium distribution*: It is interested in the principles that the redemption of the harms caused by the others; *and punishment and reward distribution*: implementing punishment to the attitudes that effects overall behaviors of individuals and rewarding the attitudes that brings into a positive value to the population (Özgener, 2004).

After explaining these theories, it might be helpful to focus on important factors of the definitions. Implying some aspects of several moral philosophies as a summary would be helpful to understand the meanings and possible outcomes of several attitudes as shown in table 1;

Table 1: A comparison of Several Moral Philosophies

Teleology	Stipulates that acts are morally right or acceptable if they produce some desired result, such as realization of self interest or utility.
Egoism	Defines right or acceptable actions as those that maximize a particular person's self-interest as defined by the individual.
Utilitarianism	Defines right or acceptable actions as those that maximize total utility, or the greatest good for the greatest number of people
Deontology	Focuses on the preservation of individual rights and on the intentions associated with a particular behavior rather than on its consequences.
Relativist	Evaluates ethicalness subjectively on the basis of individual and group experiences.
Virtue Ethics	Assumes that what is moral in a given situation is not only what conventional morality requires, but also what the mature person with a "good" moral character would deem appropriate.
Justice	Evaluates ethicalness on the basis of fairness: distributive, procedural and interactional.

Source: O.C. Ferrell and John Fraedrich Business Ethics 8th ed. New York: Houghton Mifflin, 2011:54)

Philosophical theories are not sufficient to explain main reasons behind several attitudes of individuals. Therefore several models for understanding the behavior of the population is developed by various scholars (Trevino, 1986).

1.1.3. Description of Business Ethics

Johnson (2007) defines the ethics in the workplace by emphasizing that the *organization*; consisting of three or more people with a coordination of activities, having a shared goal, socially constructed and structured interconnected interaction. Herein ethics involves judgements about the rightness or wrongness of human behavior.

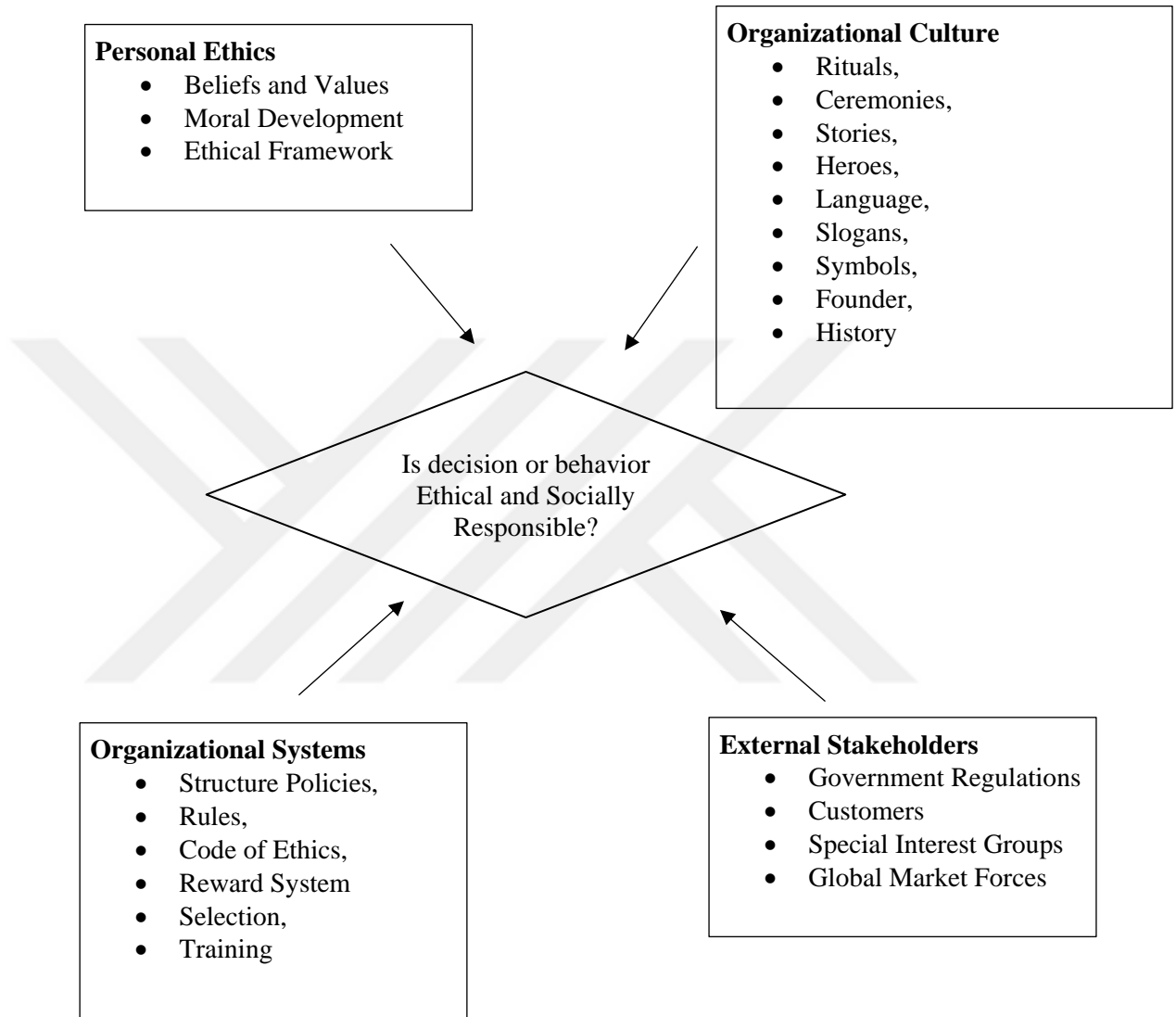
Business ethics constitutes with the principles, values and standards that guide behavior in the business area. Time by time specific principles and common boundaries for behavior construct the basis for the common rules. By doing so, the values are used to develop norms for a socially imposed structure (Fraedrich et al.; 2011:7).

Due to fact that every individual has his/her own personal values; gathering and bringing all of the specialties of them to the work environment creates some harmony. One by one, that increases the importance of moral behavior and creating the milestones of business ethics. Since the organizational success or failure depends on the attitudes of the employees, the individual contribution matters as well.

Whilst thinking about business environment, creating ethically and socially responsible conduct has a crucial importance.

Several factors effect an individual's decision or behavior at the workplace. As observed in Figure 2, personal ethics, organizational culture, organizational systems and external stakeholders takes place on shaping being ethical and socially responsible. Daft (2003) defines *managerial ethics* the principles lead the decisions and behaviors of managers with regard to whether they are right or wrong in a moral sense. In addition, in Figure 2, the effective factors of a decision or behavior's outcomes have been identified. Focusing on each dimension and trying to understand the reasons behind each attitude helps the managers to diverse workforce more effectively. Because as Daft (2003) states, sub factors are effective on personal ethics, besides they are an important aspect of EDM in organizations.

Figure 2: Forces That Shape Managerial Ethics



Source: Daft R.L.; Organization Theory and Design 7th edition: 328

While looking on the definitions, the human effect has been observed that lies behind the formation of the concepts.

In business life, several cases occurred relating business ethics and kinds of moral philosophies in the table were given to expand the knowledge related with ethics;

Small sample of the prominent organizations accused of immoral behavior (Johnson G. 2007: xiii- xiv);

- Enron, WorldCom, Zerox, Rite-Aid, Waste Management, HealthSouth, AIG Insurance, Fannie Mae Mortgage Corporation, Quest, Parmalat (Italy), Ahold (the Netherlands): accounting fraud
- Arthur Andersen: certifying fraudulent accounting statements, shredding documents wanted in a criminal investigation
- Bridgestone-Firestone: delaying the recall of defective tires
- Boeing: stealing secrets from a competitor; colluding with a federal procurement officer to secure contracts

These were the global examples of immoral behavior in the business environment. There are some imaginary events have been researched in Turkey (such as in the area of clinical psychology, scientific publication ethics etc. (Uçak and Birinci;2008; Korkut, Müderrisoğlu and Tanik; 2006) and those might help getting some precautions to prevent ethical violation situations as well.

Those immoral behaviors can be an example of within a very wide range; we can observe conflicts within several areas. Ethical violations are tend to be faced often in business environment.

In the first chapter of the study, the literature review related with ethics in general and the definition of business ethics has been explained by giving several examples from the workplaces. For the following chapter, the primary purpose of the study, the influence of EB on OCB will be analyzed in detail by firstly describing EB, then introducing OCB.

CHAPTER TWO

DEFINING ETHICAL BLINDNESS AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR

This chapter has been composed of three parts, first division explains what the ethical blindness is by considering the scale developed by Aleksic (2017); analyzing the several examples of ethical blindness seen in the workplace by investigating through six categories; The Relationship between; Ethical Awareness, Conflict of Interest, Framing Factors, Monetary Issues, Personal Biases with EB and EB's role on shaping thoughts; and the second division explains organizational citizenship behavior and its dimensions. Finally, third division explains the linkage between EB and OCB by giving some examples from the literature.

2.1. CONCEPT OF ETHICAL BLINDNESS

2.1.1 Introduction to Ethical Blindness

In business life, the tendency to face with the cases of as a result of unethical behaviors' of the staff is high. In the literature, several examples of theories explained try to impress us by defining the reasons behind those attitudes. Trevino (1986) suggests that the relation between personal traits of a person and the specialties of the situation could be a reason for unethical behavior. Unlikely, Sonenshein (2007) has an assumption that rational factors are effective on EDM; ethical situation of the decision could be understood through *rationalization* assumption. Ethical blindness (EB) is harmonious with these kind of models that focuses on unconscious components of EDM.

EB has been preferred in the study to detect its effect on individuals by analyzing the way of EDM in the work environment.

According to the several conditions individuals might act unethically without being aware of it, as a matter of fact, they might be convinced that they are doing the right thing. It is only later that they realize the unethical dimension of their decision. This state

is called “*ethical blindness (EB)*: the decision maker’s temporary inability to see the ethical dimension of a decision at stake.” (Palazzo, Krings and Hoffrage, 2012:324).

Palazzo et al. (2012:325) has four assumptions of the roots of EB,

1. The first one is that individuals have their own values and principles that are effective on their behaviors’ final decisions,
2. According to Palazzo et al. (2014) when ethically blind, actors deviate from their own values and principles, while making a decision they cannot access those values. EB is context bound; it is created by contextual pressures that impose very narrow frame of world perception on a decision maker.
3. It is a condition that people find some logical explanation for their behaviors by moral reasoning (MR). MR is personal or collective practical reasoning about what an individual should do. (Stanford Encyclopedia of Philosophy, Access Date: 27.06.2018)
4. While making a decision, individuals’ unconscious behaviors cause EB. This idea is also studied by Tenbrunsel and Semith-Crowe (2008), “unintended unethicity” which is caused by unconscious behaviors of the individuals.

While coming this point, Tenbrunsel and Messick (2004) present losing the awareness through the topics sometimes shape in gradually, another opinion by Chugh et al. (2005) human mind tend to get into trap with his bounded ethicality (Palazzo et al.; 2012:325).

The main aim in this study, to measure the influence of EB on Organizational Citizenship Behavior (OCB). In the model, OCB’s five dimensions; conscientiousness, civic virtue, sportsmanship, altruism and courtesy will be investigated through the facilities of EB. By taking into consideration EB alone, we may face with several amount of subfactors which will be explained in detail.

EB results from the individuals’ temporarily availability to seeing the exact dimension of a stake. OCB is based on the voluntarily actions of the individuals towards the organization. By analyzing the main results behind EB; the possible effects which prevent individuals to serve adding an extra value to the organization by themselves could be found out.

2.1.1.1 The Role of Whistleblowing on EB and Dimensions of Interpersonal Factors

One of the sub factors of EB is whistleblowing. Johnson (2003) defines *whistle-blowers* as the employees who choose to stay in the organization but at the same time worries about abuses (e.g. unsafe products, substandard working conditions etc.). Trevino and Nelson (2007) explain reflecting the problems within the company by whistle blowing; can be followed under the conditions of having concern on serious issues, contacting with the responsible manager, discussing the issue within employee's family, if following these steps and could not be able to get a sufficient result, taking it to the next level, if company has ethics officer; contacting with him/her. Sometimes, going out of the individual's chain of command would be useful. Palazzo et al. (2012:323) underline the effect of internal *whistle blowing* in the organizations while searching the causes of EB. In addition, Culiberg and Mihelic (2017) propose comparing whistle-blowing and impact of EB in the organizations.

Besides, Frederickson and Ghere (2005) examine descriptive frameworks and models for EDM. Among them, Trevino Model (Person-Situation Interactionist Model) could be found. In this model, Kohlberg's cognitive moral development model is a major component. Trevino (1986) supports in the several conditions the ethical dilemmas can be interpreted accordingly, therefore some unethical decisions might cause from the attitudes of decision maker and the specialties of the situation. Trevino's model hypothesizes that an individual's cognitive moral development remains as a critical variable while explaining their (un)ethical decision making behavior. By focusing on EB definition, it was seen before that a temporary inability to see the ethical dimension of a decision, so Trevino's theory helps to understand recognizing the complexity of remaining situation and analyzing several factors that is effective on the outcome (Frederickson and Ghere, 2005:51-52).

Palazzo et al. (2012:324) found out the aspects and the main reasons behind EB after comparing several models e.g.; *rational actor view* by Ashkanasy et al. (2006), Becker (1968) an individual knows the differences between right and wrong; by doing so

the optimum amount of interests could be observed at the end; based upon the *intuitions* (Haidt, 2001), *sensemaking* (Sonenshein 2007), *neurocognitive processes* (Reynolds, 2006) or *heuristics* (Gigerenzer 2008, 2009). By analyzing those theories mentioned, Palazzo et al. describe that our perceptions are guided by some frames and schemas etc. In their approach, those frames may tend to have some blind spots. In the following section, frames and rigid framing (RF) concept will be explained in detail.

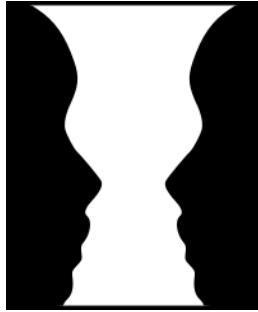
2.1.1.2 Framing's Role on Perception and its Relationship with Ethical Blindness

Conscientiousness dimension of OCB includes the voluntarily attitudes of an individual's actions towards the others' well-being (Organ,1988). The perceptions of individuals' in the work environment could effect the inter-personal relationships during working time period.

To understand its relation, Palazzo et al.'s study (2012) will be analyzed with respect to different angles. Researches of Palazzo et al. (2012:327) on (neo) *institutional theory* and *sensemaking* show that people construct and enact the reality they are responsible to do. Constructionist view (Berger and Luckmann 1966, Weick 1995) proved that individuals act in consideration of frames which are mental structures and good people can do bad things without aware of it. Because of the frames, individuals tend to see only limited aspect of the situation or in other words time by time they believe only what they perceive. As Mack and Rock (1998) point out "inattentional blindness" individuals does not recognize the things even they witness with them in a very close distance.

According to authors, a wide variety of consequences of having blind spots can be given as an example, like; those blind spots may prevent individuals seeing the specialities of an issue, if that issue aimed to be solved it could be possible to look through a different angle that could be supplied through using a different frame. It could end up within a maze of frames in the end. Therefore, it can be interpreted as the outcomes of frames have different meanings as illustrated in Figure 3.

Figure 3: Rubin Vase



In Rubin's Vase, an individual can see two different images (a vase or two people who are seeing each other).

Because of this optical illusion, both of the options can not be accepted at the same time. (Driver and Baylis, 1996)

Source: New World Encyclopedia

RF has been described as; being in a condition that an individual has stuck up within one frame and cannot pass through a different frame (Schoemaker and Russo, 2001; Palazzo et al. 2012:326). As a conclusion Palazzo et al. hypothesize that according to the Welzer (2005)'s definition, people might create *particulate rationality (PR)*. PR means creating a habitat that remains close to the reality.

Palazzo et al. (2012:327) explain moving through a different frame is not easy at a first glance. Therefore, passing over the blind spots remains as an obstacle for the individual. An only advantage it could be exemplified as, looking a strict situation from different perspectives (frames) helps individual at the end by analyzing into several aspects of the remaining situation.

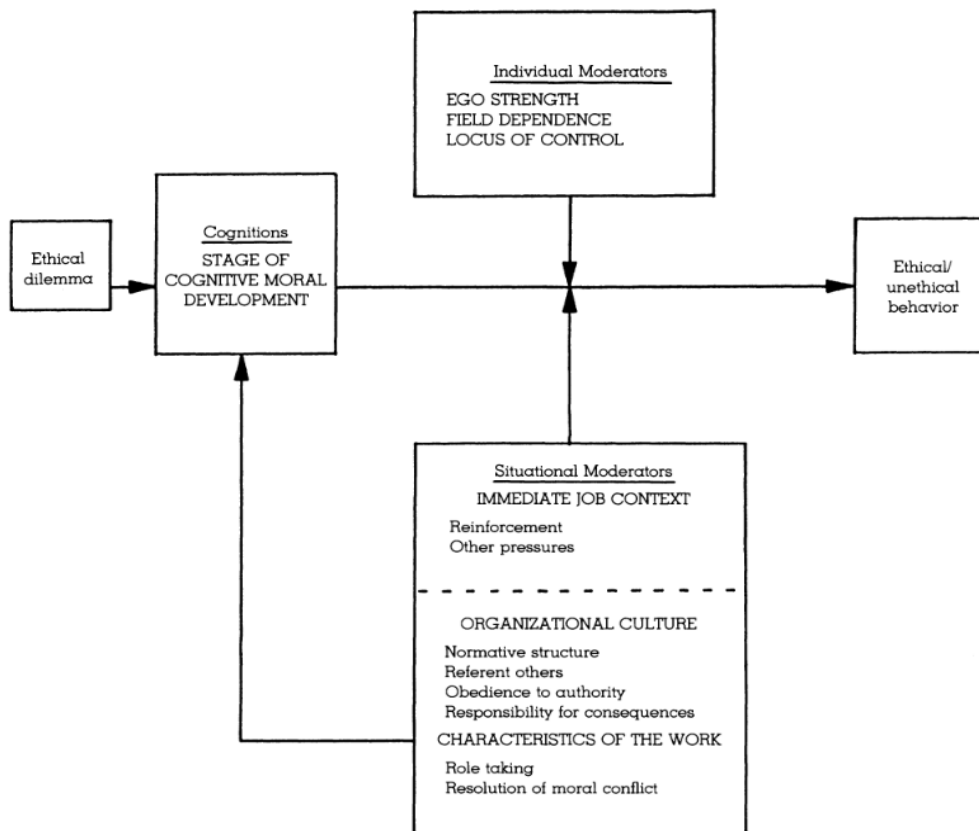
Conclusively, RF causes having limited sensemaking. Desperately EB could be caused by having too rigid framed viewpoints of the individuals (Palazzo et al., 2012:327). The model of the study of EB and RF will be explained in the following section.

2.1.1.3 Exploring Sensemaking Model of Ethical Blindness

Palazzo et al. (2012:327) has developed sensemaking model of EB with respect to person-situation interactionist model of EDM (Trevino, 1986:601) explaining framing interacts with context factors. In sum, this person-situation interactionist model (Trevino, 1986:601) defends that the individuals ethical decision making depends the relationship between individual and situational factors. This reaction occurs with the help of some cognitions but they are not enough to cover all aspects of the decision. At that point;

adding ego strength, field dependence and locus of control variables has supported the model (Figure 4). Kohlberg's Cognitive Moral Development (1969) is another factor of Trevino's model. In cognitive moral development, cognitive aspect of ethical decision making is important. It raises their claim as the structures of several behaviors comes from the early childhood. Kohlberg's Model has effects on organizational culture by obedience to authority and aspects of ethical conduct.

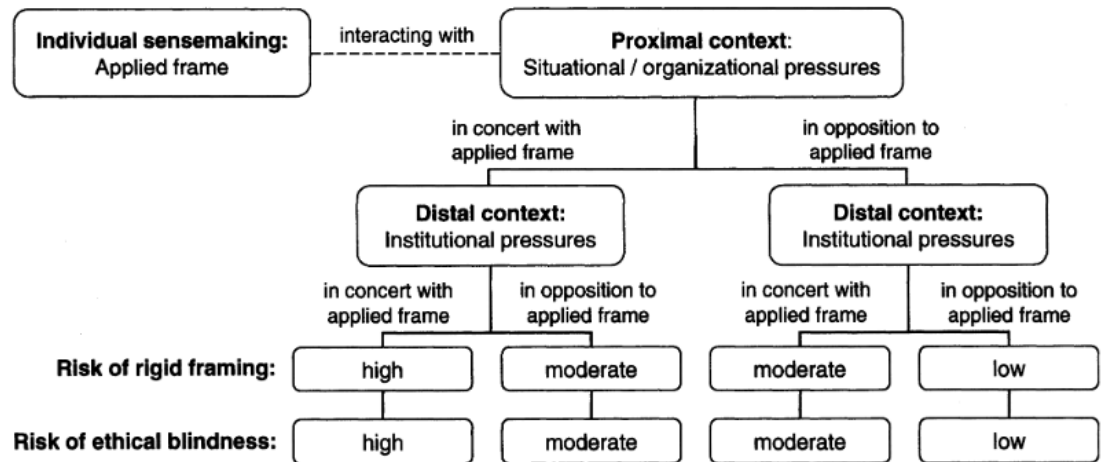
Figure 4: Interactionist Model Of Ethical Decision Making In Organizations



Source: Trevino (1986: 603)

EB is context bound and thus a temporary state. When the situation changes, actors will likely return to practicing their original values and principles; and EB is unconscious, actors are not aware of deviating from the rules of the game while making a decision. If much empirical research will be done, it would be better to understand with the relationship with unethical behavior (Palazzo et al., 2014). To increase foundations, sensemaking model of EB (Figure 5) was developed by Palazzo et al. (2012:327).

Figure 5: Sensemaking model of Ethical Blindness



Source: Ethical Blindness, Palazzo G., Krings F., Hoffrage U. 2011:327

While Palazzo et al. (2012:327) were setting this model, based on sensemaking approach, the frames are interchangeably have either positive or negative effect on the model. Basic factors of the model by following interactionaist tradition are: aspects of the organization and the immediate situation. *Proximal context* in the model covers organization along with immediate decision making situation. *Distal context* in the model covers the organizational and individual factors they are closely connected with each other. Palazzo et al. (2012:327) assert the idea that instutions have an effect on ultimate ethical or unethical decision making, therefore it might have basis on creating frames, to

sum up all this combination could cause having EB. The interaction between context pressures and RF has been demonstrated in the model.

As Palazzo et al. (2012:327) indicate by Weick's concept (2005), that earlier background of the individuals outlines how they evaluate the upcoming events.

The model starts with an assumption that in a specific situation, an individual does not see the various aspects of the current situation, only focuses on one speciality of it that prevents him/her to see the alternative paths by causing breaking in the same frame for a long time.

Sensemaking approach is consistently enclosed in the context. Therefore, in each stage, individual always come across several external pressures that leads her to shape her final decision. Those external pressures are described as proximal context (organizational and situational pressures) and distal context (institutional pressures). Hence, not all those factors need to increase the risk of EB, instead of it, the model measures its relation and effect on risk of developing EB. According to the aspects of the situation, the relationship between RF and EB can be whether in concert with or in opposition to the related topic. There are several scales for the risk of RF and EB as high, moderate and low. Sub-branches are considered in the dominant features of the ethical case in the business environment. Several examples of the model can be seen on table 2, Palazzo et al. (2012) defend through Sims and Brinkmann's findings (2003) that RF can cause EB in turn, in the meantime the risk of unethical behavior tends to increase.

In the very beginning, this model is starting with a single applied frame. RF either could be a result of a situation or a cause of a new case. Secondly, a decision maker does not need to be conscious about the consequences of her behaviors. According to her viewpoint, the potential risks may arise during the process. They could turn into ethically blind situation time by time. Thirdly, previous experiences and personal specialities of individuals may lead the puzzle out the topic into different points. Individuals' perception towards morality tends to be different for each one, therefore the outcomes could be in several range.

Table 2: Example Cases of The Sensemaking Model

Risk of RF & EB	Proximal Context			
	<u>In concert with applied frame:</u>		<u>In opposition to Applied Frame</u>	
	<u>Organizational I:</u>		<u>Organizational:</u>	
	During procurement process at the companies, being under pressure from upper management level onto discriminating the candidates according to their races. (Categorizing the candidates as blacks, foreigners etc.)		Looking through the management side, if there are some certain points indicates to the employees, framing attitudes of them tend to decrease by obeying the rules.	
	<u>Organizational II:</u>			
	Top management may give some orders to middle managers prioritizing making profits for the company instead of taking care of ethical considerations.			
	<i><u>Distal Context</u></i> – In concert with the applied frame		<i><u>Distal Context</u></i> – In opposition to the applied frame	
	In concert with applied frame	In opposition to applied frame	In concert with applied frame	In opposition to applied frame
<u>High</u>	<u>Situational I:</u> Expressing the ideas in a group project may prevent individual reflecting the original opinions of team members. The general norms of the environment imposed onto individuals to prevent developing new frames for new cases.			

	<p><u>Situational II :</u></p> <p>When the code of conduct of the organization shows similarities frame of the decision it has a possibility to effect individual's behavior.</p>			
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Adapted from: Palazzo et al. (2012:327-329)

2.1.1.4 Diminishing the Effect of Potantial Ethical Blindness

When concentrating on the dimensions of OCB, as we have accepted Organ's five dimensions in the study, an increase in the civic virtue might end up causing an increase in the individuals general perception of seeing barriers.

Palazzo et al. (2012) propose to solve RF problem by offering flexible framing (FF). Johnson (1993:202) explains FF as finding the possible alternatives for a strict situation. Therefore, the negative aspects on the outcomes may diminish accordingly.

Noticing proximal and distal context factors would enlight the individuals path for realizing their framed attitudes (Palazzo et al., 2012:333).

In addition, having leadership skills and implementing it through the business environment could be helpful reducing the risk of EB. Foldy et al. (2008) point out leaders who are open to new opinions more likely to develop FF in the long run (Palazzo et al., 2012).

Finally, increasing the communication channels within the organization helps to decrease the risk of EB. Asforth and Anand (2003) declare that boundary spanning over the organization may help to look through different viewpoints as a conclusion having lower risk of EB (Palazzo et al., 2012:333).

2.1.1.5 Observing EB as a Normative and Descriptive Concept by Focusing on Behavioral Ethics

In the previous chapters, EB was introduced as an outcome of RF and context factors by Palazzo et al. (2012). Instead of focusing and questioning only the definition of ethical attitudes, for detecting EB, the authors focus on the combination; ethical decisions and decision maker's own values. They believe that individuals' own values have been shaped after socialization processes. Therefore, they are not only included in personal category, but also a social category. Palazzo et al. (2012:334) explain their ideas as in general of their article, they support the normative viewpoint of EB and its factors. Likely, they are on the having flexible framing to decrease the clues of EB. In the literature there are some alternative thoughts are found and explained in the remaning part of this section.

Narayan (2016) indicates that bounded ethicality, EB, blind spots and ethical fading are the constituent factors of comprising untinended ethical behavior. Eldred (2012) indicated the power of EB has roots in the specialities of *behavioral ethics*. In addition, Drumwright et al. (2015) point out the importance of behavioral ethics as; ethical self awareness can arise when the individuals do not want to act in unethical manner, if they are surrounded with some unethical affairs.

2.1.1.5.1. Behavioral Ethics:

Behavioral ethics helps us to understand how the ethical decisions made. The more broad definition for BE is how several factors (situational, social etc.) effect the actual behavior of individuals (Bazerman, 2012).

Table 3: Definition of BE and ethical behavior in the literature

Construct	Definition	Source
Behavioral ethics	Study of individual behavior that is subject to or judged according to generally accepted moral norms of behavior	Trevino, Weaver, & Reynolds, 2006 (p. 952)
Behavioral ethics	Behavioral ethics is primarily concerned with explaining individual behavior that occurs in the context of larger social prescriptions	Tenbrunsel & Smith-Crowe, 2008 (p. 548)
Moral behavior	Acts intended to produce kind and/or fair outcomes	Schulman, 2002 (p. 500)
Moral behavior	Actions that demonstrate social responsiveness to the needs and interests of others	Aquino, Freeman, Reed, Lim, & Felps, 2009 (p. 124)
Ethical decision	A decision that is both legally and morally acceptable to the larger community	Jones, 1991 (p. 387)
Moral and amoral decision making	<ul style="list-style-type: none"> - They suggest that within each class of decisions, one can make ethical decision or unethical decisions. - They argue that social scientist should not be in the business of telling people what they should do, that is define what is ethical and what is not, but they do acknowledge the necessity to define the criteria by which decisions are placed into their typology for analytical purposed. 	Tenbrunsel & Smith-Crowe (2008)
Ethical fading	The process by which the moral colors of an ethical decision fade into bleached hues that are void of moral implications	Messick & Tenbrunsel, 2004 (p. 124)

Source: Bazerman (2012)

As explained before, normative approaches include utilitarianism and deontological approach that is also effective on EDM. Even in the small subgroup, some

contradictions are tend to be occurred. According their common findings, the outcomes of the attitudes can be affected the attitudes of the individuals which lead us to expand BE. To touch upon this point, scholars focused on the consequences of unethical decision-making. Bazerman et al. (2012) explain that behavioral ethicists focus on the actual behavior of the individuals. They want to know that whether situational and social forces shape the attitudes. By doing so, the distinction between moral and immoral behavior would be eased. Behavioral ethicists argue that self-interest has a great influence on while making ethical judgments. When *self-interest* occurs, individuals may show attitudes that they are unaware of on the process (Bazerman et al., 2012). Self-interest occurs in a very short time intervals so in the end, the need of deliberation occurs. Three factors that are effective on *self-interest* are; *speed*: which has an importance over controlling the process; *biasedness*: people seek the information, which suits their personal interests at most; while coming up against, biasedness, *motivated reasoning* needs to underline that; the attitude that people insist on proofing their main aim even it has been completed in an unusual way. Thirdly, the afford of people who try to protect their own ethicality (Eldred, 2012). Since BE is interested in analyzing how individuals behave in moral contexts, EB is related with this sub-branch of ethics. Therefore, with the help of targeting the final effects of individuals judgements and behaviors; unlikely from the authors of the original EB article; according to Bazerman (2012) and Eldred (2012), EB and BE show the specialities of *descriptive* approach.

2.1.2. Social Experiments Related with Ethical Blindness

In the very famous examples of experiments, Milgram's Electric Shock Experiment, Stanford Prison Experiment and Asch Conformity Experiment the relationship between EB can be put forward (Palazzo et al., 2012:324). Both those studies indicate the role of situational influences create unethical behavior (Bazerman, 2012).

2.1.2.1. Milgram's Electric Shock Experiment

Stanley Milgram (1963) conducted Electric Shock Experiment that examines the nature of willing obedience and its relationship to authority. There were two kind of participants at the experiment; the one belongs to “role of a teacher” and the other participant category belongs to “role of learner”. The experiment aimed to measure the possible harm caused by participants under the orders of the authority. There was two different rooms for participants where the authority and volunteer could able to see the other participants; vice versa, the participants could not able to see the others. According to the scenario, the participant was sitting on an electric chair. It was told to the participants that they are participating some kind of memory studies. In every wrong answer, for example, in case of forgetting something, the participants had a right to give electric shock. Substantially, there was no real electric shock in the plan of the experiment. By time, the amount of the electric shock was tend to be increased according to the orders of the authority. Even the screams were coming from the other room; the participants kept going on the experiment by the orders of the authority. Under these conditions, %65 of the participants continued the experiment. After all, the participants indicated that even they increased the electric shock to 450 W, they felt out of depth of the situation, they did not stop themselves. The results reveal that, normally, an individual does not aim to cause harm, great pain on an innocent person, but when the authority orders that kind of harm, an uncontrolled attempt occurs. At the end they could not easily believed that they experienced those things in the experiment. Trevino (1986) investigates Milgram Electric Shock Experiment under the relationship between *Organizational Culture and Ethical/Unethical Behavior*. Culture is effective on shaping attitudes under the authority and the distribution of responsibility. Palazzo et al. (2012) think there is a link between EB and this obedience experiment's shortcomings.

2.1.2.2 Stanford Prison Experiment

Zimbardo, Haney and Banks (1971) conducted an experiment in social psychology at Stanford University, known as the “Stanford Prison Experiment”, or the Zimbardo experiment. Similar to Milgram's (1963) electric shock experiments, the purpose of Zimbardo's research was to investigate the influence of situational factors on behavior. (Brady and Logsdon; 1988)

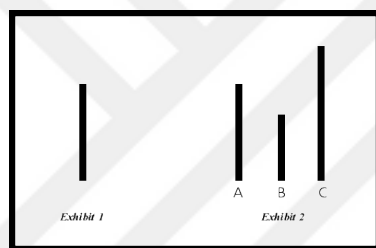
To go further detail on EB concept, analyzing Zimbardo's *Stanford Prison Experiment* (1971) “*expedite evil*” would be beneficial. The assignment within the experiment was done randomly; twenty four participants were separated as prisoners and guards. That experiment's purpose was to understand the development of norms and the effects of roles, labels and social expectations in a simulated prison environment such that the prisoners were given uniforms and the guards has a right to arrest them for transporting their cells. The experiment was scheduled to be completed in two weeks. Over less than a week, the experiment needed to be stopped because one of the main results was, the simulation became so real and the guards became so abusive and the prisoners become suffering from stress and depression. (<http://www.prisonexp.org/faq>) The relation between Stanford Prison Experiment and Abu Gharib prison scandal in Iraq were detected by Trevino et al. (2007). According to Red Cross, the prisoners on Abu Gharib most of the population did not caused for any crime. The attitudes of the guards of the experiment more or less same with the Abu Gharib guards. Those kind of reasons may lead employees to act in unethical behavior in the workplace.

2.1.2.3 Asch Conformity Experiment

The changeability of the individuals' attitudes in a group environment has been searched by Asch (1955). Scaling the conformity is a significant proof of social influence. In general, the group norms may effect the viewpoint of the group members according to a common situation. During the experiment a card which includes several lines within different heights (Figure 6) has been shown to the participants. Above those participants,

only one individual has been selected among random people, the other members of that group is Asch's assistants and their responses have been already ready before the experiment. While answering, the assistants start expressing their ideas, and finally the real participant had a right to express her/his opinions. In the very beginning of the test, by giving correct answers gained the trust of the participant. When the wrong answers to the questions start to increase, the trust of the participant started to decrease but never diminishes. At the end of the experiment, over %35 shows the conformity into group norms (Kyrilitsias et al., 2018).

Figure 6: Asch Conformity Experiment



Source: Solomon Asch Conformity Experiments (Access Date: 29.06.2018)

Many authors believe that individuals' attitudes are effected through the group which they belongs to. Asch's Conformity Experiment is an example of majority pressure as a situational factor, therefore have a tendency to cause RF and EB (Baumeister and Leary, 1995; Palazzo et al., 2012).

2.1.3 Ethical Blindness in the Workplace

As explained in previous chapters, EB concept has seen one of the key factors among business ethics; than the need of examination in the scientific area occurred. To continue daily life routine, expressing a language is obligatory. The basic specialties remain same in business life, too. How the language influences attitudes, shapes thoughts and imagination and creates EB was examined by Campagna, Guevara and Le Boeuf (2017).

2.1.3.1 Ethical Awareness and Ethical Blindness

Therewital Campagna et al.'s (2017) findings, Goebel and Weißenberger (2017) investigate how several factors such as informal control; ethical work climates etc. affect organizational performance. By doing so, they examine potential antecedents and the ethical work climates on organizational levels. Underlining ethical awareness (EA) and its outcomes, the authors come up with the importance of EB. Depending on Butterfield et al.'s definition (2000:982), EA means realizing of individuals' own attitudes considering the outcomes whether if they are in conflict with some ethical standards. The authors mention inadequate awareness leads to EB; therefore emitting attention among ethical evaluations leads individuals take unethical decisions (Goebel and Weißenberger, 2017:507).

In addition to the literature, Ross et al. (2013), Schwartz (2015) and Goebel and Weißenberger (2017) mention the moral awareness (MA) and EB relationship in their studies. To expand the content of EDM theories; Schwartz (2015) proposes an integrated EDM theory. The various models generally divided into two categories; rationalist and non-rationalist based models (Schwartz, 2015). While developing the model, one of the factors has been explained as lack of MA. Available to be seen from the model developed by Palazzo et al (2012), EB plays a role on having MA. In addition to Schwartz's (2015) findings, reinforcing the effect of the elements on EDM, Zollo et al. (2017) search the moral principles. After setting their model, they make some suggestions to managers by explaining some of the attitudes of managers may affect by EB through the MR. As authors mention, one of the main specialties of MR is known as rationalization (Buchholz and Rosenthal, 2005). Consequently, managers' EDM might be influenced through EB including through mainly rationalization aspect (Zollo et al., 2017).

Besides the contribution to the literature, the several topics related with EB by Ross et al. (2013), Schwartz (2015), Campagna et al. (2017), Goebel and Weißenberger (2017) and Zollo et al. (2017); Barnao et al. (2012) examine EB in another discipline, in forensic practice, defining several ethical issues under the working conditions of forensic

mental health clinicians. They declare people who have been treated under the concept of forensic practice might face with the danger of getting treatment against their will. Davies et al. (2006) indicate balancing the community welfare in the meantime individuals' treatment processes. Ethical codes have crucial importance whilst opining the relations between the outcomes of the decisions. Regarding the taking decisions in practice, all of the possible solutions need to be thought. As described earlier in this study, the adverse relationship between EA and EB lead us the point that Lavin (2004) pointed out. Lavin (2004) thinks that some ethical codes do not completely reflect the causes and effects of EA or decision-making. In forensic practice cases, the risk of encountering EB is ignoring the clinical problems, which cannot observed at a first glance (Ward and Syversen; 2009). Barnao et al. (2012) identified the problems caused by EB; prioritizing personal biases and philosophies making a decision before treatment; the contradiction of staff and organization's policies. Once detecting the causes, the next step is trying to find some alternative solutions to them. An ethical framework developed by Barnao et al. (2012) and suggested these topics; giving importance to dignity, therefore implementing the same into the human rights shows up. Regarding forensic practice, the authors identify these two points as a solution; treating every individual who has same issues equally and taking into consideration of every individual have equal moral status.

Adams et al.'s study (2004) includes some solutions to EA. The authors form a study to increase the productivity of the management consultants. With the help of the model which they propose, having an increased awareness, having ability to see critical points of the situation, getting training at different career stages, practicing more often etc. the authors aim to decrease inexperience and EB based problems.

2.1.3.2 Conflict of Interest and Ethical Blindness

In addition to Barnao et al. (2012), Eldred (2013) explains the conflict of personal values with the organizational values, prioritizing the different factors could end up causing EB in the long term. Likely, Obrist (2015) investigates more or less a similar field (forensic practice and biomedical sciences) with Barnao et al. (2012); differently Obrist

(2015) takes into consideration of several factors which create COI therefore EB. Furthermore, Gross (2017) and Eldred (2013) see EB is a factor that prevent attorneys to perform some of their responsibilities while accepting and working on the cases. From a different viewpoint to this, Pfeffer et al. (2006) mention based on Reynold's study, focusing on whether the means or ends in a situation in the business environment might lead to EB. Besides, Doughney (2007) discusses the effects of EB by detecting the differences and similarities between two different field. Furthermore Adams et al. (2004) propose the more knowledge in the related field of an individual, the more having power to overcome EB.

As mentioned in the previous section, Barnao et al. (2012) search EB on forensic practice, likewise Obrist (2015) investigates several issues in biomedical science. In the clinical market environment, the primary aim is to develop safe and effective products that will aim to make high profits. By following this way, increasing cost of the sub branches of the products (expenses for research and development, salaries etc.) need to be underlined, too. Since a research might watches for his/her own interests, some conflicts might occur during the process. If there is a conflict occurs within primary and secondary interest, as a conclusion, conflict of interest (COI) occurs (Lo et al., 2009). Obrist (2015) sees the existence of COIs could form a basis of undermining some of the ethical norms. Considering on the both sides, on the academic hospital side, the organization must be think of its reputation, on the researcher side, the individuals tend to focus on their own academic careers. Accordingly, EB is tend to be faced in several situations. Correspondingly to Obrist (2015) individuals or institutions may be affected by seven several mechanisms such as;

Framing; the comparison of harmony the researches that already done with the hospital's main aims;

Competition; on the organizational level, to achieve some important goals of the hospitals among the rivalry may cause to create EB; on the individual level, aiming to increase publication numbers instead of the content, may cause to create EB;

Hierarchies, focusing only the total numbers, instead of the quality of work could affect the productivity. Therefore, hierarchical pressure on individuals may create EB.

Peer Pressure, social pressure on individual can cause showing different attitudes on a specific situation.

Societal Institution, the attitudes of individuals shape in the societal environments, therefore societal institutions help individuals finding their ways to reach the truth.

Temporal Dynamics, following the recent changes in the innovations may prevent creating EB for a while.

Routines, getting used to same situation by time decreases the perception of the individual. Inevitably during the time it might prevent individual to get one more step further.

Obrist (2015) explains competition as a key factor that causes COI in consequence EB. Likewise, Daniels et al. (2017) search the main reasons behind the competition among individuals. Because they believe that the competition leads individuals either positive or negative way. In the environments, which include competition, the cheating attitude is tend to be observed. According to several psychological factors, sometimes individuals do not recognize cheating as a result of EB (Schurr et al., 2016); in addition three key factors of competition has been described as the need of achieving success, to reach the goals and comparing oneself with others (Daniels et al., 2017). Overall, the importance of etiquette and the attitudes of individuals in the competitive environment has been described. Some of rule-breaking activities may arise from the effect of EB.

2.1.3.3 Framing Factors and Ethical Blindness

Framing is described as focusing on less willingness responsibility, the attitude of inaction. Instead of focusing ethical conclusions of an individual's attitude, when the framing comes up, the tendency on the increased EB has a possibility to increase (Eldred, 2013).

Nahser and Ruhe (2001) examine how to put American pragmatism in the education environment by aiming combining it with the classrooms. Nahser and Ruhe (2001) see EB as a limit to improve individuals' decision making. In addition to Nahser and Ruhe (2001); in the similar field, Bezzina (2013) seeks for how EB effects the general

perception in schools. In his approach, the existence of frames cause EB like in Palazzo et al.'s model (2012). Weaver (2006) underlines the aspects of unethical behavior by explaining that it arises from unconscious unethical intent of individuals' attitudes. Leaders in the schools have the specialities of this type of EB and the consequences of this situation have been searched (Bezzina, 2013). Storsletten and Jakobsen (2014) follow though by creating a leadership theory through the approach of Kierkegaard's Philosophy. By doing so, the authors aim to combining aesthetical mode to instrumental; ethical mode to responsible and religious mode to spiritual position. While creating their model, framing aspect of EB has awaken the authors' interest. Storsletten and Jakobsen (2014) proposed; using FF instead of RF on the personal level of the model as Palazzo et al. (2012). In addition, Campbell and Göritz (2014) investigate the reasons behind corruption in organizations by analyzing the effects of culture. In the corrupt organizations, employees see their acts as normal behavior, which are accepted as inappropriate, via the rationalization, socialization and institutionalization processes (Campbell and Göritz, 2014). Having rationalization, framing and ambiguity factors' effects on organizational corruption (OCOR) the authors reach to the point that OCOR fosters EB by affecting organizational norms and language (Campbell and Göritz, 2014:295).

Generally speaking, as mentioned in the study, EB has been occurred through unwanted attitudes and depending on the unawareness of individuals' behaviors. Klerk (2017) explains how psychoanalytic perspectives shape the emotions therefore moral blindness. The author conceptualizes that moral blindness and EB relates with the same definition. Indicated by Velasquez (2011) morality includes what is right and wrong, while trying to adapt those standards EB could occur with the help of individuals' emotions (Klerk, 2017: 746). Ross et al. (2013) investigate the possible following ways for the businesses in several complicated situations. As exemplified in the study, the authors mentioned that Enron scandal includes EB. They enlarge their idea supporting with the existence and abuse of agency theory.

As seen above, Klerk analyses how psychoanalytic perspectives affect EB. Therefore, Andrews (2017) analyzes the psychosocial factors that influences the experience of sustainability professionals in her study. Like Bezzina (2013); Andrews

(2017) explains by taking the framing aspects of EB and creates a link between EB and psychological threats to search psychosocial factors on sustainability professionals. By creating this linkage, Andrew (2017) takes the view point of Palazzo et al.'s detection of fear (2014) as a main driver of EB.

Consequently, Obrist (2015) pointed out framing and temporal dynamics and Bezzina (2013), Storsletten and Jakobsen (2014) and Andrews (2017) pointed out the importance of framing factors. Likewise explaining in the study at previous chapters, in Palazzo et al. (2012)'s model, framing and temporal dynamics; by combining these factors, not only the COI but also the several factors that have been explained are effective in decision-making processes and can be observed to detect the power of EB.

2.1.3.4 Monetary Issues and Ethical Blindness

Smieliauskas et al. (2016) identified the effect of EB on accounting standards and investigate why some types of accounting estimates in financial reporting may promote a form of EB. As financial statements have importance aspects to have the adequate information for the end users, EB in the standards of professionals accountants may be a factor in the extent of misreporting, and may have taken on new urgency as a result of the proposals to change the conceptual framework for financial reporting. While defining business ethics concepts at Chapter 1.1.3, Arthur Andersen and Enron case were mentioned. According to Smieliauskas et al. (2016); it is unclear whether Enron's financial statements actually violated any accounting standard or whether Andersen violated any auditing standard (Libby, Thorne, 2014: 494). On the contrary Libby and Thorne (2004), Benston and Hartgraves (2002) note that Enron's financial reporting was arguably in compliance with generally accepted accounting principles (GAAP). Besides, compliance with accounting rules does not necessarily guarantee ethical reporting in all contexts (Smieliauskas, et al., 2016).

The definition of wage is, "Money or property that is the equivalence of labor" (TDK, access date: 30.03.2018). An employee's motivation for working or seizing up the daily working time in some conditions depends on what he/she will be get paid for it.

Therefore the impact of financial incentives' relationship between performances has been analyzed (Pfeffer, Sutton.: 2006:14). According to Pfeffer and Sutton (2006) profit motive is effective on EB. Examination of the presence of moral issues among some managers is tried to be underlined by Reynolds (Pfeffer et al., 2006). Dividing the participants into two categories; means based and end based; according to results, the means based participants affected more than the ends based participants when thinking the concept of ethical issues. According to the results, the ends-based participants tend to be EB more than the means based participants. Reynolds also asserts that Enron scandal could be based on this approach, indicating that the employees of Enron executives were not able to see the harm (Pfeffer et al., 2006). Comparably with (Pfeffer et al., 2006); Culiberg and Bajde (2014) pointed out the consumption tax evasion. On the consumer side, when individuals do not aware of the attitudes they perform, they might fall into EB trap.

Thompson (2016) explains the relationship between incentives that are given to public relations activities and its economic outcomes with Wikipedia and other-common pool media in his study. Wikipedia's co-founder; Jimmy Wales criticizes some kind of frauds and unethical attitudes exhibited by PR company, Bell Pottinger related with Wikipedia (by illegally editing the various pages etc.) sees as an ethically blind attitude according to their defense statements (Thompson, 2016:13).

2.1.3.5 Personal Biases and Ethical Blindness

Doughney (2007) defines being in an ethically blind situation as moving away from the exact point by having a distance with ethical perspective at some point. By mentioning this, the author does not aim to point out an environment that is all suffering from lack of ethicality, instead, underlines that the area does not involve ethics notably. In Doughney's study (2007), the similarities and differences are tried to be analyzed via EB by comparing electronic game machine (EGM) industry and tobacco industry. The similarities and differences among those industries are (Table 4);

Table 4: The similarities and Differences Among EGM and Tobacco industry.

Similarities Between EGM and Tobacco Industry	Differences Between EGM and Tobacco Industry
<ul style="list-style-type: none">• Both of them market harmful and unsafe products.	<ul style="list-style-type: none">• Governments created and acts as a partner at the EGM Industry.
<ul style="list-style-type: none">• Both of the industries offer powerfully control-impairing products.	<ul style="list-style-type: none">• None of the harms are inconsequential. No harms are the exactly same, but that does not change the final effects of them.
<ul style="list-style-type: none">• Both products cause death.	<ul style="list-style-type: none">• The causes of because of the outcomes of the industries are different.

Source: Doughney, J.; 2007

Since the meanings of death and murder are different, the inevitable outcome of them is coming and end an individuals' his/her life. While enlarging the concepts, ethical-moral dilemmas emerge. All kind of products that we use during daily life have possibilities to create damage on us; but conversely in some products, the effect of harm is obvious and governments allow it in a legal framework. While comparing with other industries, these industries create a demand to consume their products with giving insufficient information.

Like in the principal-agent problem; the distinctions between the interest between the employees and employers. Such as a car insurer can not estimate the overall loss of the people who is being insured (Holmstorm, 1979). The causes and effects of the both industries have same uncertainty condition.

While coming end to compare and contrast the EGM industry and tobacco industry, analyzing the time and money spent of EGM industry seems simpler. When the effect of government side has been considered, some injustice shows up where the EB results from (Doughney, 2007).

2.1.3.6 Ethical Blindness's Role on Shaping Thoughts

As the studies mentioned above personal biases have an impact on the individuals on their decision making processes.

In addition to EB concepts analyzed by Obrist (2015), Smieliauskas et al. (2016), Barnao et al. (2012); Eldred (2013) takes in to the consideration from the view point of advocacy. Whilst thinking about advocating for indigent defendants (ID), the effects of EB is observed. Likewise, Gross (2017) takes EB as a factor for advocates to refuse the cases which they have been assigned. According to Eldred (2013) a vast scale of the ID, are facing with inadequate defendant that stays at very low level to reach professional standards. From a different viewpoint, the exceeding amount of workload makes attorney not easily focusing on each detail of ID cases. In such cases, any minor clues have crucial importance, but with the effect of EB, not all of IDs are able to find a chance for having effective defense. In the meantime, when these kind of ID assignments directly comes from the government authorities, defending ID ends up with unwillingness attitudes towards the case. This crisis could be presented like, the lawyers have a potential to notice their missing effort on the related event (Eldred, 2013). As a consequence, the lawyers might come up against their deficiencies (Levin, 2009). Recognizing the inefficiencies mostly belong to the own responsibilities of the individual (e.g. defense lawyers), boosting them to help IDs more efficiently could remain an unnecessary effort (Freedman, 2005). Before every trial, a lawyer needs an adequate preparation phase for all the defendants.

Any missing point could end up with uncovering a crucial point of the case. The workloads, overcome of the case sometimes cause having some blind spots. Instead of focusing on the crime, guilt etc. the defense lawyer needs to focus on the facts that he/she can do his/her best during the trial, sometimes blind spot does not allow that situation. Eventually, EB takes place. Without classifying the lawyers as defense lawyers; public defenders, contract lawyers can also fall into the EB trap. Investigatory failure occurs even the lawyers have a right to request an appointment from trained investigators. The lawyers does not look for any assistance their own accord. A defendant may lose the probable assistance due to lack of capable defense. The inadequate advocacy mostly causes for the monetary issues, by combining with the excessive caseloads, the lawyers sometimes confront supplying inefficient efforts for the trials without being aware of it. As mentioned the relationship Milgram's Obedience Experiment (Milgram, 1961) -certain people's attitude under obedience to imply different levels of electric shocks to participants- with EB (Palazzo et al., 2012) ; Perlman (2008) underlines the relation that public defenders also accept the overall shortcomings even sometimes they cannot succeed to defend the cases effectively because of having heavy caseloads and limited time (Eldred, 2013). *Tunnel vision*, focusing on the main actors of the case instead of dealing with the details of the information source, and *confirmation bias* that leads and shapes general attitude towards individual's previous experiences described by Findley et al. (2006); helps to understand why IDs get inadequate representation. If defenders believe that the defendant is already guilty at the beginning, the power of blind spots towards willingness to defend decreases (Eldred, 2013). The *illusion of objectivity* has an importance by causing ethical judgements. It has been constructed on the assumption that an individual is always comparatively superior to the others (Messick et al, 1996). On ID cases, if the lawyers focuses on the financial interest of outcomes, EB have a tendency to be observed; therefore, at the end they minimize their efforts on the case. In the processes that became as a routine for the individual, the things even they are not accepted as legal seems to them as they are following the right way of their responsibilities caused by EB. In addition, time pressure and cognitive load cause uncontrollable fatigue on the responsible eventually causes EB. Eldred (2013) describes final content of the factors as social norms. Due to

conformity within the groups that individual belongs, the specialities of the environment has an effect on the final decisions. The ethical/unethical decisions might be affected shaping of the in-group identity specialties; therefore, facing with EB is being affected. Searching the relationship between EB and ID reveals the intersection that having extensive amount of workload sometimes has a tendency to be observed. Unfortunately, because of the impact of EB, some people did not recognize the harm they cause onto others (Eldred, 2013). Defending the ID sometimes can create some biases on the lawyers. Eldred (2013) suggests a solution for remedying EB on this topic for engaging counter-factual thinking for preventing the misunderstanding the outcomes of several attitudes, just thinking twice before making the decisions. In addition, debiasing before trials towards criminals might be useful trying to decrease EB (Eldred, 2013).

From a relatively different point of view from the studies explained, the teaching of evil has been investigated because of the importance of teaching this concept in schools. While teaching this sensitive concept, EB could tend to be occurred. As seen in the article, several examples given as bull-fighting, slaughter of pilot whales, elephants for their teeth, separating the baby animals from their mothers to show in zoos might result from the EB. Blaming only one factor may not help to find the real responsible but nowadays, in the developed environment; some alternative solutions must be created (Bottery, 1993). In addition, Floridi (2009) investigates information ethics and business ethics in his study by mentioning more or less the same points with *Teaching of Evil* article and accepts the existence of EB and proposes that the awareness of distinction of what is morally good needs to be explained clearly. Furthermore, Lawtoo (2012:411) mentions EB on his study which focuses on the racist implications over Europe and Africa, the effect of EB could be found out. Barlett and Preston (2000) touch with the same point with Floridi (2009) Lawtoo (2012) by underlining the important point to recognize is deciding what is right or wrong for the individual in the long term. A contradiction between an individual's own values with business environment's norms sometimes causes detecting EB (Barlett and Preston, 2000). From a different point of view, Hawkins (2007) indicates the relationship between the environmental waste caused by individuals and EB. Simply when using the natural resources (e.g. water) insensibly, the inevitable danger to the nature occurs. Like

Hawkins (2007), Ferns et al. (2017) also point out the environmental pollution and indirect relations with EB. In their study, when top management have ethically blind attitude towards decisions which relates with sustainability, they are more likely to fail to maintain environmentally friendly policies.

2.1.3.7 Scale for Ethical Blindness

As described in detail in the previous section, Eldred (2013) points out the several focus points of EB.

To understand increasing interest on EB, some scales that measure EB at work would be helpful. Since EB is not same as unethical behavior, in some conditions individuals fall into the trap that they are not doing anything wrong vice versa they convince themselves they are following the ideal way of their attitudes. Therefore, they may not be aware of their unethical decision-making. A comprehensive scale implemented by Aleksic (2017) expresses the conceptualization of EB at work, developing multidimensional measure to access EB in organizations, estimate its psychometric properties. Thus, this may help the managers to plan their management style accordingly. Based on the qualitative and quantitative data sets, empirical evidence shows EB has multidimensional construct including rationalization, routine and ambiguity factors (Aleksic, 2017).

2.1.4 Ethical Blindness Concepts in Practice

EB is not only seen in the workplaces but also in bureaucratic relations, too. It has been reported recently that Ivanka Trump (USA President Donald Trump's wife) was secured two patents in China for her clothing line. Since day by day it has been faced in different strange events, it shows an increase to tendency for having EB. The declaration of taxes has been hidden in an unidentified environment (CNN, April 19,2017; Access Date 26.02.2018).

Tuffley (2016) investigates specialties of being a boss under the having EB conditions. The inevitable consequences of being in a business environment causes a need of having a manager, leader or boss etc. With the contribution of power, balancing the control might be hard to manage with several interventions. Since the limited quantities of resources but unlimited needs could make the situation hard to make a decision. Less serious faults during the daily workflow must be allowable depending on the situation. Despite of the several factors, (e.g. power, workload) an employee never thought of himself/herself out of the business circle, a successful boss/leader must supply the conditions accordingly with giving importance of before being ethically blind. The priority could be depend on “self” before anything else than a peaceful environment might evolved. The attitudes of people tend to change in the groups. Sometimes the effect overcomes with the attitude of anyone else. “The end justifies the means.” approach could be dangerous in an ethically blind environment. Furthermore, the orders that comes from the top level have never need to be true to be followed every time. An employee should weigh the situation and its outcomes instead of following a blind obedience. People tend to act different in groups. While peer groups can hold norms regarding a range of different types of behaviors, at times peer groups hold morally unacceptable group norms, which can encourage unequal or unfair treatment of others (Elenbaas and Killen 2016; Killen and Malti 2015). The power of group norms can sometimes threaten the attitudes and they might lead negative outcomes. Before falling into EB trap, that aspect should be controlled, too. Furthermore, if an action or creating a difference needed to be done, it must be done. That attitude paves the way for EB, too (Tuffley, 2016).

Gordon (2003); indicates an example of EB at first by explaining Sam Lacy, who is African-American and Native American sportswriter, life story. Gordon (2003) underlines the negative aspects of discrimination among the employees by comparing preventing EB and color blindness.

After describing the EB in the literature and in practice, for the following section the specialties of OCB will be presented.

2.2 DEFINING ORGANIZATIONAL CITIZENSHIP BEHAVIOR

Overall experiences within the business environment help employees to act according to the required situation. People tend to be a part of a great team, because the more they bring an extra value to whole the more they likely satisfied.

Under certain conditions the voluntarily contributions to the organization might be observed. After Bernard's (1938) recognition of "extra" contributions and "willingness to corporate", Katz (1964) had identified three basic types of behavior that is crucial for functioning of an organization;

- 1) People must be induced to enter and remain within the system,
- 2) They must carry out specific role requirements in a dependable fashion,
- 3) There must be innovative and spontaneous activity that goes beyond role prescriptions.

Katz and Kahn (1966) also discussed what causes to have an effect on organization's effectiveness. By doing so they focused on the relationship between reliable role performance and "innovative and spontaneous behaviors". Especially, third one of Katz's (1964) findings; those crucial for functioning of an organization leads us to the point that to meet citizenship behavior. In the very beginning of constructing the definition, it generally shows to protect a general system (e.g. cooperationist approach) and develops automatically (Katz and Kahn 1966; Organ and Konovsky, 1989).

Later on, the attitudes that belong these classifications are named as *pro-social behaviors* (Brief and Motowidlo, 1986) *contextual performance* (Borman and Motowidlo, 1993) and *beyond job attitudes* (extra role attitudes) (Van Dyne et al, 1995).

Following the definitions in the literature by scholars, Bateman and Organ, and Smith, Organ introduced the terms "good soldier" and Organizational Citizenship Behavior in 1983.

The definition of organizational citizenship behavior (OCB) is voluntarily contribution by the employees without aiming to get any extra award; vice versa, if that action do not be completed, there will be either no punishment mechanism (Organ, 1988:4). A refined new definition proposed by Organ (1997) as taking into consideration

of the environmental facilities of the work environment. Aforesaid attitudes could be not remaining insensitive towards the other employees' inaccurate attitudes, discussing the related issues with them and even complain these attitudes to top management if it is needed, and completing the tasks before deadline, staying innovative in the business environment and acting as a volunteer in strict situations includes OCB, too (Özdevecioğlu, 2003). Employees engaging in OCBs reflect their satisfaction with organization's work environment and a way of rewarding their organization in return (Bowling, 2010). Helping co-workers, willingness for overtime, helping threshold employees on socializing processes could be an example within this category (Bergeron et al., 2013).

From a different standpoint, above which of the employee attitudes will belong to OCB is still a discussion among scholars (Podsakoff et al., 2014, Dekas et al. 2013).

2.2.1 Dimensions of Organizational Citizenship Behavior

To acquire the dimensions, Smith et al. (1983) had been implemented constructed interview method to managers by asking which of the employee attitudes belong extra role attitudes and they were asked to evaluate their subordinates. After these conclusions, they were achieved two different factors; *altruism* and *generalized compliance*.

In the following time, Organ (1988) and Podsakoff et al. (1990) had been analyzed OCB attitudes; developed different and more detailed factors under five core dimensions named as; altruism, conscientiousness, civic virtue, sportsmanship and courtesy.

Organ (1988) identified five dimensions of OCB:

- **Conscientiousness:** When an employee takes into the consideration of dealing with his/her responsibilities closely, instead focusing on the unnecessary things during the work hours.
- **Civic Virtue:** Feeling responsible in several kind of situations toward to organization. Aiming to putting an extra value to the organization without depending on an order.

- **Sportsmanship:** Focusing of the positive specialties of the company, in this dimension, the negative aspects are more likely to be ignored while compared to positive ones.
- **Altruism:** Increasing the solidarity among the employees, assisting the people who have less job experience or who starts working in a different job environment.
- **Courtesy:** Trying to keep balances between the employees or building good relationships on the conflict situations. Avoiding the arguments to have more friendly office environment (Argentero et al., 2008).

This reformed scale was used by several scholars e.g. Mackenzie et al 1991; Moorman 1991, 1993; Niehoff and Moorman 1993; İşbaşı, 2000; Köse et al. 2003; Bingöl et al., 2003)

While investigating the literature related with OCB, it can be observed that there is no stabile consensus among the dimensions. After a detailed literature survey, over 30 OCB attitudes were defined and the multifunctional dimensional approach of OCB was underlined (Podsakoff et al., 2000).

Table 5: Classification of OCB

Classification of OCB	Dimensions of OCB
Smith, Organ, and Near (1983)	Altruism Generalized compliance
Organ (1988)	Altruism Conscientiousness Sportsmanship Courtesy Civic Virtue
Graham (1989)	Interpersonal Helping Individual Initiative Personal Industry Loyal Boosterism
Organ (1990b)	Cheerleading Peacemaking
William and Anderson (1991)	OCB Is directed toward individuals OCB Os directed toward the organization
Van Dyne, Graham and Dienesch (1994)	Social Participation Loyalty Obedience Functional Participation
Morrison (1994)	Altruism Conscientiousness Sportsmanship Involvement Keeping up with changes
Van Scotter and Motowidlo (1996)	Interpersonal Facilitation Job Dedication
Coleman and Borman (2000)	Interpersonal Citizenship Performance Organizational Citizenship Performance Job/Task Citizenship Performance

Adapted From: Smith, Organ and Near (1983), Organ (1988), Graham (1989) ,
Organ (1990b) William and Anderson (1991), Van Dyne, Graham and Dienesch (1994),
Morrison (1994), Van Scotter and Motowidlo (1996), Coleman and Borman (2000)

2.2.2 Functions of Organizational Citizenship Behavior

While considering OCB attitudes towards employee and organization side there are lots of functions of OCB that might be beneficial to both sides. Several functions described by Çelik (2007); OCB makes available to the increase employees' performance, decreases the conflicts and easing the management abilities, increases work satisfaction, increases the conformity among team members, encourages the employees on their personal development stages, decreases the internal stress within the organization, develops employees' sense of obligation.

With the help of these benefits added into the organization, the effects of OCB on the organizations have been searched in detail in the literature. For the following section, these findings will be presented as a summary.

2.2.3 Organizational Citizenship Behavior in The Literature

As explained above, OCB has several dimensions regarding with the approaches developed in the literature. OCB has been analysed through different various organizational concepts; e.g. OCB and employee performance (Şehitoğlu and Zehir, 2010; Liu et al., 2011; Tan et al., 2014; Mehreen et al., 2015; Qadeer et al., 2016; Ogilvie et al., 2016; Diehl et al., 2018); OCB and performance evaluation (Hyung et al., 2015, Bachrach et al., 2006), OCB and OC (Mendes et al., 2014) and so many studies that count on. As described earlier, OC's effect on EB has been analyzed (Bazerman et al., 2012; Fleming et al., 2015). Basing on this point and searching the literature regarding with the influence on OCB is measured through EB, or taking into consideration of blind spots, in the following section, these causes are presented in detail.

2.3 ANALYZING THE LINKAGE BETWEEN ETHICAL BLINDNESS AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR

In this day and time, there are many researches done so far to measure the organizations managerial efficiency and productivity. Besides examining organizational structure, in large part of those researches are interested in the employees' attitudes. One of those researches that focuses the relations in organizations is OCB. Instead of the traditional roles of employees in an organization, OCB is a different kind of attitude that an employee does not need of any command or instruction, but only want to add an extra value to the organization (Organ 1988:4). OCB can protect the organizations from the destructive and unwanted attitudes; in the long term, OCB could be effective on an increase in the performance (Lapierre and Hackett, 2007).

Organizations bring the resources together and aims to achieve desired goals and outcomes. Due to positive effects of OCB for example, not only the productivity of the employee but also the positive effects on his performance to the organization, it makes adaptation process for employees' acts as key performance factor. With regard to these specialties, OCB preserves its popularity within the literature.

As described in the previous chapters, COI has an influence on EB. Adding an extra value to the organization could be effected from having COI on the behaviors of the employees (Tammy, 2007). To analyse this effect, the influence of EB is selected to observe the outcomes on OCB.

Trevino et al. (2007) define EE as how the employees adapt themselves into the working process and categorizes EE within three groups; "Actively engaged, not engaged and actively disengaged." Furthermore, Saradha and Andrew (2011) studied employee engagement and its relation to OCB. The drivers of employee engagement (EE) are explained as feeling involved in the business processes, being served into equal opportunities etc. By distinguishing the dominant specialties of employees', the reasons behind the EB can be understood while considering the rationalization, routine and ambiguity factors of EB'. Then, understanding the influence on OCB with respect to intersection of those content might be pathfinder.

Table 6: Employee Engagement

Employee Engagement		
Actively Engaged	Not Engaged	Actively Disengaged
-Wants to take the company one step further	- Following the standards only for completing the tasks.	- Do not act as a team member, tend to undermine the efforts of the others
-Bring new ideas to develop the company	- Unwillingness attitudes towards on the responsibilities	- Getting a small share of responsibility
-Willingness to work in extra hours by voluntarily	- Keeping neutral on working extra hours	- Thinking about the several situations like “That does not belong job description. I do not need to show any extra afford for that”
-Wistful and addicted	- Seeing the duties as a joyless activity	- May have dangerous effects on the company by whistleblowing etc.

Source: Managing Business Ethics, Straight Talk About How to Do it Right; Chapter 6: Ethical Problems of Managers, Trevino and Nelson, 2007:153, Fourth Edition

Furthermore, Palazzo et al. (2012) explain the components, possible causes and effect of EB, which is mentioned in detail in previous chapters under the main titles of ethical awareness, conflict of interest, framing factors, monetary issues, personal biases, and shaping thoughts. Palazzo et al. (2012) developed a model based on institutional and organizational concepts which help to understand the main aspects of organizational concepts. Among those concepts, the impact of organizational routines, organizational culture and organizational loyalty could be found out. Organizational loyalty (Brief et al., 2000) may have contradictory aspects on the decisions of managers’ RF decisions. By searching the relationship between EB and OCB could give some clues the routines and the duties’ willingness to complete in a time period.

In addition, Campbell and G6ritz (2013) investigate in their research that how culture is effective on the corrupt in organizations. By explaining depending on Maruna and Copes's explanations (2014), one of the main major factors of EB, rationalization, evidences the existence of corrupt behavior. Organizational corruption (OC) means changing the specialities of the situation which has been used to face with during the routine process (Nichols, 2017). In the meantime, Bazerman et al. (2012) and Fleming et al. (2015) mention the relationship between OC and EB. Observing the corruption's effect on several studies in the literature, Eskandar (2015)'s study shows OCB has a mitigating effect on OC. Predicating on this point; There might be a linkage have a possibility to be occurred between EB and OCB.

EA is explained as the opposite behavior of EB in the previous chapters. Ross et al. (2013) define the EB is the opposite definition of EA and EA is known as including altruism behavior. In the OCB model, one of the component, altruism will be sufficient to detect the possible relationship between EB and OCB.

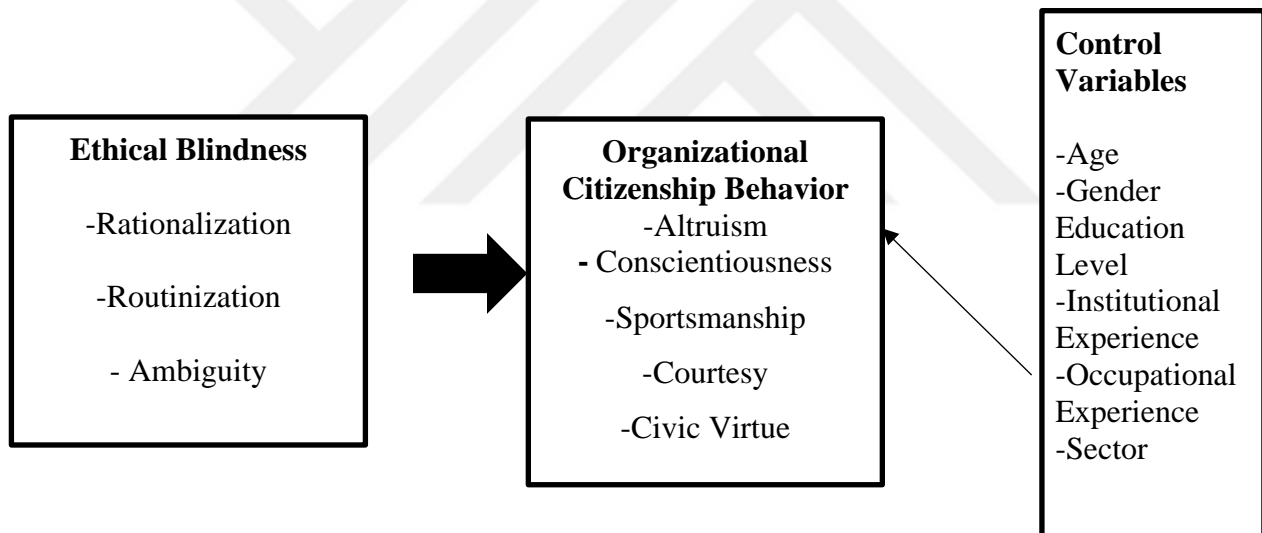
In the meantime, it is obvious that there are different organizational factors is effective on OCB. Since these factors could be found in the business environment, not only to supply a contribution to the literature, but also seeing the effective implementations, revealing different aspects of factors has an effect on the consequences.

EDM is an important aspect on employees on their working processes. Therefore, the effects of ethical blindness and its outcomes have a crucial importance of overall performance. This study aims detecting precedence relationship between EB and OCB. Since EB has been searched in the literature recently, its effects on the organizational concepts have not been studied yet As seen in the Chapter 2.1.3, Ethical Blindness in the Workplace, there are many examples related with the outcome of EB on employees' organizational attitudes. Therefore, the influence of rationalization, routine and ambiguity factors of EB and on altruism, conscientiousness, sportsmanship, courtesy and civic virtue factors of OCB have been analyzed.

2.4 CONCEPTUAL MODEL AND HYPOTHESES

The purpose of the study is to investigate differences between people who have job experience and how they observe/show the specialties of EB with respect to Rationalization, Routine and Ambiguity factors according to five dimensions (Altruism, Conscientiousness, Sportsmanship, Courtesy and Civic Virtue) of OCB identified by Organ (1988). The objectives of the study are to determine whether individual employees' views concerning three factors of EB and whether it directly influence their engagement in the five OCB dimensions.

Figure 7: The Model of the Study



Ethical Blindness, with its sub components; Rationalization, Routine and Ambiguity Factors is the *Independent Variable* of the study.

Organizational Citizenship Behavior, with its five dimensions, Altruism, Conscientiousness, Sportsmanship, Courtesy and Civic Virtue is the *Dependent Variable* of the study.

The demographic aspects; age, gender, education level, institutional experience, occupational experience and the sector where an employee works in are the *Control Variables* in the study.

2.4.1 Hypothesis Development

The hypotheses in the study are developed from the outcomes of literature review regarding EB.

This study has six hypotheses, these are;

2.4.1.1 Hypothesis I

H1: *EB has a positive influence on the attitudes of OCB regarding the age of the employees.*

This hypothesis is the primary aim of the study is to be analyzed in detail.

As explained in the previous sections, in the literature, EB is a recently originated concept.

Ross et al. (2013) define EB as an opposite attitude of EA. Likewise, in the literature, EA has been searched through its influence on Altruism dimension of OCB. Choosing OCB aiming to search an influence starts at this point. Besides, employee engagement (Saradha and Andrew, 2011) and its relationship with OCB, the model developed by Palazzo et al. (2012) for the sensemaking model of EB, OC and OCB relationship searched in the literature by Bazerman et al. (2012) and Fleming et al. (2015) on OC and EB, Eskandar's study on OC has a mitigating effect on OCB (2015) gives some clues while developing this hypothesis.

While searching the literature, EB is divided into subbranches regarding; Ethical Awareness and EB, Conflict of Interest and EB, Framing Factors and EB, Monetary Issues and EB, Personal Biases and EB; could be found *under Chapter 2.1.3 Ethical Blindness in the Workplace*. For the following part of the hypotheses, these relationships were used to develop those hypotheses.

2.4.1.2 Hypothesis II

H2: *The sector where an employee works for has a positive effect with respect to age, considering EB on OCB.*

In the Ethical Awareness and EB section, the studies are exemplified by Goebel and Weißenberger (2017); Schwartz (2015), and Barnao et al. (2012) analyse the various causes and effects of EB through different sectors. From this point of forth, we constructed this hypothesis by searching the effect of the sector of the participant's on the outcome. Since the demographic specialities of the respondents include academia, health sector, law (consultancy and advocacy) sector, public sector, private sector (production facilities) and the finance sector, to observe its differentiation among the sectors would give us some clues in the end.

2.4.1.3 Hypothesis III

H3: *Occupational experience has no a specific effect on OCB through EB.*

Occupational experience has been described as the years of an employee spends his/her life after completing the major degree and starts to work as a professional in the business life. In the monetary issues and EB section, different viewpoints was observed through the salary which an employee got at the end as a result of his/her working performance. In the literature, Smieliuskas et al. (2016), Thompson (2016) and Pfeffer and Sutton (2006) has investigated the relationship the performance and the payments' relationship either indirectly or directly at their studies. Therefore, this hypothesis was developed by according to search the attitude of the participants through the field study.

2.4.1.4 Hypothesis IV

H4: Education level has an effect on EB linked to the OCB in organizations.

As seen in the Framing Factors and EB section, RF has an important role on observing EB. Storsletten and Jakobsen (2014), Bezzina (2013) and Nahser and Ruhe (2001) were investigated these concept through different viewpoints. The perception of individuals could change according to their education level. To analyze this, this hypothesis is developed and aimed to test from the participants who have various education levels among themselves.

2.4.1.5 Hypothesis V

H5: *An individual's institutional experience in a specific organization is effective on his/her attitude towards EB therefore OCB.*

Institutional experience stands for an employee's work experience in a specific institution by years. In the Conflict of Interest and EB part, it was represented that Obrist (2015) and Eldred (2013) search the effect of COI on EB. With the help of the institutional experience information, this effect will be tried to analyzed through the hypothesis developed.

2.4.1.6 Hypothesis VI

H6: *EB has an effect on Altruism dimension of OCB.*

Rose et. Al (2013) define EB as an opposite attitude of EA. Furthermore, in the literature, it has been observed that EA has been analyzed through its influence on Altruism dimension of OCB. Therefore, one and the final of the hypothesis is conducted to measure the linkage between EB and one of the dimensions, altruism dimension, of OCB.

After explaining the EB, OCB, the basic points of searching the influence of EB on OCB in organizations, then the hypotheses are developed. In the following chapter of the study, the field study will be explained and analyzed in detail.

CHAPTER THREE

FIELD STUDY ON THE INFLUENCE OF ETHICAL BLINDNESS ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR IN ORGANIZATIONS

The general aspects of EB and OCB were explained in detail in the previous chapters. In this chapter, the methodology of the study is explained in detail. While constructing the methodology, at the pilot study part, Exploratory Factor Analysis (EFA), Confirmatory Factor Analysis (CFA) and Reliability Analysis were used to base the findings at a first glance. To search the influence of EB on OCB, the regression analysis has been preferred. At that section, hierarchical regression method has been preferred to test the Independent Variable, Ethical Blindness with its subfactors rationalization, routinization and ambiguity and Dependent Variable, OCB, with the dimensions of altruism, conscientiousness, courtesy, civic virtue and sportsmanship; with the help of the control variables; demographic specialities of the participants; age, gender, institutional experience, occupational experience and the sector where they work in.

3.1 METHODOLOGY OF THE STUDY

In the literature, vignette method consists of the hypotheses an individual can experience through in a specific situation (Hox et al., 1991). Comparing the scale of EB has been preferred because of supplying higher variety on decision making, offering a generalized opinion to the participants based on the scenario, it will be beneficial for developing validity by highlighting the characteristics of the research question and showing a different path to researchers' general opinion about the study (Cavanagh et al., 1985).

Because researchers studying organizational behavior rely most heavily on the use of questionnaires as the primary means of data collection (Stone, 1978) this field study's measurement on OCB side has been implemented via questionnaire. The scale for OCB has been selected from Basım and Şeşen's study for testing the relatable factors of OCB on local participants.

3.1.1 Questionnaire Design

In the light above explained in previous chapters, the aim of this study is to measure the influence of EB on OCB in organizations.

After searching the literature, Aleksic's scale (2017) on EB and Basım and Şeşen's OCB scale (2006) were selected to be implemented through the study. The authors' permission were asked for the usage of the scales in the study.

Aleksic's EB Scale (2017) translated into local language by the researcher of this study and an academican from Faculty of Education, Foreign Languages Department following back-translation procedure.

OCB scale was adapted from the Basım and Şeşen's (2006) study, the other expressions of the scale were interpreted as expressed above.

The questionnaire consists three sections, the first section asks the demographic questions, second section includes three different sample scenerios related with EB and the final section measures OCB by 18 questions.

3.1.1.1 Measurement of Ethical Blindness

Since EB is relatively new concept in the literature, Aleksic's scale (2017) is the only scale developed and tested for its validity on EB up to now.

Aleksic (2017) aims to measure EB at work by creating EB Scale using three factors: Rationalization, Routine and Ambiguity Factor. During the creation of comprehensive EB scale, the information had been supplied from the foundings of Eldred (2013); Prescriptions for Ethical Blindness, Improving Advocacy for Indigent Defendants in Criminal Cases. Behavioral ethicists found out several factors e.g. ambiguity, could be effective on ethical decision making (Bazerman, 2012; Haidt et al., 2014).

1. *Rationalization Factor*: This factor covers the individuals have perceived their unethical behaviors as rational decisions and they more likely to have these several opinions "The others are already experiencing this unethical situation"; "At least no one got hurt while

developing this behavior”; “I did not recognize the unethical aspects of the behavior while developing it.”

2. *Routine Factor*: This factor covers the attitudes that became as a routine after a time period. Being exposed to the same stimuli during a specific time period may develop routinization, too. Also decision maker did not take into consideration of the ethical aspect of the situation.
3. *Ambiguity Factor*: This factor reflects on the individual as; even they do not follow the ethical path, the illusion of believing they are doing the correct thing ends up at the end. Instead of linking outcomes of their attitudes with their personal responsibilities; they focus on the external intervention to cover their personal failures.

3.1.1.2 Measurement of Organizational Citizenship Behavior

In the literature, there are various examples of OCB scales. In this study, Basım and Şeşen’s study of *adaptation and comparison of OCB scale* (2006) has been preferred because of the aspects that scale reflects. This study has been tested by Turgut et al. (2014) in the concept of its reliability and validity.

Basım and Şeşen (2006) embrace the specialities of OCB firstly; as the participation to the organization to reach its targets, applications and the organizational structure. Secondly, by participating the factors that have been described, preventing to any kind of attitudes that have a possibility to damage the organization in the short or long run. The basic idea here is; not taking any extra value to the organization, instead of it, the aim should be preventing to cause any harm at this time.

As explained in the previous chapters, there are several dimensions of OCB in the literature proposed by several authors. Basım and Şeşen (2006) take the altruism, conscientiousness, sportsmanship, courtesy and civic virtue factors into consideration. These dimensions covers the factors that has been explained in the previous chapters detecting the factors of EB and OCB relationship.

Basım and Sesen (2006) chose the participants from individuals instead of managers. Also, their scale has been tested from another authors for its validity (Turgut et al, 2014).

In conclusion, this scale has been selected because of showing and reflecting the speacilities that is suitable and tested on local participants.

3.1.1.3 Referee Opinion

While implementing the questionnaire for EB, vignette method has been preferred through the referee opinions'. Selection between asking the questions through the sample scenerios or using the EB scale developed by Aleksic (2017) were asked ten academicans for a referee opinion. By doing so, three separate scenarios for each factor of EB (rationalization, routinazition and ambiguity) and four seperate scenerios including all those three factors all together have been sent.

%80 of referee opinions' supported measuring EB through scenerios. Because if the scale questions directly asked to the participants, the defense mechanism could be developed by the individuals. In conclusion, it might effect getting the exact information related with EB. The questions for EB are consistent with the definition, if they will be adapted firstly giving the scenerios then implying similar questions under the scenerios, the outcomes could be more effective. In addition, there is another problem in the expression of the scenerios on using local language. Some of the sentences have already included ambiguity of itself.

%20 of referee opinions support measuring through the EB scale because of OCB is mostly depends on organizational concerns, therefore there must be a focus mainly on organizational side. By vignette method, the participants could move away the specific importance of organization definition.

3.1.1.4 Evaluating Referee Opinions'

The outline of the questionnaire design was planned expressing the imaginary scenario then placing the participant in the scenerio's main character's position then gets his/her response accordingly.

By considering referee opinions, firstly, the explanation problem in the scenerios were tried to be solved. To begin with, the expression of local language in sample scenerios have been tried to be improved.

In addition, the sample scenerios included male or female names for each scenerios' characters. After getting the referee opinions', the characters name of the imaginary scenerios were changed towards unisex names.

Since one of the offered scenerios were rejected by the majority of the referees, an alternative scenario was developed with a different content.

3.1.2 Field Study

3.1.2.1 Pilot Study I

There were seven scenerios sent to referee opinions. According to the referee evaluations, four scenerios were selected to be tested on first sample group. Those four scenerios were selected depending on their EB factor description. The first scenario reflects the specialities of rationalization, the second one routinization and third one reflects the ambiguity factor's specialities and the four expressions for each scenario. Besides the final scenario covered all the functions of EB together were adapted from Aleksic's Scale accordingly (2017).

Total participation for the first pilot study were 34 female and 9 male participants, overall 43 people completed the survey. Among the participants, %2.3 had high school degree, %74.4 of them were graduate and %23.3 had master's degree/Phd.

Occupational experiences of the participants are; 0-1 years %14, 2-5 years %32.6, 6-10 years %14, 11-15 years %4.7, 16-20 years %9.3, 21+ years %25.6.

Since the aim of study is measuring the influence of EB on OCB in organizations, the demographic speciality, institutional experience is also asked from the participants *Institutional experiences* of the participants are; 0-1 years %14, 2-5 years %34.9, 6-10 years %11.6, 11-15 years %11.6, 16-20 years %9.3, 21+ years %18.6.

Participants profile according to their positions, Manager %4.7, Unit Chef %18.6, Administrative Personnel %48.8, Academic Staff %27.9.

The first scenario were constructed for measuring rationalization factor and its Cronbach Alpha is 0.775. The second scenario were constructed for measuring routinization factor and its Cronbach Alpha 0.717. The third scenario were constructed for measuring ambiguity factor and its Cronbach Alpha 0.458

3.1.2.2 Pilot Study II

As explained in the previous section, due to facing with 0.458 Cronbach Alpha value, the questionnaire is repeated with another 31 participants by just asking one scenario which measures the three factors of EB (rationalization, routinization and ambiguity) all together.

Total participation for the second pilot study were 17 female and 14 male participants, overall 31 people completed the survey. Among the participants, %2 had high school degree, %64.5 of them were graduate and %29.0 had master's degree/Phd.

Occupational experiences of the participants are; 0-1 years %22.6, 2-5 years %38.7, 6-10 years %38.7.

Institutional experiences of the participants are; 0-1 years %35.5, 2-5 years %41.9, 6-10 years %22.6.

The questions between 1-4 were aimed to measure rationalization factor and its Cronbach alpha is 0.629, than the questions between 5-8 were aimed to measure routinization factor and its Cronbach alpha is 0.326, finally the questions between 9-12 were aimed to measure ambiguity factor and its Cronbach alpha is 0.690.

3.1.2.3 Pilot Study III

Regarding pilot studies (I-II) since the cronbach alpha for ambiguity factor did not reflected an acceptable ratio, another survey including an alternative ambiguity scenerio was implemented to different 31 participants. Since Cronbach Alpha value for this scenario was 0.750, it was decided to use in the main questionnaire.

After three different pilot studies, the second section of final questionnaire was decided including three different scenerios separately for rationalization, routinization and ambiguity factors.

As stated in the previous sections, the participants opinions on EB were asked through the sample vignettes. Firstly, they were asked to read a sample scenario, then reply the questions by thinking putting themselves in the scenerio's main character's position when declaring their opinions.

3.2 RESEARCH FINDINGS

The field study is implemented individuals who have job experience, thorough mail and one to one interviews. When the general perception towards the sample scenerios are not clear, the researcher explained in detail without causing any bias on the participants.

Research findings are analyzed considering the demographic profile of the respondents (gender, age, education level, the sector they work in, their occupational and institutional experience, the position they work in), their descriptive statistics and frequencies to the questions asked in sample scenario section and OCB scale. The data analysis was constructed by Exploratory Factor Analysis (EFA), Confirmatory Factor Analysis (CFA) and the influence of EB on OCB is measured by hierarchial regression analysis.

3.2.1 Demographic Profile of Respondents

The respondents are firstly answered demographic questions. Since the respondents asked each question, there are no missing values.

Table 7: Gender and Age Interval of the Respondents

Gender	Frequency	Percent (%)
Female	150	79.1
Male	98	20.9
Total	248	100.0
Age Interval	Frequency	Percent
18-25	23	9.3
26-35	88	35.5
36-45	70	28.2
46-55	34	13.7
56+	33	13.3
Total	248	100.0

%79.1 of the respondents are female and the %20.9 of them are male. Those participants age interval are; between 18-25 years old %9.3, 26-35 years old %35.5, 36-45 years old %28.2, 46-55 years old %13.7, 56 and more %13.3. These demographic specialities of respondents will be used in the hypotheses section while comparing the respondents' attitude towards EB and OCB (Table 7).

Table 8: Distribution according to Educational Background

Educational Background	Frequency	Percent (%)
Intermediate School	6	2.4
High School	16	6.5
University Degree	162	65.3
Master's Degree / PhD	64	25.8
Total	248	100.0

To analyze the educational background's effect on the research question, the educational background of the participants were asked and the results are; %2.4 of the participants have intermediate school degree, %6.5 of them have high school degree, %65.3 them have university degree and %25.8 them have master's/PhD degree (Table 8).

Table 9: Participants According To The Sectors And Position

The Sectors of the participants	Frequency	Percent (%)
Academic	38	15.3
Law (Consultancy, Advocacy)	11	4.4
Health	30	12.1
Finance	24	9.7
Private Sector (Production Facilities)	46	18.5
Public Sector	99	39.9
Total	248	100.0
The position they work in	Frequency	Percent (%)
Manager	71	28.6
Unit Chef	37	14.9
Administrative Staff	91	36.7
Academic Staff	49	19.8
Total	248	100.0

To understand the perception of EB and OCB in different sectors and to measure whether their working position is effective on EDM, the participants were asked to answer which sector they work in and in which position they work. According to the results, %15.3 of the participants work in Academia, %4.4 of them work in Law Firms (as a consultant or advocate), %12.1 of them work in Health Sector, %9.7 of them work in

Finance Sector, %18.5 of them work in Private Sector (Production Facilities) and %39.9 of them work in Public Sector (Table 9).

While investigating OCB approach, several studies divided the participants according to their position (management/administrative staff) they work in (Basım and Şeşen, 2006; Ayhan and Gürbüz, 2014). Likewise, the working positions of the participants was asked in the study. %28.6 of the participants work as a Manager, %14.9 of them work as Unit Chef, %36.7 of them work as Administrative Staff, %19.8 of them work as Academic Staff (Table 9).

Table 10: Occupational Experience and Institutional Experience of the Respondents

Occupational Experience (in years)	Frequency	Percent (%)
0-1 years	35	14.1
2-5 years	44	17.7
6-10 years	34	13.7
11-15 years	32	12.9
16-20 years	31	12.5
21+ years	72	29
Total	248	100.0
Institutional Experience (in years)	Frequency	Percent (%)
0-1 years	41	16.5
2-5 years	64	25.8
6-10 years	36	14.5
11-15 years	26	10.5
16-20 years	25	10.1
21+ years	56	22.6
Total	248	100.0

The occupational experience stands for how many years a respondent spends his/her time through working in that occupation and institutional experience stands for how many years a respondent spends his/her through working in the specific company/organization. According to the results, on the occupational experience side; %14.1 of the participants work between 0-1 years %14.1, 2-5 years %17.7, 6-10 years %13.7, 11-15 years %12.9, 16-20 years %12.5 and 21+ years %29.0. On the institutional experience side, %16.5 of the participants work on the same institution/organization between 0-1 years %16.5, 2-5 years %25.8 , 6-10 years %14.5, 11-15 years %10.5, 16-20 years %10.1 and 21+ years %22.6 (Table 10).

Table 11: Descriptive Statistics of the Study

		Mean	SD
Ethical Blindness	Routinization Factor	2,2650	1,08103
	Rationalization Factor	2,7085	0,95616
	Ambiguity Factor	2,5491	1,01297
Organizational Citizenship Behavior	Altruism Dimension	4,0340	0,87302
	Courtesy Dimension	4,1372	0,94197
	Consciousness Dimension	3,4496	0,86791
	Sportsmanship Dimension	3,5478	0,90899
	Civic Virtue Dimension	3,7112	0,9055
Ethical Blindness		2,5075	0,71137
Organizational Citizenship Behavior		3,7503	0,76496

In this study, the statements regarding EB and OCB were asked to rate starting from 1-strongly disagree to 5-strongly agree. As seen in table 11, the distribution of the answers change according to the vignettes and OCB scale answers.

3.2.2 Analysis of Ethical Blindness Vignettes of the Field Study

As explained above, in the study, three different vignettes (scenerios) were used to measure the EB. Vignette I is constructed to measure Rationalization factor of EB, Vignette II is constructed to measure Routinaziton factor of EB and Vignette III is constructed to measure Ambiguity Factor of EB.

At a first glance, the reliability scores for the scenerios are;

Table 12: Cronbach Alpha and Correlation Values for the Field Study

Scenerio	Cronbach Alpha Value		
Scenerio I (Rationalization)	0,731		
Scenerio II (Routinization)	0,667		
Scenerio III (Ambiguity)	0,427		
Correlations	AV_RUT	AV_RASY	AV_MUGL
AV_RUT	1.00	.217	.233
AV_RASY	.217	1	.255
AV_MUGL	.233	.255	1

The Cronbach alpha value for the Scenerio I is 0,731; for the Scenerio II is 0,667 and for the Scenerio III 0,427. Since getting the ideal alpha value is above 0,70 (Heir et al,2010) ; after observing these results, the need for making an extra effort to take the study one step further occurred. Firstly, scenario III has been investigated in detail. The Exploratory Factor Analysis (EFA) and the Relability Analysis showed extracting the first question (AMBG1-MUGL1) in the study for the remaining time period.

As seen in Table 12, correlation values shows there is a relationship between the sub factors of EB in the study. In the following sections, it will be followed by CFA as well.

Table 13: Exploratory Factor Analysis for Scenerio III (Ambiguity)

Component Matrix for Scenerio III (Ambiguity)	
MUGL1	-.223
MUGL2	.760
MUGL3	.709
MUGL4	.855

After all, the first item which measures ambiguity on scenario III is eliminated to get higher Cronbach alpha value based on EFA and Reliability Analysis. Therefore, the Cronbach Alpha for Ambiguity increased to 0.683

To see the expanded effects of scenerios in detail, Confirmatory Factor Analysis (CFA) is implemented.

Figure 8: Confirmatory Factor Analysis for the Study

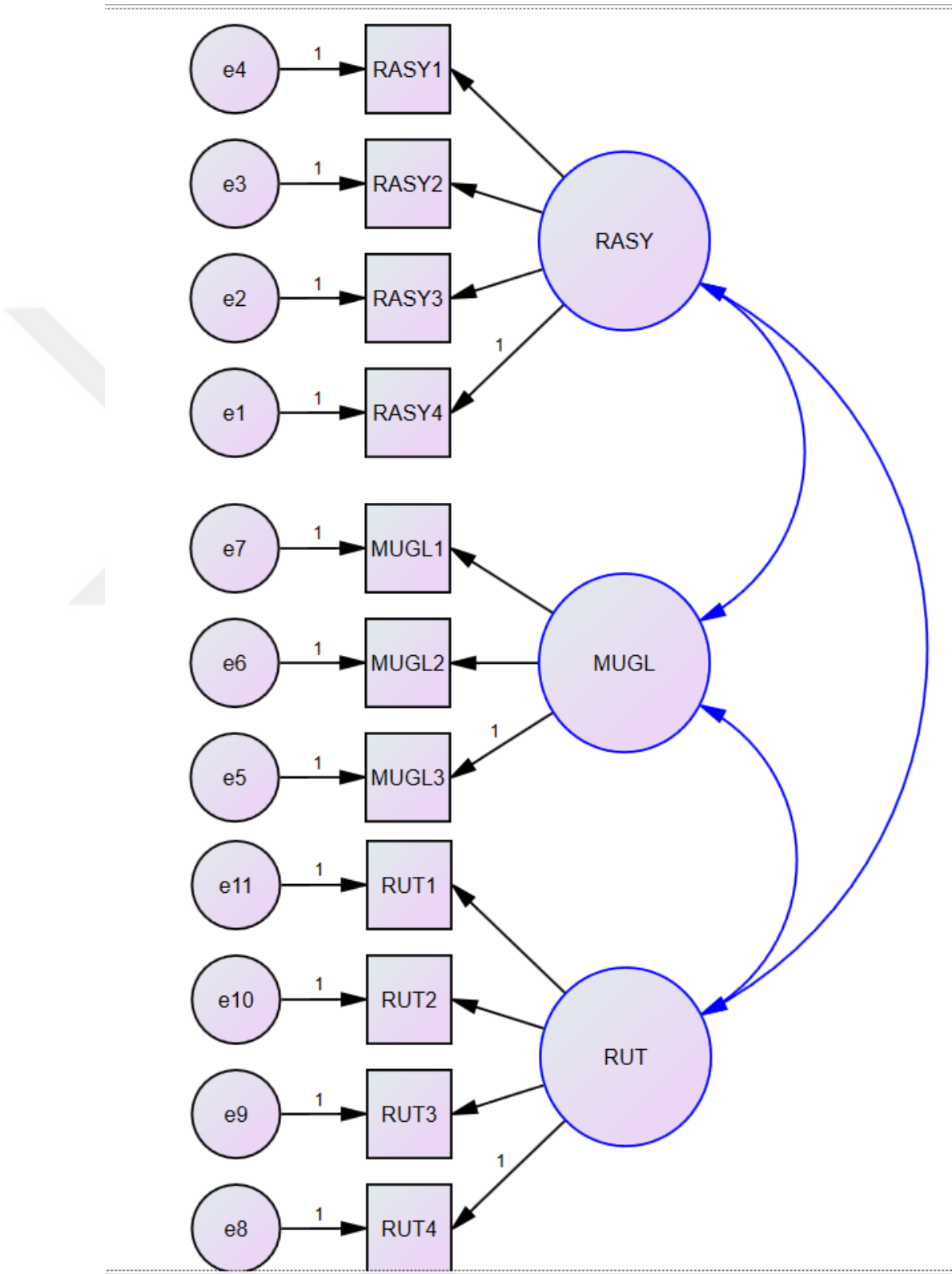


Table 14: Model Fit for Field Study

	CMIN/df	GFI	AGFI	NFI DeltaI	TLI	CFI	RMSEA
Default Model	2.923	.923	.876	.856	.864	.899	.068
Default Model (RUT3 Deleted)	2.152	.951	.915	.912	.930	.950	.068

Regression weights for the variables are less than $p < 0,05$ and they are meaningful at 0,001 level. According to the amount of participants, getting a CMIN/df value, 2.923 less than 3.0 is satisfied the need; GFI value is 0.923, AGFI is 0.876, NFI is 0.856, TL1 is 0,864, CFI is 0,899; for an effective outcome, having those values more than 0,90 is better for the study. Finally RMSEA value is 0,68; this value need to be less than 0,80; so there seems any problem regarding with it (Table 14).

Since p values seem meaningful, we need to analyze Standardized Regression Weights (Appendix 1).

Regarding the standardized regression weights, it was decided to eliminate the values under 0,5. As a consequence, the RUT3 value which has 0.041 value is deleted. The new values as shown in Table 13, second row shows that; getting a CMIN/df value, 2.152 less than 3,0 is satisfied the need; GFI value is 0.951, AGFI is 0.915, NFI is 0.912, TL1 is 0,930, CFI is 0,950; for an effective outcome, having those values more than 0,90 is better for the study; the new outcomes satisfy this . Finally RMSEA value is 0,68; this value need to be less than 0,80; so there seems any problem regarding with it (Table 14, Row 2). Taking it one step further, with the help of CFA, RASY4 value of 0.480 EFA (Rationalization) (Appendix 1) RASY4 item has been decided to be deleted in the study.

Table 15: Exploratory Factor Analysis for Scenerio I (Rationalization)

Component Matrix for Scenerio I (Rationalization)	
RASY1	.764
RASY2	.769
RASY3	.825
RASY4	.615

After the first CFA analysis, the items RUT3 and RASY4 were eliminated to get an increase on Cronbach alpha and more developed factor analysis in overall study (Appendix 2). The final model for the study on EB side could be found on Figure 9.

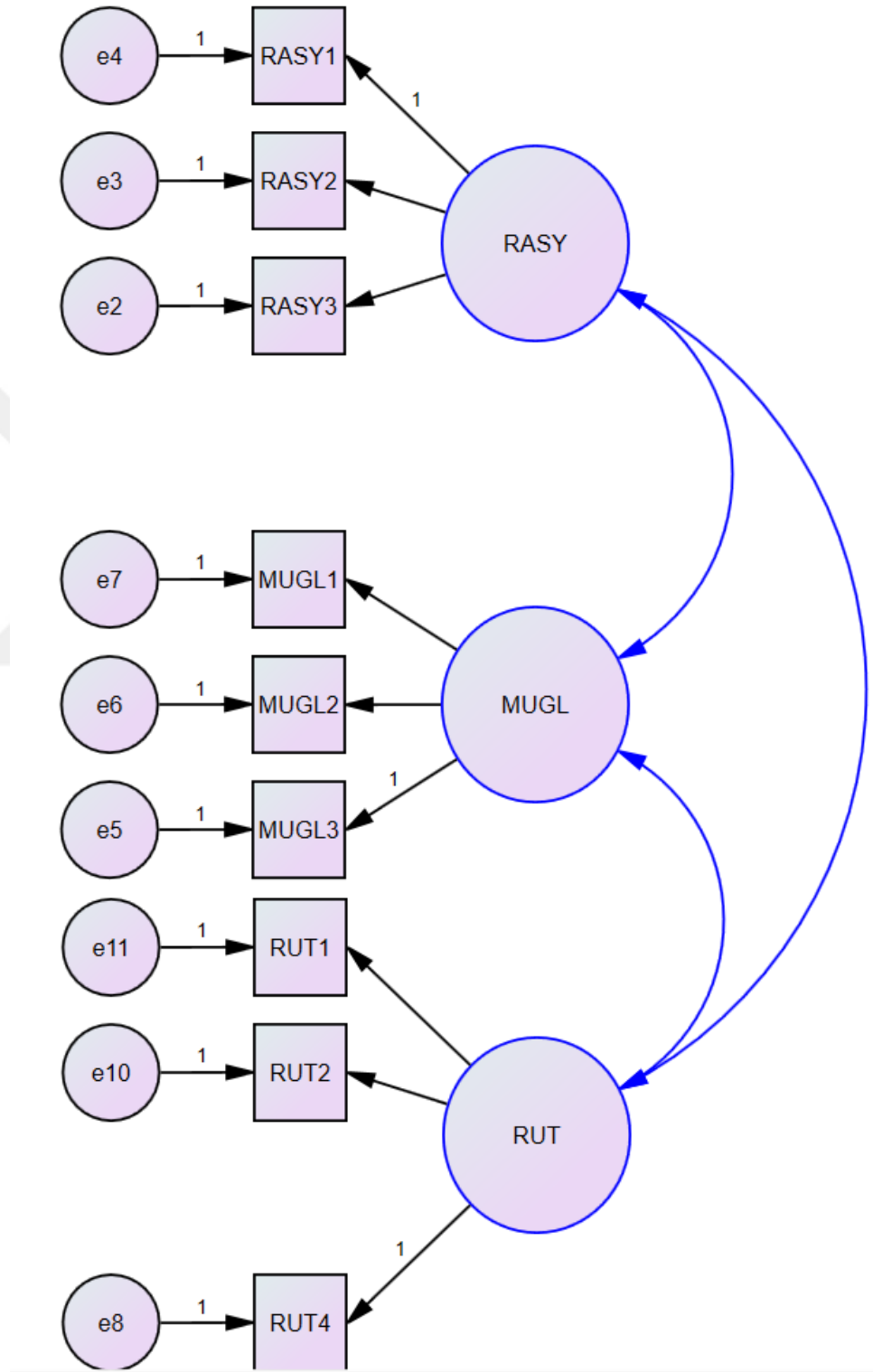
All in all, the final version of Cronbach alpha values for EB in the study;

Table 16: Cronbach Alpha Values for EB after CFA and EFA

Scenerio	Cronbach Alpha Value	Cronbach Alpha Values after the analyses	Cronbach Alpha Values at Aleksic (2017)'s study I
Scenerio I (Rationalization)	0,731	0.744	0.877
Scenerio II (Routinization)	0,667	0.848	0.836
Scenerio III (Ambiguity)	0,427	0.683	0.854

While comparing the results, the final two of the Cronbach alpha values is above 0.70 threshold (Heir et al,2010), scenario I; 0.744 and Scenerio II 0.848. For the final scenario, 0.683 is has been accepted. While comparing with Aleksic's scale, for rationalization factor, 0.877; routinization factor 0.836 and for the ambiguity 0.854; the model is accepted for further analyses at this point.

Figure 9: Model for EB



3.2.3. Analysis of Organizational Citizenship Behavior Item Scale for the Field Study

As explained in the previous sections, Basım and Şeşen's scale (2006) for OCB has been selected to be measured in the study.

All 248 participants completed this section of the study without any missing value as in the EB scenario section.

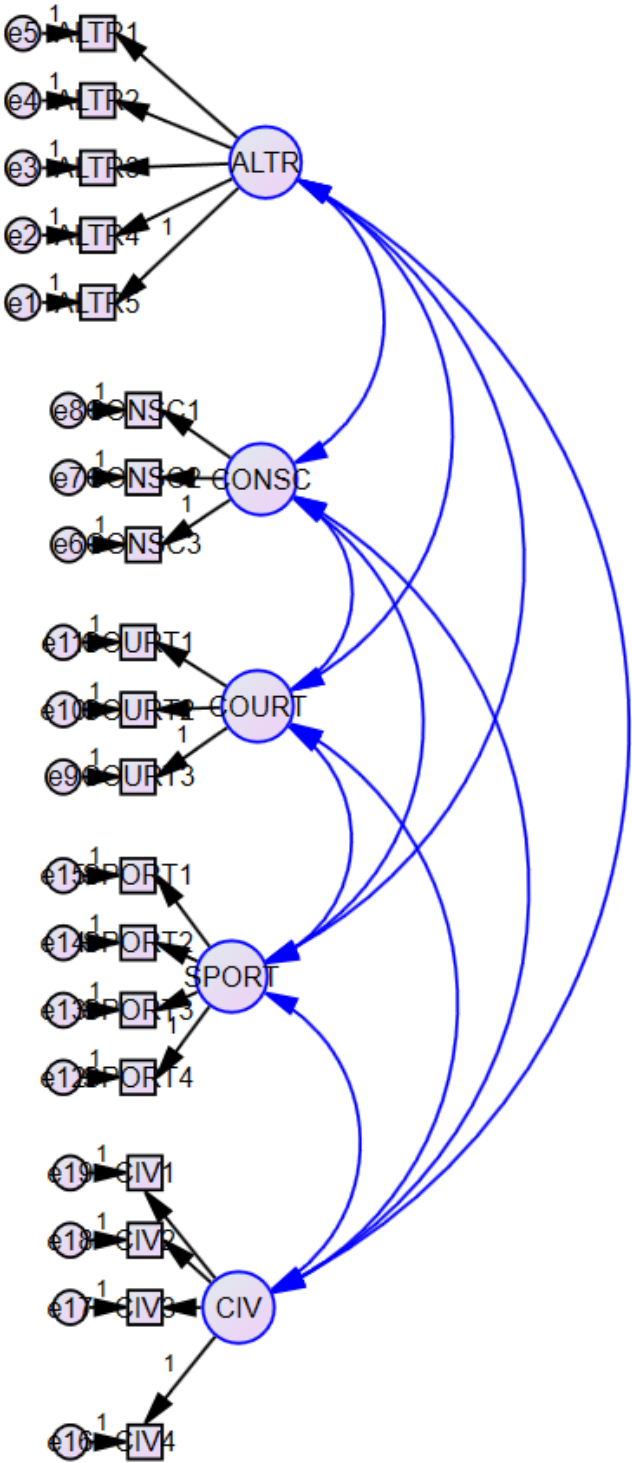
The last section was included 19 questions measuring five dimensions of OCB. Questions 1 to 5 were measured Altruism dimension, 6 to 8 were measured Conscientiousness dimension, 9 to 11 Courtesy dimension, 13 to 15 Sportmanship dimension and 16 to 19 was measured Civic Virtue dimension.

When CFA was implemented the OCB (Figure 10), Regression weights for the variables are less than $p < 0,05$ and they are meaningful at 0,001 level. According to the amount of participants, getting a CMIN/df value, 2.908 is less than 3,0 is satisfied the need; GFI value is 0.850, AGFI is 0.800, NFI is 0.899, TL1 is 0,901, CFI is 0,923; for an effective outcome, having those values more than 0,90 is better for the study. Finally RMSEA value is 0,88; this value need to be less than 0,80; so there seems some conflicts but the thresholds are not too much among each other (Table 16).

Table 16: Model Fit for OCB

	CMIN/df	GFI	AGFI	NFI DeltaI	TLI	CFI	RMSEA
Default Model	2.908	0.850	0.800	0.889	0.901	0.923	0.88
Default Model (ALTR1 Deleted)	2.896	0.857	0.804	0.899	0.916	0.931	0.88

Figure 10: CFA analysis for OCB



After first CFA analysis, since p value is significant at 0,001 level; by considering standardized regression weights, ALTR1, the first item of the questionnaire thought to be eliminated. As a conclusion, a CMIN/df value, 2.896 is less than 3,0 is satisfied the need; GFI value is 0.857, AGFI is 0.804, NFI is 0.899, TL1 is 0,916, CFI is 0,931; for an effective outcome, having those values more than 0,90 is better for the study. Finally RMSEA value is 0,88; this value need to be less than 0,80; so there seems some conflicts but the thresholds are not too much among each other. By extracting ALTR1, the outcomes more or less become more satisfied at the end (Table 17).

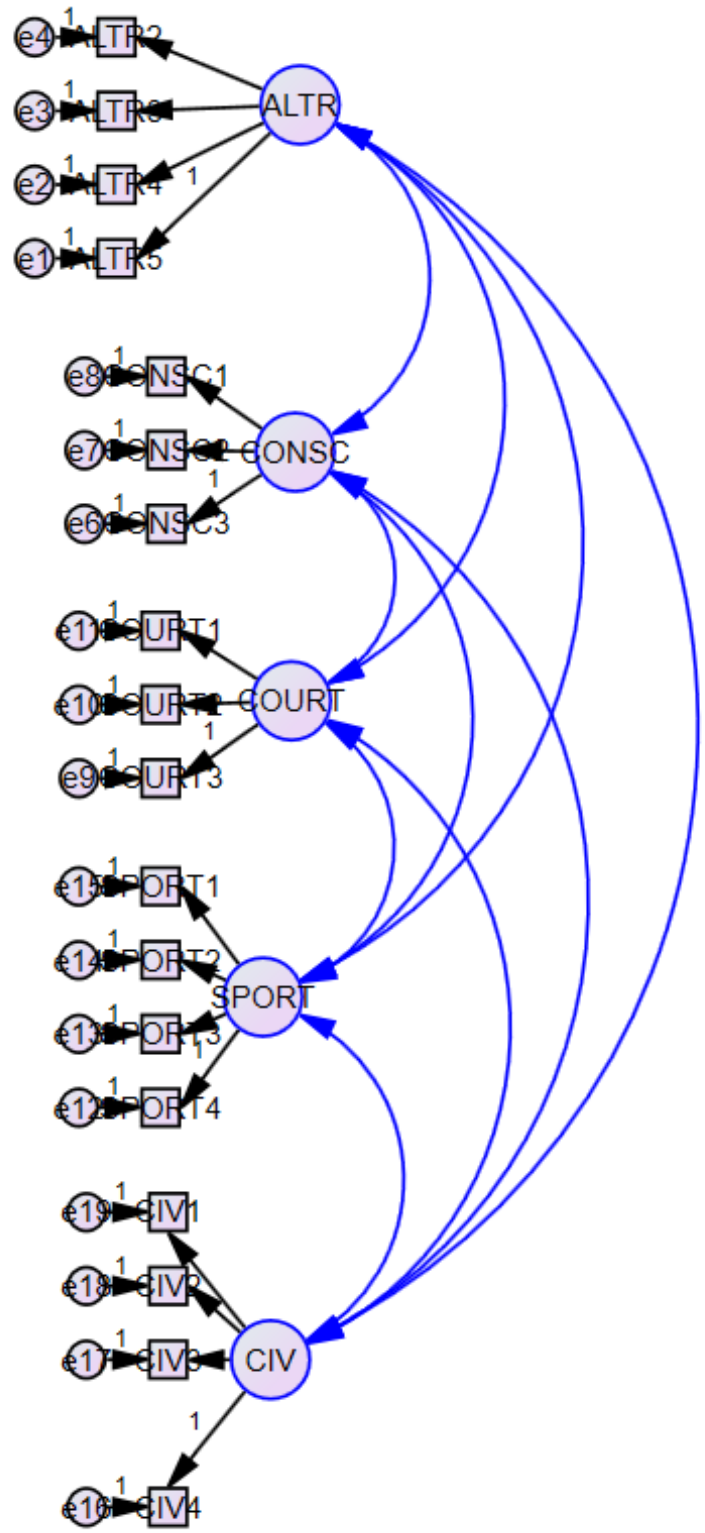
No further step has been taken since all of the standardized regression weights are above 0.50 (Appendix III) Final model for OCB could be found on Figure 11.

Table 17: Cronbach Alpha Values for OCB

OCB Dimension	Cronbach Alpha Value	Cronbach Alpha Value (After CFA)	Cronbach Alpha Value (Basım and Şeşen's Study – Sample I (2006))	Cronbach Alpha Value (Basım and Şeşen's Study – Sample II (2006))
Altruism	0.878	0.906 (After CFA)	0.82	0.86
Consciousness	0.671	0.671	0.75	0.77
Courtesy	0.927	0.927	0.87	0.87
Sportsmanship	0.823	0.823	0.81	0.86
Civic Virtue	0.876	0.876	0.89	0.94

Cronbach alpha values for OCB have been deducted as for the Altruism dimension 0.878; After CFA it became 0.906; Consciousness dimension 0.671; Courtesy dimension 0.927, Sportsmanship dimension 0.823 and for the Civic Virtue dimension is 0.876. While compared with the Basım and Şeşen's study based on two different participant groups, Altruism dimension 0.82 and 0.86; Consciousness 0.75 and 0.77; Courtesy Dimension 0.87, Sportsmanship dimension 0.81 and 0.86, Civic Virtue Dimension 0.89 and 0.94; the results have been accepted for further analyses (Table 17).

Figure 11: Model for OCB after CFA



3.2.4 Measuring the Influence of Ethical Blindness on Organizational Citizenship Behavior

In this study, the main aim is detecting the influence of EB on OCB in organizations. By doing so, at a first glance, linear regression is implemented.

3.2.4.1. Analyzing the Hypotheses

3.2.4.1.1. Hypothesis I

H1: EB has a positive influence on the attitudes of OCB regarding the age of the employees.

Table 18: EB and OCB Pilot Study

Independent Variables	Dependent Variable	R	Rsqr	F	p	β	t
Constant	Organizational Citizenship Behavior						-381
Rationalization Factor						0,206	2.079
Routinization Factor		0,786	0,617	20.983	0.000	0,182	1.341
Ambiguity Factor						0,627	4.625

**p<0.05

As seen in table 19, when the general effect of EB on OCB. The independent value with the combination of three factors of EB; rationalization, routinization and ambiguity factors explains over %78 of the change in the OCB in positive way. According to this, when the EB increases individuals tend to show more OCB in the organizations (Table 18).

Table 19: EB and OCB In the Field Study

Independent Variables	Dependent Variable	R	Rsq	F	p	ß	t
Constant							34.968
Rationalization Factor	Organizational Citizenship Behavior	0,017	0,013	4.469	0,004	-0,83	-2.238
Routinization Factor						0,072	1.946
Ambiguity Factor						0,089	2.382

**p<0.05

While compared with the pilot study, the results of the main field study is seen different. The participation and perception of an increased population may be effective on this situation. According to the final results, the independent value EB, including rationalization, routinization and ambiguity factors, %1 of the change in OCB in positive way. For the further steps, more analyses will be conducted to measure the demographic factors effect to observe the attitudes of the employees (Table 19).

For the following part of the study, hierarchial regression model is preferred to measure control variables effect on the influence of EB on OCB. In the first block of the model, the age demographic variable has been entered. And on the second block, the EB's dimensions were added as an independent variable (Table 20).

Table 20: Hierarchial Regression Model for considering Age Control Variable

Independent Variables	Dependent Variable	R	Rsqr	F	p	β	t
Constant	Organizational Citizenship Behavior						34.968
<i>Age</i>						0,138	3.894
Rationalization Factor		0,040	0,035	4.469	0,000	-0,830	-2.238
Routinization Factor						0,072	1.946
Ambiguity factor						0,089	2.382

**p<0.05

As seen in the study, Doughney (2007) the personal perceptions are effective on developing EB. In this hypotheses, age has been selected to be a controlling variable to test its effect. With the help of the controlling variable, age, the final results of the study has changed accordingly. According to the final results, the independent value EB, including rationalization, routinization and ambiguity factors, %4 of the change in OCB in positive way (Table 20).

3.2.3.1.2 Hypothesis II

H2: The sector where an employee works for has a positive effect with respect to age, considering EB on OCB.

Table 21: Measuring the controlling effect of employee's sector who works in

Independent Variables	Dependent Variable	R	Rsq	F	p	β	t
Constant							13.956
<i>Sector</i>	Organizational Citizenship Behavior	0,256	0,066	1,924	0,044	0,067	1.853
Academia						-0.105	1.505
Law						0.64	0.960
Health						0.151	2.183
Public Sector						0.149	1.244
Private Sector (Production Facilities)						-0.510	0.721
Finance						0.690	1.022
Age						0.111	1.665
Rationalization Factor						0.720	-1.073
Routinization Factor						0.780	1.163
Ambiguity Factor						0.114	1.702

**p<0,05

To the contribution for the previous hypotheses, sector dimension has been added in the hierarchal regression. Previously explained in the study, there are some studies to test the relation between EA and EB (Goebel and Weißenberger, 2017; Schwartz (2015),

Barnao et al.; 2012). To see the overall influence of the sector dimension with respect to academic, law, health, public, private and finance sectors; since the dynamics within the sectors could have importance; we have reached %7 effect of EB on OCB. As seen above, when concentrating on specific topics, the overall effect has been seen more efficiently (Table 21).

3.2.1.1.3 Hypothesis III

H3: Occupational experience has no specific effect on OCB through EB.

Table 22: Measuring the Controlling Effect Of Employee's Occupational Experience

Independent Variables	Dependent Variable	R	Rsqu	F	p	ß	t
Constant							31,928
Occupational Experience	Organizational Citizenship Behavior					-0.17	-0,378
Sector						0,069	1.425
Age						0,145	2.125
Rationalization Factor						0,077	1.209
Routinization Factor						-0,027	0.426
Ambiguity Factor						0,123	1.929

**p<0.05

In this study, in the monetary issues and EB section, the general tendency towards the productivity in the organizations has been linked in the salary has been taken in the end (Smiliuskas et al., 2016; Pfeffer and Sutton, 2006; Thompson; 2016). To see it in a broader angle, the occupational experience has been added in the model. With respect to the literature, the hypothesis looks for a stable effect on the outcome. According the

results, the results did not changed within a high difference. %7 positively effect remains the same (Table 22).

3.2.1.1.4 Hypothesis IV

H4: Education level has an effect on EB linked to the OCB in organizations.

Previously, the framing factors of the effect on EB has been described in the study. In the development of EB, RF has a very important effect. (Nahser and Ruhe , 2001; Bezzina, 2013; Storsletten and Jakobsen 2014). The individuals' opinions can be changed towards their educational background. It increases the Rsq value of the study accordingly.

The perception of the education level of the individuals may differ while deciding on during the working period. Because of this reason, the analyses are divided into to section. First part covers the first step of the education system; intermediate and high school level. Then the second part covers having university degree and master's and PhD degree.

Table 23: Measuring the controlling effect of employee's education level (comparing at intermediate and high school levels)

Independent Variables	Dependent Variable	R	Rsq	F	p	β	t
Constant							12.676
<i>Education Level</i>	Organizational Citizenship Behavior	0.238	0.57	2.054	0.049		
Intermediate						0.33	0.524
High School						-0.64	-1.008
Gender						-0.94	-1.483
Age						0.154	2.423
Rationalization Factor						0.065	0.980
Routinization Factor						-0.660	-0.996
Ambiguity Factor						0.111	1.659

**p<0.05

Table 24: Measuring the Controlling Effect of Employee's Education Level (Comparing at University Degree and Master's Degree Levels)

Independent Variables	Dependent Variable	R	Rsq	F	p	ß	t
Constant							11.061
Education Level	Organizational Citizenship Behavior	0,231	0,054	1.939	0.049		
University Degree						0.071	0.657
Master/phd						0.034	0.320
Gender						-0.098	-1.562
Age						0.155	2.431
Rationalization Factor						0.660	0.992
Routinization Factor						-0.630	-0.958
Ambiguity Factor						0.117	1.755

**p<0.05

As explained above; after dividing the education levels into two subgroups;the intermediate level and high school model showed an %6 influence (Table 23) on EB on OCB in orgazanitons. In addition, the university degree level and master & phd level showed %5 influence (Table 24) on EB on OCB in organizations.

3.2.1.1.5 Hypothesis V

H5: An individual's institutional experience in a specific organization is effective on his/her attitude towards EB therefore OCB.

Table 25: Institutional experience in a specific organization results' table

Independent Variables	Dependent Variable	R	Rsqu	F	p	β	t
Constant							22.836
Institutional Experience	Organizational Citizenship Behavior	0,222	0,049	6.696	0,000	0,09	-1.854
Gender						-0,99	2.201
Age						0,159	-2,823
Rationalization Factor						0,081	2.969
Routinization Factor						-0,68	-1.854
Ambiguity Factor						0,98	2.651

**p<0.001

Eldred (2013) and Obrist (2015) investigate the effect of CFI in organizations. With respect to years spent in an organization, the overall effect can observe easier. To test this; like in the hypotheses in the study, hierarchial regression has been implemented. The institutional experience remain as controlling variable and the %5 influence of EB on OCB in organizations have been observed (Table 25) .

3.2.1.1.6 Hypothesis VI

H6: EB has an effect on Altruism dimension of OCB.

Table 26: Measuring the relation between Altruism Dimension of OCB and EB

Independent Variables	Dependent Variable	R	Rsqr	F	p	β	t
Constant							16.931
<i>Sector</i>	Organizational Citizenship Behavior_Altruism Dimension	0,256	0,066	1,924	0,044		
Academia						0.130	1.878
Law						0.084	1.273
Health						0.124	1.839
Public Sector						0.114	1.693
Private Sector (Production Facilities)						0.044	0.633
Finance						0.027	0.403
Rationalization Factor						0,099	1.470
Routinization Factor						0,084	1.238
Ambiguity Factor						0,074	1.104

**p<0.05

As explained in the study, altruism dimension has an intersection in EA and EB (Ross et al, 2013). To see the possible relationship with EB and OCB through Altruism dimension, linear regression model has been implemented. While observing the results, %2 effect on the altruism dimension with respect to EB. After this conclusion, we implemented hierarchical regression to see the next step. In the hierarchical regression, the sector of the employees has been added, because in the study, the participants belong

the several sectors. After hierarchical regression, the Rsq value is increased to %7 to express the positive effect EB on Altruism dimension of OCB (Table 26).

All in all, while looking at the results of the study, the hypotheses conducted based on the literature review were tried to be analyzed regarding the participants from various sectors, education level, occupational experience, age, gender and so on. In the following sections, the discussion, conclusion and study limitations and recommendations for the future research will take part both for analyzing and evaluating the findings so far.



DISCUSSION

As explained in the previous sections, EB is recently originated topic in the literature. Besides, there are some studies to explain the its antecedents, effect and direct or indirect influence in the literature. Bazerman (2012) tries to explain the effect of EB on organizational corruption (OC) and Flaming et al (2015) explain again the organizational corruption and its effect on individuals EDM through EB. Eskandar (2015) studies OCB has a mitigating affect on OCB. If organizational corruption could be detected in a stoppable point, the outcome on the OCB will be positively effected.

In addition, employee engagement has an influence on the OCB (Saradha and Andrew, 2011), as explained in the previous sections, EB is related with the individuals unconscious attitudes at a certain state. If the linkage would be searched between those, some clues might tend to be observed.

OCB has several dimensions from the view point of several scholars. In the study, we preferred to use Organ's (1988) five dimensions including altruism dimension. In the literature, ethical awareness (EA) has been accepted the opposite attitude for EB (Ross et al, 2013). EA includes altruism behavior. Using this linkage is one of the component to detect the influence of EB on OCB in the study. For further steps, by focusing the other dimensions of OCB; civic virtue, conscientiousness, altruism and sportsmanship has been analyzed having the possible linkage between the factors of EB. Since EB factors include; rationalization, routinization and ambiguity factors could be searched through the remaining dimensions. Palazzo et al. (2012) propose having FF instead of RF is better. By the specialties of sportsmanship, this dimension is thought to be measured. The definition by Organ (1988:4) through the conscientiousness's effect is searched under the rationalization concept of EB. In the literature, EB is searched through the COI concept. The OCB scale including courtesy dimension has been preferred to measure the relationship between EB factors'.

All in all, EB is defined unconscious behaviors of the individuals which causes unintended unethicity at the end vice versa, OCB is a voluntarily attitude to bring an extra value to the organization by the employees. They do not expect any reward or get

any punishment if they do not accomplish that duty in the long term. The aim here is to observe if EB occurs,any diminishment in those voluntarily attitudes during the daily work flow.



CONCLUSION

In this study; the influence of EB on OCB is studied. At first, the concepts of Ethics has been explained with regard to the EB's sub dimensions.

After all, the business ethics concepts are tried to be compared among themselves.

In addition a newly developed concept EB, has been tried to be explained at first by theoretically, since EB is recently originated topic, it has been tried to explain it in detail at a first glance. Then understanding and categorizing it in the business environment as Ethical Awareness and EB. Conflict of Interest and EB, Framing Factors and EB. Monetary Issues and EB. Personal Biases and EB. EB's role on shaping thoughts. Then Aleksic's scale (2017) has been investigated for the usage. Regarding Ethical Blindness, Aleksic's scale with 12 items including rationalization, routinization and ambiguity factors, is the only scale developed for EB in the literature. Before starting the study, the scale usage permission was asked to the researcher.

In the study, the main aim was decided to see the influence of EB on OCB. OCB has several dimensions regarding with the different approaches. The Employee Engagement aspect of OB and Ethical Awareness and EB relation with the linkage of altruism dimension of OCB was the one of the decision reasons choosing OCB in the study.

While searching the literature, it was observed several OCB scales. Among those scales Basım and Sesen's (2004) scale has been decided for the usage. This scale has been tasted on the local people for its validity for two times. In the research, in each step of the field study (pilot study, main study) it has been tested on different participations of the study.

To test the effect of the individuals regarding EB, the method of the study were asked to the referee opinion because of measuring it directly asking items to the individuals would be hard at the first glance to get objective results. As a result of the referee opinion, the vignette method has been selected to be implemented throughout the study. After all, the alternative sample scenarios has been decided to achieve the field study.

At the very beginning of the pilot studies, some of the misunderstanding points of the vignettes have been tried to be corrected according to the results.

In the field study, 248 individuals having work experience attended the questionnaire. The participants were invited to complete the questionnaire by mail or through one to one interviews to explain the vignettes in detail. In some part of the study, the snowball effect is used to distribute the questionnaire among the colleagues of the participants.

In the pilot study, while deciding on the method of the study, the exploratory factor analysis, confirmatory factor analysis have been implemented. SPSS Amos module was tried to be used but due to the sample size, the model could not be worked effectively.

In the hypothesis development part, the first and main hypothesis's effect is tried to be measured, the influence of EB on OCB in organizations. Then as a second small step, the age variable has been added up in the study. The demographic variables of the study has been used for control variables for implementing the hierarchal regression for the following hypotheses. The final hypothesis measures only the one of the dimension of OCB, Altruism dimension as a dependent variable with EB.

Last but not least, in this study, the influence of EB on OCB in organizations. The demographic facilities have been used as control variables. By implementing this, the perceptions among different sectors, having different education levels, different hierarchial working positions, the distinctions of the perception with respect to different age intervals of the participants have been tried to measure in detail.

STUDY LIMITATIONS AND RECOMMENDATIONS FOR THE FUTURE RESEARCH

There are several limitations of this research is to be focused on in the remaining time period for the further steps.

One of the limitations having a moderate sample size. Because of that problem, some difficulties occurred using SPSS Amos module. By applying the study to a wider population, this problem could be solved.

The other limitation is reaching limited number of people from different sectors. Expanding the sector scale of the participants might help to measure EB from a very different viewpoints.

All in all; even the study is conducted through vignettes, the perception of individuals while stating their opinions might have some biases. Accordingly, reaching the results that satisfy the researchers needs might take time.

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APPENDICES

Appendix 1: Standardized Regression Weights for EB

	Estimate
RUT4 \leftarrow rut	.719
RUT3 \leftarrow rut	.041
RUT2 \leftarrow rut	.833
RASY4 \leftarrow rasy	.480
RASY3 \leftarrow rasy	.780
RASY2 \leftarrow rasy	.674
RUT1 \leftarrow rut	.874
RASY1 \leftarrow rasy	.634
MUGL3 \leftarrow mugl	.758
MUGL2 \leftarrow mugl	.554
MUGL1 \leftarrow mugl	.655

Appendix 2: Standardized Regression Weights for OCB

	Estimate
ALTR5 \leftarrow ALTR	0.820
ALTR4 \leftarrow ALTR	0.933
ALTR3 \leftarrow ALTR	0.911
ALTR2 \leftarrow ALTR	0.722
ALTR1 \leftarrow ALTR	0.471
CONSC3 \leftarrow CONSC	0.518
CONSC2 \leftarrow CONSC	0.766
CONSC1 \leftarrow CONSC	0.668
COURT3 \leftarrow COURT	0.843
COURT2 \leftarrow COURT	0.925
COURT1 \leftarrow COURT	0.929
SPORT4 \leftarrow SPORT	0.760
SPORT3 \leftarrow SPORT	0.705
SPORT2 \leftarrow SPORT	0.750
SPORT1 \leftarrow SPORT	0.711
CIV4 \leftarrow CIV	0.826
CIV3 \leftarrow CIV	0.836
CIV2 \leftarrow CIV	0.764
CIV1 \leftarrow CIV	0.779

Appendix 3: Standardized Regression Weights for OCB after eliminating ALTR1

	Estimate
ALTR5 \leftarrow ALTR	0.820
ALTR4 \leftarrow ALTR	0.936
ALTR3 \leftarrow ALTR	0.910
ALTR2 \leftarrow ALTR	0.714
CONSC3 \leftarrow CONSC	0.518
CONSC2 \leftarrow CONSC	0.766
CONSC1 \leftarrow CONSC	0.668
COURT3 \leftarrow COURT	0.843
COURT2 \leftarrow COURT	0.924
COURT1 \leftarrow COURT	0.930
SPORT4 \leftarrow SPORT	0.760
SPORT3 \leftarrow SPORT	0.705
SPORT2 \leftarrow SPORT	0.750
SPORT1 \leftarrow SPORT	0.711
CIV4 \leftarrow CIV	0.826
CIV3 \leftarrow CIV	0.836
CIV2 \leftarrow CIV	0.764
CIV1 \leftarrow CIV	0.779

Appendix 4: Questionnaire form

Sayın katılımcı,

Elinizdeki soru formu akademik amaçlı olarak kullanılacaktır.

Araştırmada önemli olan kişilerin bireysel cevapları değil, elde edilecek olan toplu sonuçlardır.

Bu çalışma ile elde edilen bilgiler gizli tutulacaktır ve çalışmanın sonuçları istenildiği takdirde sizlerle paylaşılacaktır. Anketin doldurulması yaklaşık olarak 10 dakikanızı alacaktır.

Değerli katkılarınız için şimdiden çok teşekkür ederim,

Burçin Özdamar

Dokuz Eylül Üniversitesi - İngilizce İşletme Yönetimi

Tezli Yüksek Lisans- Tez Aşaması Öğrencisi

1. Bölüm: Demografik Sorular:

- Cinsiyetiniz

☐ Erkek ☐ Kadın

- Yaşınız

☐ 18-25 ☐ 26-35 ☐ 36-45 ☐ 46-55 ☐ 56 ve üzeri

- En son mezun olduğunuz okul?

- ☐ İlkokul - Ortaokul ☐ Lise ☐ Üniversite ☐ Yüksek lisans / Doktora

- Hangi sektörde çalışıyorsunuz?

.....

Bu iş yerindeki pozisyonunuz? (Örn. Yönetici, Birim Şefi, Personel..)

- Bu meslekte ne kadar zamandır çalışıyorsunuz?

☐ 0-1 yıl ☐ 1-5 yıl ☐ 5-10 yıl ☐ 10-15 yıl ☐ 15-20 yıl ☐ 20 yıl ve üzeri

- Bu kurumda kaç yıldır çalışıyorsunuz?

☐ 0-1 yıl ☐ 1-5 yıl ☐ 5-10 yıl ☐ 10-15 yıl ☐ 15-20 yıl ☐ 20 yıl ve üzeri

2. Bölüm: Örnek Senaryo içeren Sorular

Birazdan okuyacağınız metinlerde çeşitli olaylar (senaryolar) anlatılacaktır.

Lütfen senaryoları okuduktan sonra, bu davranış örneklerine ne derecede katıldığınızı örneklerin yanında yer alan ölçekleri dikkate alarak işaretleyiniz.

Örnek Soru 1:					
	1- Kesinlikle Katılmıyorum	2- Katılmıyorum	3- Ne katılıyorum ne katılmıyorum	4- Katılıyorum	5- Kesinlikle Katılıyorum
Örnek olaydaki kişinin yerinde olsaydınız ?			X		

Senaryo 1: Avukat Tuna, kendini savunmak için herhangi bir ücret ödeyemeyecek durumda bulunan sanık Gökçe'nin savunmasını üstlenir. Tuna'nın, Gökçe'nin davasıyla ilgili çeşitli araştırmalar yapmak için vakit ayırmak yerine maddi getirisi daha yüksek olan, aynı zamanda kariyerinde de ilerleme sağlayabilecek bir müvekkil başvurusu da bulunmaktadır. Tuna, Gökçe'nin davasını kabul etmezse, hem iş arkadaşları hem de yakın çevresi tarafından mesleki itibarını zedeleyebilecek yorumlar almaktan endişe eder. Diğer yandan, Tuna'nın yeterli delil toplaması halinde Gökçe'ye hükmedilecek ceza önemli ölçüde azalacaktır. Ancak Tuna, dava ile üstünkörü ilgilenmesi sonucu gerekli delillere ulaşamaz.

Aşağıda Tuna'nın müvekkili Gökçe'nin davası hakkındaki sergileyebileceği bir takım davranış örnekleri verilmektedir. Bu davranış örneklerine ne derecede katıldığınızı örneklerin yanında yer alan ölçekleri dikkate alarak işaretleyiniz.

(1- Kesinlikle katılmıyorum 2- Katılmıyorum 3- Ne katılıyorum, ne katılmıyorum 4- Katılıyorum 5- Kesinlikle Katılıyorum)						
		<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>
	Tuna: Avukat Gökçe: Müvekkil					
<u>1</u>	Zamanımı kendi kariyerim için daha faydalı olacak davalara ayırmam gerekirdi.					
<u>2</u>	Gökçe'nin davasını kabul etmemem benim için daha iyi olurdu.					
<u>3</u>	Gökçe'nin davası ile ilgilenecek başka bir avukat bulabilirlerdi.					
<u>4</u>	Gökçe'nin davasını kabul etmek, davasının maddi getirisi bulunmayan başka müvekkillerin bana başvurmasına neden olabilirdi.					

Senaryo 2: Şirket yöneticisi Kamuran, işyerinin kendisine tahsis etmiş olduğu şirket aracını kullanmaktadır. Şirket kuralları gereği araçların her 5.000 KM kullanımdan sonra mutlaka bakımdan geçmesi gerekmektedir. Kamuran, aracın bakımını yaptırdıktan sonra 7.000 KM kullanmış olduğu halde şirketlerinin Teknik Servis birimine başvurmaz. Şirketteki genel tutum da bu yöndedir. Kamuran'ın iş arkadaşı Güngör, bazı müşterilerine ürün dağıtımını gerçekleştirmek için Kamuran'ın şirket aracını kullanmak istediğini belirtir. Güngör, aracı kullandığı sırada aracın frenleri tutmamaya başlar ve kontrolü kaybederek yol kenarında bulunan trafik levhasına çarpar. Kaza sonucu alnını direksiyona çarptığı için 18 dikiş atılır.

Aşağıda araç bakımlarının aksatılması sonucu gelişen olaylar karşısında sergilenebilecek bazı davranış örnekleri verilmektedir.

Bu örnek olay ile ilgili aşağıdaki ifadelerle ne derecede katılıyorsunuz?

<u>1- Kesinlikle katılmıyorum 2- Katılmıyorum 3- Ne katılıyorum, ne katılmıyorum 4- Katılıyorum 5- Kesinlikle Katılıyorum)</u>						
	<u>Kamuran: Şirket Yöneticisi</u>	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>
	<u>Güngör: Birim Çalışanı</u>					
<u>1</u>	KM sınırı çok fazla aşılmadığı için aracı iş arkadaşşıma kullanması için ödünç verirdim.					
<u>2</u>	Araçlar yıllardır bu şekilde kullanılıyor, aynı şekilde bir kez daha kullanılabilirdi.					
<u>3</u>	Araçların daha dikkatli kullanılması gerekirdi.					
<u>4</u>	Acil bir durum geliştiği için araç bu şekilde kullanabilirdi.					

Senaryo 3: Ödüllü bir proje üzerinde beraber çalışan Ege ve Ferhan, projenin sonuçlarını almaya çok yaklaşıp. Ancak sonlara yaklaştıkça Ferhan'ın proje hakkındaki fikirleri değişmeye başlar. Bu fikirlerinden Ege'ye bahsettiğinde, Ege, kendisinin proje yazımı konusunda Ferhan'ın aksine daha fazla deneyimi bulunduğunu, bu zamana kadar çok emek harcadıklarını ve herhangi bir değişikliğin gerek olmadığını belirtir. Ferhan ise başta düşünemediği bu ayrıntının kendileri için daha faydalı olacağı konusunda ısrarlıdır. Ferhan, tek başına imza yetkisi bulunduğu için proje değişikliği başvurularını tamamlar. Ege ise, bu davranışını öğrendiğinde projeyi beraber geliştirdiklerini kendisinin de fikrinin dikkate alınması gerektiğini belirtir. Ferhan ise çok az bir sürelerinin kaldığını ve rakiplerinin önüne geçebilmek için aldığı duyurular sonucu bu şekilde davrandığını açıklar.

Aşağıda Ferhan'ın proje yöntem seçimi ile ilgili sergileyebileceği bir takım davranış örnekleri verilmektedir.

Bu örnek olay ile ilgili aşağıdaki ifadelere ne derecede katılıyorsunuz?

(1- Kesinlikle katılmıyorum 2- Katılmıyorum 3- Ne katılıyorum, ne katılmıyorum 4- Katılıyorum 5- Kesinlikle Katılıyorum)						
		<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>
<u>1</u>	Proje arkadaşım Ege'nin itirazını dikkate alsam daha iyi olurdu.					
<u>2</u>	Almış olduğum karar, uzun vadede projemiz için daha faydalıdır.					
<u>3</u>	Projeyi tamamlama stresi içerisindeyken neyin doğru olduğundan emin olamazdım.					
<u>4</u>	Proje değişikliği başvurusu yapmaktan dolayı yanlış yaptığımı düşünmezdim.					

3. Bölüm - Genel Değerlendirme Soruları

Bu bölümde yer alan davranış örneklerini iş yaşamınızı göz önünde bulundurarak, örneklerin yanında bulunan ölçekler doğrultusunda işaretlemeniz yeterlidir.

(1- <u>Kesinlikle katılmıyorum</u> 2- <u>Katılmıyorum</u> 3- <u>Ne katılıyorum, ne katılmıyorum</u> 4- <u>Katılıyorum</u> 5- <u>Kesinlikle Katılıyorum</u>)		1 Kesinlikle Katılmıyorum	2- Katılmıyorum	3- Ne katılıyorum ne katılmıyorum	4- Katılıyo r m	5 -Kesinlikle Katılıyorum
1	Günlük izin alan bir çalışanın o günkü işlerini ben yaparım.					
2	Aşırı iş yükü bulunan bir şirket çalışanına yardım ederim.					
3	Yeni işe başlayan birisinin işi öğrenmesine yardımcı olurum.					
4	İşle ilgili problemlerde elimde bulunan malzemeleri diğerleri ile paylaşmaktan kaçınmam.					
5	İş esnasında sorunla karşılaşan kişilere yardım etmek için yeterince zaman ayırırım.					
6	Zamanımın çoğunu işimle ilgili faaliyetlerle geçiririm.					
7	Şirketim için olumlu imaj yaratacak tüm faaliyetlere katılmak isterim.					
8	Mesai içerisinde kişisel işlerim için zaman harcamam.					

<u>9</u>	Diğer çalışanların hak ve hukukuna saygı gösteririm.					
<u>10</u>	Beklenmeyen problemler oluştuğunda diğer çalışanları zarar görmemeleri için uyarırım.					
<u>11</u>	Birlikte görev yaptığım diğer kişiler için problem yaratmamaya gayret ederim.					
<u>12</u>	Önemsiz sorunlar için şikayet ederek vaktimi boşa harcamam.					
<u>13</u>	Mesai ortamı ile ilgili olarak problemlere odaklanmak yerine olayların pozitif yönünü görmeye çalışırım.					
<u>14</u>	Mesaide yaşadığım yeni durumlara karşı gücenme ya da kızgınlık duymam.					
<u>15</u>	Şirket içinde çıkan çatışmaların çözümlenmesinde aktif rol alırım.					
<u>16</u>	Üst yönetimce yayınlanan duyuru, mesaj, prosedür ya da kısa notları okurum ve ulaşabileceğim bir yerde bulundururum.					
<u>17</u>	Şirketin sosyal faaliyetlerine kendi isteğimle katılırım.					
<u>18</u>	Şirket yapısında meydana gelen değişimlere ayak uydururum.					
<u>19</u>	Her türlü geliştirici faaliyet icra eden araştırma ve proje gruplarının içinde yer alırım.					

Anket sona ermiştir, katılımınız için çok teşekkürler.