Research Article

THE ROLE OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR ON THE RELATIONSHIP BETWEEN ORGANIZATIONAL CULTURE AND ORGANIZATIONAL DEVIANCE[*]

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ABSTRACT

Organizational culture is one of the most important factors that provide sustainable success for an organization, which consists of performance and effectiveness of a company, the morale of its employees; and its ability to attract, motivate, and retain talented people. Organizational culture takes time to develop and change, as it is a tied system of artifacts, values, and underlying assumptions that's why it is important to examine behaviors that have a positive or negative effect on the organizational culture. This study empirically examines the relation between organizational citizenship behavior, organizational culture and organizational deviance. The proposed research model and associated hypotheses were tested based on data collected from 352 employees in the banking industry. The findings revealed that organizational behavior has a mediator role on the relationship between organizational culture and organizational deviance. The study also provides new insights to managers, leaders and policymakers about the importance of building a strong organizational culture through organizational citizenship behavior.
Keywords: Organizational Culture, Organizational Citizenship Behavior, Organizational Deviance Behavior, Banking Industry, Mediating Effect

Araştırma Makalesi

ÖRGÜT KÜLTÜRÜ VE ÖRGÜTSEL SAPMA DAVRANIŞI ARASINDAKİ İLİŞKİDE ÖRGÜTSEL VATANDAŞLIK DAVRANIŞININ ROLÜ

ÖZET

Örgüt kültürü, örgütün performans ve etkinliği, çalışanların tatmin düzeyi ve yetenekli insanları çekme, motive etme ve elde tutma becerisinden oluşan sürdürülebilir başarıyı sağlayan en önemli faktörlerden biridir. Örgüt kültürünün gelişmesi ve değişmesi zaman alır. Örgüt kültürü ona bağlı değerler ve temel varsayımlar sistemi olduğu için, örgüt kültürü üzerinde olumlu veya olumsuz etkisi olan davranışları incelemek önemlidir. Bu çalışma örgütsel vatandaşlık davranışı, örgüt kültürü ve örgütsel sapma arasındaki ilişkileri ampirik olarak incelemektedir. Önerilen araştırma modeli ve ilgili hipotezler, bankacılık sektöründeki 352 çalışandan toplanan verilere dayanılarak test edilmiştir. Bulgular, örgütsel davranışın, örgüt kültürü ve örgütsel sapma arasındaki ilişkide aracı rolü olduğunu ortaya koymuştur. Çalışma aynı zamanda yöneticilere, liderlere ve politika yapıcılara örgütsel vatandaşlık davranışı yoluyla güçlü bir örgüt kültürü oluşturmanın önemi hakkında yeni bilgiler vermektedir.
Anahtar Kelimeler: Örgüt Kültürü, Örgütsel Vatandaşlık Davranışı, Örgütsel Sapma Davranışı, Bankacılık Sektörü, Aracı Etki

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1. INTRODUCTION

Organizational citizenship behavior (OCB) could be defined as individual behaviors that benefit the organization without being formally specified or rewarded by the organization (Organ et al., 2006:8). The significance of OCB in enhancing organizational effectiveness was worked on in numerous studies by many researchers (George & Brief, 1992:312; Organ, 1997:87). The concept of organizational citizenship behavior named as "discretionary", "extra-role behaviors" has entered to management literature in the 1980's and its effects on organizations have been one of the most studied topic in the related literature. Organizational culture is of great importance for the organization's sustainable success, its continuity, its working environment and its future. The human factor still plays a key role in the success or failure of the organizations despite constant and very rapid changes in every field of business life.

Organizational deviance behavior generally associated to "counterproductive work behavior" in the literature, which refers to intentionally behaviors violating organizational norms and values (Gruys, 1999:5). Organizational culture is composed of shared values, beliefs, norms, and traditions of the organization's members, therefore it is considered to have effects on organizations in positive or negative way (Ouchi, 1981:386, Hofstede, 1980:15).

This study empirically examines the relations between organizational citizenship behavior, organizational culture and organizational deviance. In this context, a research has been conducted in the banking industry and the results have been discussed taking into account other studies in the related literature. In addition, this study aims to contribute to the literature and the business world by providing managerial implications.

2. THEORETICAL FRAMEWORK

2.1. Organizational Culture

Organizational culture can be defined as the values, beliefs and hidden assumptions that members have in common in the organization. Schein's definition is one of the leading definition about organizational culture in the literature;

"a pattern of basic assumptions which a given group has invented, discovered, or developed in learning to cope with its problems of external adaptation and internal integration, which have worked well enough to be considered valid, and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems" (Schein, 1983a:1, 1990b:7).

Therefore, Cameron & Quinn (1999:16) defined organizational culture as; *"what is valued, the dominant leadership styles, the language success that make an organization unique"*. Organizational culture is shaped by not only members of the organization, but also it is shaped by ethics and organizational structure; in contrast

members' behaviors and organization are shaped by organizational culture as well. Organizational culture can change over time, just like culture.

Basically, the definitions of organizational culture (OC) can be listed as follows according to their common characteristics. (Berberoğlu & Baraz, 1999:67);

i. OC is a set of values shared by members of the organization.
ii. It is the way of how to run the business.
iii. OC gives the organization personality and distinguishes from others.
iv. OC directly affects the success of the organization.
v. OC is a structure consisting of dominant and shared values, slogans, beliefs, stories told in the organization.
vi. Top management and leaders have a significant impact on organizational culture.

Schein (1990:9) explains the levels of culture in three groups as; artifacts, values and underlying assumptions. Basically artifacts are related to tangible things one can feel, see, hear. In other words, it could be hard to understand without asking a member about the meaning. Values are associated with strategies, goals, philosophies and justifications. Lastly; assumptions which begin as historical values, but eventually become assumptions and begin to be taken for granted. For example, if a company owner believes that selling medium quality product at moderate price will be succesfull and if it has worked several times, it will no longer be questioned anymore as it becomes an assumption.

Unlike Schein, Duncan (1989:231) investigated OC in two dimensions: subjective and objective. While objective dimension includes physical artifacts such as heroes, myths, stories, rituals; subjective dimension involves organization's viewpoint, mindsets and assumptions. According to another view by Meek (1988:455), OC consists of symbols, ideologies and ceremonies. Similarly, Louis (1985:77) examined it in three dimensions as shared values, artifacts and symbols. Even though there are different approaches about the dimensions of OC, it could be summarized as shared values, artifacts, norms, ceremonies, assumptions and stories are the common features of the organizational culture.

2.2. Organizational Citizenship Behavior

Organ (1997:86) defined OCB as *"individual behavior that is discretionary and not prescribed. This behavior is not directly or explicitly recognized by the formal reward system and that in the aggregate that promotes the effective functioning of the organization."* Volunteering could be claimed to be at the core. OCB is also defined by Meyer & Allen (1997:10) as "extra-*role behavior referring work-related behavior that goes above and beyond the position duties".* In the light of these definitions, working overtime as volunteer, generating ideas beyond the prescribed job, using resources economically such as energy, using the time efficiently are the behaviors that could be given as examples.

Bateman & Organ (1983:588) expressed OCB as "Good Soldier Syndrome". There is no doubt that a soldier must follow the rules as a requirement of his/her duty. However, he/she can also use his/her creativity or take initiative and act beyond his/her mission in order to be more beneficial for the military. Just like a soldier, a good worker is expected to exhibit beneficial behaviors and contribute to the organization. Furthermore, there are several theories in literature that helps to understand OCB. Social Exchange Theory comes first among these theories (Özaslan et al., 2009:102).

The basic assumption of Social Exchange Theory is that parties engage in and maintain social relationships within the expectation of rewards (respect, honor, friendship, be taken into consideration etc.). Many researchers such as Blau (1964:88), Emerson (1962:31) and Homans (1958:597) contributed to the development of this theory. According to them, individuals cooperate with other individuals, groups and organizations in order to get desired results. Employees do favor each other because of having expactation that the other party will pay for it. As long as parties meet their expactations, social exchange relationship maintains (Ertürk, 2014:15)

Organ's (1988:94) five dimensions of OCB are mostly accepted in the literature. Basically, civic virtue could be explained as active participation to the organizational issues and processes. It also means protecting the organization's interest at the highest level and involves voluntary behavior. Altruism includes all voluntary behaviors aimed at helping employees in order to deal with organizational problems or duties (Podsakoff & MacKenzie, 1994:355). Similar with altruism, conscientiousness could be defined as acting voluntarily more than expected (Salihoğlu, 2013:303). Continuity to work, compliance with working hours, loyalty are the examples of conscientiousness behaviors (Gürbüz, 2007:34). Courtesy refers to the positive behaviors exhibited to prevent any dispute with people working in the same business environment from the very beginning (Özaslan et al., 2009:103). Sharing information with colleagues could be an example for courtesy. Lastly, sportmanship includes gentlemenship behaviors. Being tolerant for business crisis and problems, working without complaints and enduring difficulties in the organization could be given as examples of sportmanship behavior.

2.3. Organizational Deviance Behavior

Workplace deviance is defined as *"voluntary behavior that violates significant organizational norms and in so doing threatens the wellbeing ofan organization, its members, or both"* (Robinson & Bennett, 1995:556). Scholars and researchers have identified organizational deviance behavior in different ways (Gruys, 1999:6).

Table 1. Identifications by Different Researchers

Scholar/Researcher	Definition
Puffer (1987)	*Non-compliant behavior*
Robinson & Bennett (1995)	*Workplace deviance behavior*
Vardi & Wiener (1996)	*Organizational misbehavior*
Giacalone & Greenberg (1997)	*Antisocial behavior*
O'Leary-Kelly, Griffin & Glew (1996)	*Organization-motivated aggression*
Martinko et. al., (2002)	*Counterproductive workplace behavior*

Giacalone & Greenberg (1997:8) defined organizational deviance behavior (ODB) as theft, harassment, sabotage, aggression, discrimination, lying, inter-personal violence, whistleblowing and revenge. According to Doğan & Kılıç (2014:273), although ODB covers all types of harmful behaviors; it should be performed intentionally (on purpose) in order to be named as organizational deviance behavior.

Robinson & Greenberg (1998) state that all definitions have five common characteristics. First one is the perpetrator that refers employees in the organizations. In some cases, outsiders could be the perpetrator. (O'Learly-Kelly, Griffin & Glew, 1996:229). Second one intentionally implies that harmful behavior is not accidentally performed; in contrast it is deliberately done. Target of the behavior could be various such as shareholders, former employees, clients etc. Nature and execution of the behavior means that in order to be referred as a deviant behavior, a social or an organizational norm must be violated according to definitions of researchers such as Robinson & Bennett (1995:556), Vardi & Wiener (1996:152), Martinko et al. (2002:36). Execution of action is divided into three dimensions such as direct or indirect, active or passive, verbal or physical (Baron & Neuman, 1998:395). Last characteristic is the consequence of the behavior, which is generally perceived that its consequences are just harmful but some support that consequences could be positive or negative (Warren, 2003:623; Spreitzer & Sonenshein, 2004:829).

Perceived injustice, job satisfaction level, individual differences and situational factors could trigger ODB (Zhang et al., 2008:2). Additionally, poor working conditions, anger, negative attitude of employees and lack of communication could also be evaluated as factors that cause ODB (Lee & Allen, 2002:132; Douglas & Martinko, 2001:549; Skarlicki et al., 1999:103).

ODB presents both organizational and societal problems regarding the results. Organizational deviance behaviors including theft, sabotage, misrepresentation of

performance, and excessive absenteeism can decrease the effectiveness and efficiency of organizations (Greenberg, 2002:986). And also these results damage interpersonal relations among the employees and decreases job satisfaction, quality and performance. ODB accounts for not only immense amount of financial loss but also other costs such as insurance, bad reputation, public relations expenses, compensations and increased turnover (Appelbaum et al., 2005:46). Many studies also revealed that ODB has also social and psychological damages (Köse, 2013:26) such as harassment (Mount et al., 2006:592), psychological and physiological traumas and stres related problems (Muafi, 2011:124).

3. METHODOLOGY

This study empirically examines the relations between organizational citizenship behavior, organizational culture and organizational deviance. In this context, a research model and hypotheses were developed in order to examine the relations between the variables. Questionnaire technique was used in this study, hypothesis were supported with obtained results.

3.1. Research Model

There are four hypotheses developed in this study;

H_1: Organizational Culture has effect on Organizational Citizenship Behavior.

H_2: Organizational Culture has effect on Organizational Deviance Behavior.

H_3: Organizational Citizenship Behavior has effect on Organizational Deviance Behavior.

H_4: Organizational Citizenship Behavior plays mediator role on the effect of Organizational Culture on Organizational Deviance Behavior.
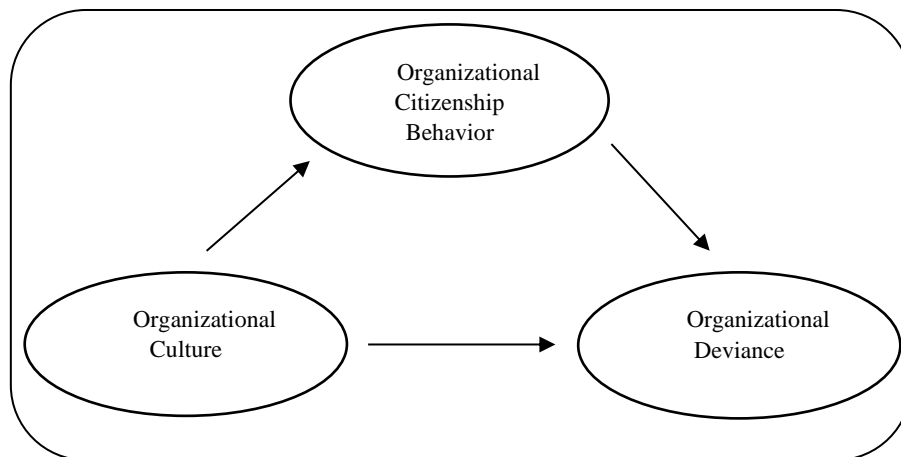

Figure 1. Research Model

3.2 Sample

This study was conducted on 352 employees working in the banking industry in Turkey. The distribution of participants are as follows; 58,2% are women and 41,8% are men, 49,1% are single and 50,9% are married. In terms of age, 46,6% are between 25-31 years old. 5,4% are 18-24, 30,1% are between 32-38, 10,2% are 39-45 years old and 7,7% are 46 years and older. There are four position/title between participants range from assistant to manager of department. With the rate of 40,9%, assistants cover vast majority.

3.3 Data Collection and Scales

Questionnaire technique was conducted by distributing to the participants as hard-copy and online. The online program Survey Monkey was used in order to reach wider mass. Questionnaire has four sections including demographic items (8), organizational culture (24), organizational citizenship behavior (24), organizational deviance behavior (19) respectively. As a result of factor analysis, three items with low factor loads were eliminated from organizational deviance behaivor scale. For organizational culture, a scale developed by Cameron & Quinn (1999:26) was used. Organizational citizenship behavior scale used in the study was developed by Podsakoff et al. (1990:121). Lastly, organizational deviance behavior scale used in this study was developed by Bennett & Robinson (2000:352). Except from demographics items, 5 Point Likert Scale was used for three sections.

4. RESEARCH FINDINGS

Factor analysis, reliability analysis, correlation analysis, hierarchical regression analysis were conducted respectively. Prior condition for evaluation of factor analysis is whether the sample has an homogenous distribution according to KMO. Then, statistical significance of the correlations for factor analysisis is evaluated by Bartlett's Test of Sphericity. In order to measure validity and reliability, CronbachAlpha values were calculated. Therefore, correlation between participants' scores from organizational culture scale, organizational citizenship behavior scale and organizational deviance behavior scale were tested with pearson coefficient of correlation. Lastly, hierarchical regression analysis was conducted in order to test hypothesis.

4.1. Factor Analysis

Exploratory factor analysis was carried out in order to determine underlying structure of scale used in the research. Analysis was carried out with single factor constraint with the thought that obtaining single factor structure due to it was tried to investigate mediator variables. According to KMO and Bartlett Test Results, values calculated show that the samples are adequate for applying factor analysis, p values also show that factor analysis applications are correct.

Table 2. Organizational Culture Scale Factor Analysis KMO and Bartlett Test Results

Kaiser-Meyer-OlkinMeasure of SamplingAdequacy.		,943
Bartlett's Test of Sphericity	Approx. Chi-Square	5217,304
	Df	276
	Sig.	0,000

As a results of factor analysis, the item 1 "The organization is a very personal place. It is like an extended family. People seem to share a lot of themselves." has minimum factor load value with ,537, while the item 14 "The glue that holds the organization together is commitment to innovation and development. There is an emphasis on being on the cutting edge." has maximum value with ,829 among all. Total variance explained is 63,60%.

Table 3. Organizational Citizenship Behavior Scale KMO and Bartlett Test Results

Kaiser-Meyer-OlkinMeasure of SamplingAdequacy.		,895
Bartlett's Test of Sphericity	Approx. Chi-Square	2911,820
	Df	276
	Sig.	0,000

According to results obtained, the item 4 "Tries to avoid creating problems for coworkers." has minimum value with ,424, while item 6 "Is always ready to lend a helping hand to those around him/her." has maximum factor load value with ,709 among all items. Total variance explained is 54,79%.

Table 4. Organizational Deviance Behavior Scale KMO and Bartlett Test Results

Kaiser-Meyer-OlkinMeasure of SamplingAdequacy.		,821
Bartlett's Test of Sphericity	Approx. Chi-Square	2016,142
	Df	171
	Sig.	0,000

While the item 6 "Littered your work environment." has minimum factor load with ,460, the item 13 "Played a mean prank on someone at work." has maximum factor load value with ,750 according to factor analysis results of ODB scale. Total variance explained is 37,04%.

4.2. Reliability Analysis Results

According to Table 4, values show that reliability is ensured for all scales.

Table 5. Reliability Analysis of Scales

	Number of Items	Cronbach Alpha
Organizational Culture	24	0,91
Organizational Citizenship Behavior	24	0,88
Organizational Deviance Behavior	16	0,83

4.3. Correlation Analysis Results

The correlation results that examine the relations between variables show that:

    i.   Slightly negative correlation between organizational deviance behavior and organizational culture is observed.

    ii.   Slightly negative correlation between organizational deviance behavior and organizational citizenship behavior is observed.

   iii.   Moderately positive correlation between organizational culture and organizational citizenship behavior is observed.

Table 6. Correlation Analysis Results

		Organizational Deviance Behavior	Organizational Culture	Organizational Citizenship Behavior
Organizational Deviance Behavior	PearsonCorrelation	1	-,159**	-,260**
	Sig. (2-tailed)		,003	,000
	N		352	352
Organizational Culture	PearsonCorrelation		1	,393**
	Sig. (2-tailed)			,000
	N			352
Organizational Citizenship Behavior	PearsonCorrelation			
	Sig. (2-tailed)			
	N			

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

4.4. Hierarchical Regression Results

The results of the hierarchical regression analysis are shown in Table 6.

Table 7. Regression Analysis Results

Model	R	R Square	Adjusted R Square	Std. Error of theEstimate	F	Sig.
1	,393a	,155	,152	,341	64,122	,000b

a. Predictors: (Constant), Organizational Culture

b. DependentVariable: Organizational Citizenship

Anova test (F) p (sig) value indicates that the model is significant. When looked at adjusted R^2 value, organizational culture can explain 15,2% of changes on organizational citizenship behavior.

Table 8. Regression Analysis Results

	Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	3,058	,080		38,271	,000
	OC	,191	,024	,393	8,008	,000

  a. DependentVariable: Organizational Citizenship

When looked at table above, it is observed that t test sig value is significant which means organizational culture has positive effect of 39,3% on organizational citizenship behavior. It is concluded that positive organizational culture leads to positively organizational citizenship behavior. H_1 hypothesis was accepted.

Table 9. Regression Analysis Results

Model	R	R Square	Adjusted R Square	Std. Error of theEstimate	F	Sig.
1	,159[a]	,025	,022	,435	9,038	,003[b]
2	,267[b]	,071	,066	,425	13,423	000[c]

 a. Predictors: (Constant), Organizational Culture

 b. Predictors: (Constant), Organizational Culture, Organizational
Citizenship

  c. DependentVariable: Organizational Deviance Behavior

The results obtained for Model 1 show that the model is significant. Adjusted R^2 value indicates that organizational culture can explain the changes of 2% on organizational deviance behavior.

The results obtained for Model 2 show that the model is significant. Adjusted R^2 value indicates that organizational culture and organizational citizenship behavior could explain the changes of 6% on organizational deviance behavior.

Table 10. Regression Analysis Results Showing Standardized Coefficients For Mediators

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	1,945	,102		19,097	,000**
	Organizational Culture	-,091	,030	-,159	-3,006	,003**
2	(Constant)	2,794	,227		12,327	,000**
	Organizational Culture	-,038	,032	-,067	-1,187	,236
	Organizational Citizenship Behavior	-,278	,067	-,234	-4,169	,000**

a. DependentVariable: Organizational Deviance Behavior, **p 0,01 level is significant

According to model 1, it is observed that t test sig value is significant which means organizational culture has negative effect of 15,9% on organizational deviance behavior. Negative organizational culture leads to positively organizational deviance behavior. H_2 hypothesis was accepted. In model 2, it is observed that the effect of organizational culture on organizational deviance behavior is not significant due to t test sig value is not significant. Also it is determined that the effect of organizational citizenship behavior on organizational deviance behavior has negative effect of 23,4% due to t test sig value is significant. H_3 hypothesis was accepted.

When organizational culture and organizational citizenship behavior considered together, the effect on organizational deviance behavior occurs only through organizational citizenship behavior and the effect of organizational culture becomes insignificant, which shows that organizational citizenship behavior has mediator role on this relationship. H_4 hypothesis was accepted. Negative organizational citizenship behavior leads to positively organizational deviance behavior.

5. CONCLUSION AND DISCUSSION

This study revealed important findings about the relations between the variables organizational culture, organizational deviance behavior and organizational citizenship behavior. All hypothesis in the research model were supported.

Positive correlation between organizational culture and organizational citizenship behavior is obtained as a result of research which means positive OC leads to positive OCB. Correspondingly, organizational citizenship behavior is likely to occur in organizations with strong culture. At this point, this results support similar results of some previous studies (Demirel et al., 2012:10; Arlı, 2011:166; Çelik, 2007:232; Chien, 2004:428). Working on organizational culture in a positive way could be a good reason for more employees who perform OCB in the organization. In addition to these, negative correlation between organizational culture and organizational deviance behavior is observed. Negative OC leads to positive ODB which means the possibility to be seen ODB depends on the level of organizational culture. In literature, there is not much study examining the correlation of OC and ODB. A study by Doğan & Deniz (2017:1022) revealed that OC has a direct impact on ODB. The findings of this study support the results obtained in this study. It could be offered that trying to increase the level of organizational culture is important to reduce ODB in the organization. Negative correlation between organizational citizenship behavior and organizational deviance behavior is also observed in this study. When organizational culture and organizational citizenship behavior considered together, organizational citizenship behavior has mediator role on organizational deviance behavior, the effect of organizational culture becomes insignificant. Negative organizational citizenship behavior leads to positive organizational deviance behavior.

In today's world, the increase of interactions within the organization and the environment, the interdependency of businesses and society, mobility and competition have shown the importance of uniqueness of the organizations, specifically the organizational culture and intellectual capital including the employees and the organizational structure. Scholars and researchers have associated success and continuity with these concepts and have examined the companies in this sense.

The results obtained in this study and similar studies made by different researchers should be taken into consideration in organizations. Strengthening organizational culture and organizational citizenship behavior and finding the reeasons of organizational deviance behavior to minimize them are expected to create a much healthier, happier, more productive working environment. This could be one of the most important sustainable competitive advantages in the business world. Moreover, emloyees are expected to be more healthier mentally and more productive with strong organizational commitment.

It should be made clear that literature has been reviewed carefully at the beginning of the study. It is seen that even though there are previous studies about OC, OCB and ODB seperately, this is one of the first studies that examine the relation of three of

them in the banking industry. This point is thought as an opportunity to fill out the related gap in the literature.

As it could be guessed, there are some limitations in this study. This study examines the relation between organizational culture, organizational citizenship behavior and organizational deviance behavior. It could be suggested that related terms with the variables of this study such as organizational commitment, leadership, organizational identification and organizational engagament could also be researched for further studies. The quantitative research of the study has been conducted with the respondents in the banking industry in İstanbul. It could be offered for more interesting results if other industreis, cities or even different countries could be included. Another limitation could be stated as the usage of only questionnaire method in this study. It could be suggested that another methods such as face-to-face interview could be conducted as well as questionnaire for further research.

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