A New Perspective: Organizational Citizenship Behaviour and its Reflections

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Abstract – **Organizational citizenship behaviour is not only confined to the behaviours of the organizational workers in accordance with the definitions of their roles, but it also includes all the other behaviours they display on the basis of voluntariness. While displaying organizational citizenship behaviour, the workers are eager to improve the performance of their organization, behave sincerely with no expectation of an award while behaving in this way. This study aims to include organizational citizenship behaviour and its significance which has a direct effect on organizational performance and to explain its reflections by analysing its examples in different sectors.**

Keywords: **Organization, organizational citizenship behaviour, extra role, voluntariness principle.**

1. Introduction

Organizational behaviour studies aims to scientifically explain why and how the workers behave in their organizations in that way [1]. Organizational citizenship behaviour is among the subjects that draw the attention of the behaviourists since it is regarded as a concept to affect the organizational performance and to enhance the organizational commitment. In simplest terms, it refers to identification of the workers with the organizational values and their willingness to contribute into the goals of the organization apart from the roles expected from them. It is reported that this concept developed by Bateman and Organ in 1980s based on the willingness of workers to voluntarily contribute into the organization they work for [2, 3]. This includes the individual behaviours that are not defined in the roles or duties of a worker and not assessed for the award system in the organization but those behavioursaim to increase the efficiency of the organization. These kinds of behaviours are totally based on the free will, personal assessments and voluntariness of the worker. Therefore, the concept of extra role is used to express these kinds of behaviours. The most remarkable examples of the organizational citizenship behaviour include behaviours such as altruism, politeness, sensibility, kindness, behaving respectfully to each other, caring for the common interests of the organization etc. [3].

It is stated that organizational citizenship behaviours affect organizational life in various aspects. These can be listed as the increase in the tendency of the workers to help each other, developing the sense of responsibility in workers and increase in the work success through citizenship behaviours. When the literature is reviewed, it becomes obvious that it has many benefits such as providing the sustainability of organizational and worker's performance, increasing the productivity of the workers and administration, achieving interpersonal harmony, enabling the adaptation to changes in organizational environment and making it possible to effectively use sources [1].

In terms of organizations, the most important subjects include maintaining their existence, adapting to changing conditions, meeting the expectations of society, increasing the quality of their service, increasing administrative efficiency, increasing organizational performance, improving human relations. When it is taken into account that being unable to adapt to the environmental conditions not only results in the loss of competitiveness of an organization, but also it is a threat to its existence, it becomes more clear that there is more and more need for a labour force who work voluntarily and who internalize organizational improvement. Therefore, it becomes highly important to decrease the adaptation problems of the workers to their organizations, to maintain their confidence in their organizations, and to take necessary precautions to avoid the possibilities of disappointment and anger. It is thought that only in this way the workers can be eager to increase organizational performance, can behave sincerely, can act on voluntariness principle, and can have no expectation for an award while doing all these. Based on these ideas, this study aims to include organizational citizenship behaviour as an important concept, the dimensions of this behaviour, its significance and its reflections in different sectors.

2. Organizational Citizenship Behaviour and Its Dimensions

In studies on organizational behaviour, especially in recent years, it is observed that the behaviours of the workers that are out of their expected roles and

that are based on voluntariness have become important. In its most comprehensive meaning, organizational citizenship behaviour refers to workers' performing behaviours and attitudes that are not transmitted as a chain of command but that are of advantage for the company on a self-driven and voluntariness basis [4]. In short, organizational citizenship behaviour means voluntary behaviours by the organizational workers with their own will and sincere feelings. Organizational citizenship behaviour is mainly analysed under two subtitles: active participation and contribution into organizational goals and avoiding behaviours that may give harm to the organizational goals [5]. The main characteristic of this behaviour is that it does not have any compulsory points, it is not included in the formal award and punishment system of the organization and thus the workers displaying such behaviour do not expect to be awarded and personal preferences are determinant when they perform such behaviour [2, 4].

Organizational citizenship behaviour involves protecting the organization from destructive and undesirable behaviours, accepting the suggestions to solve problems, improving personal abilities, establishing an effective and widespread network, and participation of the organizational workers. Furthermore, some other behaviours to be included in the organizational citizenship behaviours can be listed as helping the new colleagues in the organization, reducing the unnecessary breaks during working hours, participating in the organizational meetings voluntarily, not avoiding taking responsibilities etc. Organizational workers act eagerly and show a tendency for natural, collaborative, friendly, creative and sincere behaviours to protect and improve the image of the organization. Through these behaviours, it is stated that organizational efficacy can increase as well [4].

When the dimension of organizational citizenship behaviour is analysed, we see there five main dimensions such as: selflessness, advanced sense of mission, virtue of citizenship, kindness and politeness. While selflessness is described as the worker's attention to being helpful and organizational advantage in finding solutions for both organizational and mission-related problems, advanced sense of mission is expressed as performing voluntary behaviours that improve the organizational success although not expected. As another dimension, the virtue of citizenship aims to produce and share suggestions for all the issues and problems of the organization, while in the kindness dimension, the emphasis is on the importance of tolerant approach to problems by avoiding conflicts when encountered with a problem. As for the politeness dimension, it is important to pay attention

to inform fellow workers who are affected by the works and decisions and it is also important to be sharing [1].

It is observed that there are several variables as factors to influence organizational citizenship behaviour. Accordingly, the factors to have an immediate effect on organizational citizenship behaviour can be listed as organizational commitment, mental state of individuals, personal characteristics, job satisfaction, organizational justice, the needs of workers, the traits of the leader, seniority and hierarchical level, organizational vision, the characteristics of the organization and coalescence of individuals with the organization [6].

3. The Significance of Organizational Citizenship Behaviour

When the literature is reviewed, it is understood that organizational citizenship behaviour contributes to reinforcing social and psychological structure and supporting work performance in an organization. In other words, the high level of organizational citizenship behaviour is stated to contribute into less discontinuity in an organization and into turnover and it will increase the commitment and satisfaction of the employee. Other contributions of the organizational citizenship behaviour include an increase in the productivity of the managers and workers in an organization, a correct way of using organizational sources for productive purposes, enabling coordination between the team members, considering organizational environment as satisfactory for the workers. From this perspective, it is also emphasized that organizational citizenship behaviour is also stated to have an influence in attracting creative and productive workers to the organization and making them permanent in the organization. Another positive reflection of the workers having organizational citizenship behaviours is their tendency towards matters that are in favour of the organization rather than a focus on only their interests [7].

Other significant contributions of organizational citizenship behaviour are that it decreases the risk of constant complaints about work as it includes voluntary individual behaviour without any chain of command, motivates workers to finish their tasks on time and to be innovative, and thus contributes to the efficiency, productivity and performance of an organization. When we analyse other statements suggesting the significance of organizational citizenship behaviour, we observed that it helps in such ways as to facilitate the operation of social mechanism of an organization, to decrease the conflicts between the workers, to increase the quality of production, to have a better working environment,

to make an organization attractive for the workers, to minimize organizational problems, to increase organizational commitment, and to encourage the workers to improve themselves [6].

4. Reflections of Organizational Citizenship Behaviour

As seen above, in order to maintain their existence and safeguard their competitiveness, organizations have to pursue such aims as to make their workers consistent in the organization, to employ qualified labour force to meet the improving service demand, to increase the performance of the workers etc.. This urges organizations to give more importance to human factor and to prefer workers who internalize organizational aims and who commit themselves to their organization [8]. Accordingly, it is seen that there is an increasing number of studies on determining the level of organizational citizenship behaviour or workers in various sectors.

When we analyse the results of the studies which suggest in what ways organizational citizenship behaviour affects organizational efficacy in education sector, it is found that selflessness dimension of organizational citizenship behaviour gains importance and it is thought that this contributes to the socialization of the new teachers; in terms of civil virtue dimension professional development can be achieved through in-service training for teachers and this will increase organizational efficacy in turn; and in terms of politeness dimension it is stated that giving information contributes to sharing the decisions and increasing the communication in an organization [9].

According to the results of a study on the effects of organizational prestige perceived by the workers in the hotel management sector, it is found that organizational citizenship behaviour is observed in higher levels at hotels which operate all year round. Moreover, it is observed that workers' perception of a positive image of their organizations from an external perspective increases voluntary activities, institutionalisation of organizations influences the workers and makes them feel higher organizational citizens and this, in turn, contributes to the increase in the work performance [10].

As for health sector, it is seen that there are different results on organizational citizenship behaviour. Accordingly, in a study on nurses working for the clinics of the medical faculty at Uludağ University, it is aimed to determine which main dimensions are displayed by the nurses related to organizational citizenship behaviours. According to the results of the study, it is seen that the nurses exhibited behaviours related to four distinct dimensions of organizational citizenship behaviours: selflessness, kindness, politeness, sense of mission and citizenship. Other findings of the study include the behaviours of the nurses such as supporting the development of the organization by producing original ideas, being willing to keep abreast of developments, having desire to take part in the decisions of the organization etc. This is significant in the sense that it manifests the perspectives of the nurses concerning the professional development [4].

Another study, conducted in a state institution, aimed to find the effect of job satisfaction levels of the administrators on organizational citizenship behaviour and on increasing organizational efficacy. According to the results of the study, it is observed that improving the promotion opportunities, practicing the methods and approaches to improve and enrich the work of administrators increase the job satisfaction levels and this in turn increases the levels of organizational citizenship behaviour performed by the administrators [11].

The results of another study on the nurses and physicians working for Sakarya Education and Research Hospital showed that the workers had quite a high perception of organizational citizenship. A significant finding of the study is that organizational identification has a positive effect on virtue of citizenship (civil virtue) and politeness dimensions of the organizational citizenship behaviour [8]. According to the results of a study on the workers at dialysis centres operating in Anatolian side of İstanbul which was conducted to show the effect of employee empowerment in explaining organizational citizenship behaviours in health sector, it became obvious that in exhibiting organizational citizenship behaviour, what is influential is the employee empowerment which is briefly defined as providing the opportunity for the worker to take initiative, benefitting from the workers' skills and experiences, instilling confidence in the employees and allowing flexibility in work environment [12].

5. Conclusion

When we analyse the reflections of organizational citizenship behaviour on different sectors, it is seen that it has a good number of positive contributions, such as creating a more positive working environment for the workers in an organization, increasing their organizational commitment, improving organizational performance depending on the productivity of workers etc.. Here, it is obvious that it is important for workers to internalize organizational citizenship behaviour and adopt it as an aspect of institutional culture. In order to achieve this, it is crucial for not only the workers but also the administrators to have a similar point of

view and to encourage the workers to display such behaviours. In this way, it is thought that it will be possible for the organizational worker to adopt organizational citizenship behaviour, to be more eager to increase the organizational performance and to achieve the organizational goals, to actively participate in decisions and to show an additional effort to improve quality of services.

Taking into consideration that the contribution of the regulations to increase the organizational commitment of workers into the development of organizational citizenship behaviours, providing career opportunities for the workers and organizing social activities and events are also influential in leading to such behaviours. In this way the worker who has the sense of belonging to his organization and who witnesses that his expectations are met will make more effort to reach organizational goals.

Based on the reality that an effective leader has a significant influence on the performances and works success of the employees and contributes to increase organizational citizenship behaviour, it is thought that avoiding excessive formalism in the working environment and creating fields for the workers to take initiative are of great importance.

Apart from financial sources, the qualities of workers become highly important for organizations in order to compete and maintain their existence. This case brings up organizational citizenship behaviour that depends on voluntariness principle and individual initiative of workers. It is reported that when workers thrust in their organizations, they internalize the organizational climate; when they have a strong commitment to their organization and they have job satisfaction, they will tend to have more organizational citizenship behaviour. Here what should be kept in mind is that a worker who undertakes extra roles should never neglect his or her primary responsibilities, should optimise his or her time and should pay attention to this delicate balance.

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