

Critical Overview of Organizational Citizenship and Organizational Loyalty and Empiric Study for Two Concept

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Abstract

As country nationals who is a member of a country and that subject to the constitutional arrangements of the country, the people working within the organization, was accepted as a citizen of the business, they should benefit from all rights on an equal level. This line of thinking in the concept of organizational citizenship should be re-examined. The definitions referred to in the literature is lacking in our opinion, only on the basis of the voluntary and undertaking extra role, not fulfill these elements of organizational citizenship and a greater number of other employees which to include be redefined is a necessary condition for us. Based on this idea, whether the impact on organizational loyalty of organizational citizenship behavior were included in the study.

In our study, employees' perceptions of organizational citizenship behavior has been investigated whether the effect on organizational loyalty. To test the hypothesis, survey was conducted with 283 people which working in a public institution in Bitlis. This survey were analyzed with SPSS. According to the findings, it was found that the positive and low strength relationship (.156 and .367 between value and $p < 0.01$ level) between organizational citizenship behavior and organizational of loyalty. the organizational citizenship behavior on

organizational loyalty has been concluded to be effective in the range of 13% (R²:.135; β :.329; p: 0,000) to 2.4%(R²:.024; β :.123; p: 0.000).

Keyword: Organization, Organizational Citizenship, Organizational Loyalty

1. Introduction

It is observed that predominantly studies on human beings are being conducted in social studies related to enterprises. The essence of the management approaches that are considered among contemporary management models is also focused on the human factor. The understanding that regards the employees as a mechanical tool, which is the mainstream view of classical management theories, is now up to the shelves and over. On the other hand, the understanding that the employees should be at the center of everything, joined in the views that are put on the showcase. The attitudes that the employees can be employed in accordance with the given orders have left their place to an understanding that the employees can only be directed.

In the applications of contemporary management techniques, the human factor has become an asset with strategic significance, as a resource to be discussed. Therefore, the organizational citizenship and organizational loyalty perceptions of employees should be analyzed with a focus on management. There are three important factors in the successful operation of an enterprise or organization. The first one is the sound formation of the organization. The second is the successful functioning of the management system. The third element is the administrative practices that are the locomotives that will put the first two factors in motion. Thus, whatever the name is given, if it is to be possible to adapt the ideas presented in the form of contemporary management philosophies to enterprises successfully, this goes through the three main themes mentioned above. If a good organizational structure is established but it is not successful in systemic practices, or if managerial success is not achieved, then the name of the management philosophy becomes insignificant. As a result, enterprises become unsuccessful and disappear from the business life. The only reason why different results are obtained from theoretical considerations when managerial philosophies are put into practice, is the failure that arise in the main themes mentioned above.

While it was sufficient for managers to focus only on intra-organizational activities during the industrial revolution, at the present time it has become imperative that external environmental factors, including information management, should be taken into consideration as a whole. However, monitoring these rapidly changing environmental factors has reached almost the levels to be regarded impossible. The reason why the companies that are able to achieve this are in the FORTUNE 500 list is also based on the successes they have achieved in applications such as managing diversity, participating in decisions and team work, by taking human factor into consideration. For this reason, businesses should invest in people, and their organizational structures and processes should also be supportive of the human factor. When structures, systems and processes do not support employees' emotions and thoughts, and when negative managerial attitudes are also added to them further, the workforce in the form of qualified employees is transferred to other enterprises - that is, competitors -that can provide these elements. As Clague (1993:403) points out, it is a fact that people are proud of their businesses and display organizational loyalty when the right conditions are met.

Concepts such as organizational citizenship and organizational loyalty started to attract interest in today's business life, where the fact that employees are the most valuable investment elements in terms of businesses is accepted unequivocally, in order ensure that

the employees continue to work within the organization. Therefore, we are of the opinion that it would be more appropriate to conduct research on whether or not the citizen loyalty can be provided, by considering these two concepts together. The thoughts about the literature review and then the findings we obtained as a result of the field research will be explained with a critical point of view regarding these concepts.

2. Theoretical Framework

2.1. Organizational Citizenship Behavior

The concept of citizenship is a concept used approximately 2400 years ago in the ancient Greek era in order to describe "the community of people thought to represent an elite group that is granted special rights". Today it has become a concept that is used to express "human communities living within the borders of the country". It is possible to see in a study conducted by Bateman and Organ in 1983 that the concept of citizenship is transferred to the organizational structure and termed as "organizational citizenship".

When we look at the studies on organizational citizenship, it is argued that the concept of organizational citizenship has emerged as an alternative thesis to the rational, economic human model, which is the main subject of economic theorems, and also to the social exchange theories put forward by Blau in 1964. In our opinion, however, this is an incorrect generalization.

Blau, who introduced the social exchange theory, defined social exchange as "the voluntary actions that the parties perform as a result of the interaction that occurs when they come together without having various mutual expectations". When we look at the examples that Blau uses to explain the concept of social exchange, it is possible to see that he often refers to the friendship relations that may take place between people who are emotionally connected and that may be about people's private lives, as well as to the behaviors that may be exhibited in family relations.

In many publications in this field, it is mentioned that Organ introduced the concept of organizational citizenship with an argument that the employees accept the social exchange theory as they enter the business life, thus they are willing to demonstrate citizenship behavior. Moreover, even if Organ has introduced the concept of organizational citizenship with this assumption, the business and private lives have been considered in equivalent categories, while they should have been handled in separate categories. Although nevertheless businesses represent social structures, they have an economic structure as entities. Therefore, the relations between employees in business life and business owners are relations based on economic and mutual interest. In this respect, arguing that "the employees accept the social exchange theory as they start working life", as Organ asserted, would be defending a false assumption. Because people go out to work with certain expectations, such as having a career, earning a regular income, attaining economic well-being and having a status. In this case, it is unthinkable that employees accept the social exchange theory, and no generalizations can be made in this regard.

Organizational citizenship behavior is defined as "the voluntary effort and extra role behavior by an individual, beyond the standards and job descriptions that are set for herself in the working environment" (Organ, 1988:5). In fact, this concept is also referred to as "good soldier syndrome", taking the patriotic soldiers who perform their duties in loyalty as example. (Turnipseed, 2002:7). Job analysis, that is required to ensure work performance and efficiency in working life, and the introduction of the job descriptions and working standards are

mandatory conditions. In social life, on the other hand, it is not possible to make standard action definitions for the types of emotional behavior among people, especially for those in family and friendship relations. Because in social life, emotional interaction is in question, rather than the economic interests and mutual expectations in human relations. It would also be contrary to human nature to explain these emotional interactions with the behavior of volunteerism. For example, it is not possible to explain the favors the people do for their friends with the concepts of voluntary behavior or extra role behaviors.

In short, it is possible to say that the concept of organizational citizenship will be deficiently defined if tried to be explained solely on the basis of social exchange theory. Because the engagement of people in extra roles in the enterprise is about taking financial responsibility. On the other hand, the display of voluntary behavior or extra role behaviors by people can only be explained by conscientious responsibility. It may be more accurate to say that such behavior may arise not in businesses but only in non-governmental organizations such as humanitarian organizations.

When the social life of humans is taken into consideration, it can be said that they exhibit individual behavior with their unique feelings and thoughts. Therefore, it would be more appropriate for the concept of organizational citizenship to be discussed together with collectivism, which expresses a philosophical, economic or social view, emphasizing that people are dependent on each other, as opposed to the concept of individualism. However, according to Brockner (2003), it is not possible to say that organizational citizenship behavior will emerge depending on each mode of collectivism behavior (Brockner, 2003:353-355). Especially those with traditional values exhibit less organizational behavior than those with modern values (Hoffmann, 2006:2313).

Those who help their colleagues voluntarily, take additional duties even if they are not obliged, stay away from gossips, care hiding the secrets of the organization, and behave rigorously in their duties exhibit organizational citizenship behavior (Karaman, Yücel & Dönder, 2008:50). However, it would be more correct to say that it is collectivism, not organizational citizenship that is in the essence of these behaviors, when we take into account their meanings. According to Cohen and Vigoda (2000:598), the display of organizational citizenship behaviors by employees may have many different effects on the efficiency and performance of businesses, and make the businesses more attractive to employees.

According to Hassan (2011:121), the tendency of the people, who have negative feelings towards the organization or their managers they work for, to display organizational citizenship behavior is also decreasing. On the contrary, the tendency of the employees who are satisfied with their organization and managers, who have high organizational commitment, organizational trust, and high sense of organizational identification, to exhibit organizational citizenship behavior improves. For this reason, organizational citizenship behavior varies according to personal characteristics and working environment.

It is seen when the literature on organizational citizenship behavior is examined that the employees voluntarily making an effort and exhibiting extra role behaviors are at the focal point of the studies conducted on this concept. Employees who do not exhibit such behavior are excluded from the definition. However, it cannot be anything else than a utopian thought to expect the behaviors expressed as organizational citizenship to emerge from each employee. For this reason, definitions of organizational citizenship are deficient, because they do not include employees who do not exhibit such behavior.

The term "citizen" in state constitutions, which are used to clearly express the legal rights and obligations of the state and the nation mutually or unilaterally, includes every person who

constitutes that community. It does not cover only a certain group as it was the case in the ancient Greek era. The distinction of employees in organizations, such as the employees who exhibit voluntary and extra-role behaviors and those who do not, will not be able to coincide with the logic of the concept of citizenship. For this reason, in our opinion, "the understanding that enterprises act with the attitude that each employee is a citizen of its own, and that in return the employees are also expected to exhibit conscientious roles outside their work roles" would be a more inclusive definition of the concept of organizational citizenship.

2.2. Organizational Loyalty

In science disciplines dealing with human behaviors, human behaviors are explained by taking three factors into consideration: stimulant, organism and reaction. Depending on the person's mood and body structure, reactions occur when certain stimulants reach a person. It is the emotions and thoughts that are influential in the emergence of these stimuli and reactions. In daily life, people give direction to their lives within the triangle of emotion, thought and behavior. The situation is not different in business life. Because business life is also made up of people who are social beings. The concept of loyalty, which is discussed in this section, too, has the characteristics of a concept that emerge as a result of emotions and thoughts, and become behavioral.

Etymologically, loyalty is a noun derived from the Arabic word charity (sa-da-ga), which means "being virtuous, right and fair". And loyalty is a word transferred to Turkish as "inner commitment". In this sense, organizational loyalty must mean the connection of the employee to the firm she works for profoundly.

Below are the descriptions made by various researchers about organizational loyalty. However, we think that the concept of loyalty is transferred to the organizational life again in an incomplete manner. Our opinion is that instead of focusing on the concepts such as "being virtuous, right and fair" as it is in the etymological roots of the concept, only observable behaviors like "selflessness, volunteering, continuing to work in the same business under all terms and conditions" as it is in the definition of organizational citizenship, should be focused. What primarily lies behind people's willingness to work is the struggle to earn a living, which in turn has the impetus to survive, that is to say, to exist, in the background. Working is the indispensable tool to meet individual and social needs (Tutar, 2014:12). Of course, it is important for businesses to have employees perform extra roles or exhibit voluntary behaviors. It may also be an important factor for businesses to have them continue to work faithfully in their businesses, even in difficult times, which is a behavior that can emerge from few workers. However, for the sake of achieving operational efficiency and successful systems, for the employees to try to work in a fair manner, to act in accordance with the moral principles and ethics, to exhibit virtuous behaviors, and to work always by way of adhering to the truth, are more important issues for the success of the enterprises. For this reason, these concepts also need to be added to the definition of organizational loyalty.

In addition, organizational loyalty and organizational commitment are often confused with each other, they are even discussed in the same category. The distinction between them is thought to have emerged only because of rating. In other words, it is expressed that the concept of organizational loyalty emerges at the point where organizational commitment is combined with emotional dependence. This rating is also wrong in our opinion. Because every employee may be dependent on the business she works for due to material or spiritual factors. For example, how will it be possible to say that the people who do not feel commitment to the business they are working for, but continue to work for that business

simply because of economic or other reasons, exhibit organizational loyalty behavior? Taking these and other examples into consideration, it becomes impossible to pinpoint the causes of commitment.

According to Adler and Adler (1988: 401), the concept of organizational loyalty is defined as "a bond to an organization, group or person". In describing this definition, they mentioned that there is an intense desire to become a part of something, and as a result, to be ready - that is, to be volunteer - to provide all kinds of contributions, in the content of the feeling of loyalty. As a result of the organizational loyalty emerged in this way, it is considered that being subject to belonging, trust, organizational rules and willingness to follow the orders of the managers voluntarily will emerge into the employees. Similarly, Podsakof et al. (2000:517), too, referred to organizational loyalty as "the employees' protection and defense of their enterprise against external threats, and their adherence to their enterprises even under unusual conditions". Kang et al. (2007:114) defined organizational loyalty as "the member behaviors that involves keeping the interests of the organization ahead of their own interests and being committed to those interests". Departing from a similar point of view, Porter et al. (1979:604) also attempted to explain the concept of organizational loyalty with the employees' devotion to and identification with their businesses.

Koç (2009:204), on the other hand, stated that organizational loyalty, too, includes the sense of belonging that emerges towards the organization in psychological and behavioral terms, such as the organizational commitment, and that organizational loyalty is thus based on organizational commitment. The difference between loyalty and commitment, on the other hand, is attempted to be explained by Uygur and Koç (2010: 81) that "the concept of organizational commitment arises with the emergence of the sense of belonging at the logical dimension, and in most cases where there is no relationship with logic, the concept of organizational loyalty emerges".

Alvesson (2000) stated that the needs and expectations of employees and businesses strongly overlap in businesses where organizational loyalty is at high levels. It is thought that in such environments, the employees will tend to make sacrifices for the benefit of the business. It is also stated that in businesses where organizational loyalty is low, the employees feel a certain but small level of responsibility, but conflicts of interest emerge between their own interests and those of the business, thus they avoid making sacrifices for the employers (Alvesson, 2000:1109).

Taking these definitions into account, in order to understand the concept of organizational loyalty, the answer to the question of why employees establish an emotional connection with their businesses and why they display a sincere commitment to their businesses should be examined. When looking for these answers, it is necessary to look at human psychology from a transpersonal point of view, in order to avoid incomplete judgments. Because the physical and biological structures of human beings cannot be considered apart from their spiritual or moral aspects.

If we explain this with an example, a person working for a business that is struggling with an economic crisis may decide to remain and continue working in the same business with less salary, although other employees may leave and decide to work in other businesses. Some other thoughts may have influenced this employee in making that decision, such as "avoiding to lose the status she already has, thinking that her talents are inadequate and thus she cannot find a job in another business, or just feeling consciously comfortable". The clear answer to this behavior is in her mind, and it may not be possible to be revealed by someone else. For this reason, we must repeat that in order to explain organizational loyalty regarding

human behavior, the material and spiritual elements need to be considered as a whole. Otherwise, judgments to be made will be wrong.

3. The Methodology Of The Research

3.1. The Purpose and Method of Research

The main purpose of the research is investigate whether organizational citizenship is effective in increasing organizational loyalty. The theoretical structure was established with the findings obtained from the field literature and our research is generally designed as a quantitative research. For the research, data were obtained using the questionnaire method. Analyzes were made with SPSS statistical program.

3.2. Main Mass and Sample of Research

The main mass of research, is the 367 employees of an institution operating as a public organization in Bitlis. 350 questionnaires were distributed to the employees of this institution. But 309 employees were able to return (88.3%). 26 questionnaires which filled out inadequately were excluded from the analysis. A total of 283 questionnaires were included in the analysis. According to the findings with the results of the analysis, demographic features of the participants are at table 1.

Table 1. Demographic Features

Age	Person	%	Education	Person	%
25-30	22	7,8	Primary school	60	21,2
31-40	71	25,1	High school	96	33,9
41-50	107	37,8	Junior college	62	21,9
51-60	65	23,0	Graduates	61	21,6
60+	18	6,4	Postgraduate	4	1,4
Gender	Person	%	Marital Status	Person	%
Male	251	88,7	Married	241	85,2
Female	32	11,3	Single	42	14,8
Experience	Person	%	Monthly Income	Person	%
Less than 1 year	8	2,8	Less than 1500 TL	12	4,2
1-5 Year	56	19,8	1501-2500 TL	52	18,4
6-10 Year	49	17,3	2501-3500 TL	147	51,9
11-15 Year	38	13,4	More than 3500 TL	72	25,4
Over 15 Years	132	46,6	(N:283)		

Average year of the participants are more densely distributed between the ages 41-50 (37,8%) and 31-40 (25,1%). Looking at their educational state, 33,9% has a high school education level and the lowest level of education is at the level of postgraduate students (1.4%). 88.7% of the participants are male, 11.3% are females. 85.2% are married and 14.8% are single employees. In terms of experience, there is accumulation (46,6%) over 15 years at most. In the monthly income, it is determined that there is accumulation in the range of 2501-3500 TL (51.9%).

3.3. Research Model and Hypotheses

The research model that is formed in line with these hypotheses can be seen in Figure 1.

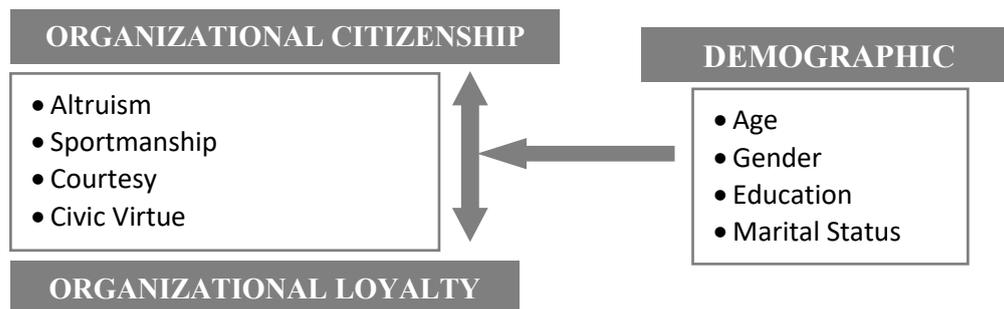


Figure 1. Model of Study

According to research model it is intended to testing the following hypotheses:

Hypothesis 1: "There is a significant relationship between organizational loyalty and sub-dimensions of organizational citizenship".

Hypothesis 2: "The sub-dimensions of organizational citizenship have an impact on organizational loyalty".

Hypothesis 3: "Differences in demographic characteristics lead to a significant difference in the sub-dimensions of organizational citizenship".

Hypothesis 4: "Differences in demographic characteristics lead to a significant difference in organizational loyalty perception".

3.4. Data Collect Tools Used in the Research

In the research, in order to collect data, "Organizational Citizenship Scale" with 20 items developed by Podsakoff et al. (2000) has been used. On the scale, question propositions between 1-5 make the "Altruism" aspect, 6-10 make the "Sportmanship" aspect, 11-15 question propositions make the "Courtesy" aspect and lastly 16-20 question propositions make the "Civic Virtue" aspect. According to resulting data it was determined that reliability coefficient belongs to sub-dimensions of questions used to measure Organizational Citizenship is .724, .711, .694, .701 respectively.

A 14-item "Organizational Loyalty Scale" was used to measure organizational loyalty behaviors, which was conducted by Uygur and Koç (2010), entitled "Organizational Loyalty and Organizational Commitment: An Analysis in Terms of Political Parties". Question proposition groups consist of one dimension. The reliability coefficient of the organizational loyalty scale was ,759.

In addition, there are 6 questions in the questionnaire to determine the demographic characteristics of participants such as "age, education, gender, marital status, experience and monthly income. Scale questionnaires were prepared using the 5-point likert method.

4 Findings Of The Study.

4.1. Descriptive Factor Analysis and Reliability Findings

Whether the data is appropriate for factor analysis of the question proposals was tested with Kaiser Meyer Olkin coefficient and Bartlett Sphhericitiy values. With Cronbach's alpha values, the reliability of the question proposals has been examined. In addition, descriptive factor analysis was used to determine the structural validity of the proposals in each questionnaire. The findings are listed in table 2 and table 3.

Table 2:

Organizational Citizenship Scale Factor and Reliability Analysis

Dimension	Explained Variance	Cronbach's Alpha	Total
Altruism	21,722	,724	71,612
Sportmanship	19,432	,711	
Courtesy	15,874	,694	
Civic Virtue	14,584	,701	
KMO	,661		
Bartlett's Test	859,525		
Sd	190		
Sig	,000		

An organizational citizenship scale consisting of 20 questions was used. In the field of literature, "Altruism, Sportmanship, Courtesy and Civil Virtue" were examined with four factors. For this reason, the same factor groups were used in our study while remaining faithful to the field literature. Factor analysis showed that the lowest factor load was 0,573 and the highest factor load was 0,792. It was found that 71.61% of the total variance was explained. The reliability ratings of organizational citizenship sub-dimension ranged from ,724; ,711; ,694 and ,701 (KMO: ,661; Chi-Square: 859,525; Sd: 190; p: 0,000) respectively.

Table 3:

Organizational Loyalty Scale Factor and Reliability Analysis

Cronbach's Alpha	,759
KMO	,803
Bartlett's Test	605,199
Sd	91
Sig	,000

The organizational loyalty perception scale consists of 14 questions and is collected in a single factor group. The lowest factor load was 0,603 and the highest factor load was 0,781. The reliability rating of organizational loyalty scale is 0.759 (KMO: ,803; Chi-Square: 605,199; Sd: 91; p:0,000). Both scales used can be said to have sufficient level of validity for social sciences research.

4.2. Descriptive Findings on the Variables

Descriptive findings of organizational citizenship and organizational loyalty variables are presented in Table 4.

Table 4:

Descriptive Findings on Sub-Dimensions of Variables

Variables	Sub-Dimensions	N	Min.	Max.	X	S
Organizational Citizenship	Altruism	283	1,00	3,80	2,77	,5178
	Sportmanship	283	1,00	4,20	2,13	,4895
	Courtesy	283	1,00	4,60	2,43	,5584
	Civic Virtue	283	1,00	4,80	2,79	,4892
Organizational Loyalty		283	1,00	4,80	2,81	,4388

The "Altruism" sub-dimension of organizational citizenship perception ($X = 2.77$, $S = .52$); The "Sportmanship" sub-dimension ($X = 2.13$, $S = .49$); "Courtesy" sub-dimension ($X = 2.43$, $S = .56$) and "Civic Virtue" sub-dimension ($X = 2.79$, $S = .49$) were determined.

On the organizational loyalty scale, the mean value is ($X = 2.81$, $S = .44$). It is seen that the highest average score belongs to organizational loyalty according to organizational citizenship perceptions when the maximum scores are taken into account. T and ANOVA tests were conducted to determine whether demographic characteristics would make a difference on sub-dimensions of variables. The findings are presented in Table 5 and Table 6.

Table 5:

Relationship Between Demographic Features and Organizational Citizenship Dimensions

Demographic Features	Organizational Citizenship					Conclusion
	Altruism	Sportsmanship	Courtesy	Civic Virtue	p	
Gender	t = ,584	t = ,384	t = ,645	t = ,484	p>0,05	REJECTION
Marital Status	t = ,643	t = ,690	t = ,622	t = ,608	p>0,05	REJECTION
Education	F = 1,671	F = 2,169	F = 1,516	F = 1,615	p>0,05	REJECTION
Age	F = 1,524	F = 3,026	F = 1,244	F = 1,486	p>0,05	REJECTION
Experience	F = 1,637	F = 1,087	F = 1,740	F = 1,075	p>0,05	REJECTION
Monthly Income	F = 1,660	F = 2,096	F = 2,239	F = 1,198	p>0,05	REJECTION

Because each employee is a separate individual, even if they have similar demographic characteristics, it has been determined that demographics cannot make a difference on the sub-dimensions of organizational citizenship behaviors. In other words, there was no statistically significant relationship between them ($p > 0,05$). In short, it is possible to say that the demographic characteristics will not show a difference in the sense of organizational citizenship. According to these results; "Differences in demographic characteristics lead to a significant difference in the sub-dimensions of organizational citizenship" which is Hypothesis 3 was rejected.

Table 6:

Relationship Between Demographic Features and Organizational Loyalty Dimensions

Demographic Features	Organizational Loyalty	p	Conclusion
Gender	t = ,183	p>0,05	REJECTION
Marital Statu	t = ,556	p>0,05	REJECTION
Education	F = 2,164	p>0,05	REJECTION
Age	F = 2,157	p>0,05	REJECTION
Experience	F = 1,259	p>0,05	REJECTION
Monthly Income	F = 2,462	p>0,05	REJECTION

Differences in demographic characteristics do not cause any difference in the occurrence of organizational loyalty perception. In other words, demographic characteristics were not statistically significant ($p > 0,05$) in the formation of organizational loyalty perception. According to this result; " Differences in demographic characteristics lead to a significant difference in organizational loyalty perception " which is Hypothesis 4 was rejected.

4.3. Findings of the Correlation Analysis on the Variables

In order to determine whether the sub-dimensions of organizational citizenship have an effect on organizational loyalty, the correlation values between two variables are examined firstly. The findings are found in table 7.

Table 7.

The Correlation Analysis Results

Variables / Sub-Dimensions		1	2	3	4	5
Organizational Citizenship	Altruism (1)	Pearson Corr.	1			
		Sig.(2-tailed)	,000			
	Sportmanship (2)	Pearson Corr.	,167**	1		
		Sig.(2-tailed)	,000	,000		
	Courtesy (3)	Pearson Corr.	,241**	,143**	1	
		Sig.(2-tailed)	,000	,000	,000	
	Civic Virtue (4)	Pearson Corr.	,215**	,353**	,370**	1
		Sig.(2-tailed)	,000	,000	,000	,000
Organizational Loyalty (5)	Pearson Corr.	,367**	,156**	,346**	,276**	1
	Sig.(2-tailed)	,000	,000	,000	,000	,000

Correlation is significant at the 0.01 level (2-tailed). (p < 0,01, * p < 0,05)

It has been found that there is a low level and positive correlation between organizational loyalty and sub-dimensions of organizational citizenship [The " Altruism " sub-dimension (r =, 367, p <0,01); the "Sportmanship" sub-dimension (r=,156, p<0,01) the "Courtesy" sub-dimension (r=,346, p<0,01) and the "Civic Virtue" sub-dimension (r=,276, p<0,01)].

Organizational citizenship behavior is defined as voluntary and extra role behaviors. However, employees who do not exhibit such behavior are excluded from the definition. This situation can prevent the emergence of organizational loyalty.

According to the findings, "There is a significant relationship between organizational loyalty and sub-dimensions of organizational citizenship ", which is Hypothesis 1 was partially accepted.

It should also be consider that organizational citizenship behaviors may emerge as a result of employees adopting their work. It will also be utopian to expect that most employees will exhibit volunteer behavior and adopt the work they do. In businesses where citizenship behaviors can be implemented, the emergence of the concept of organizational loyalty will be an inevitable result even indirectly.

According to the findings, it is very difficult for organizational citizenship behaviors to appear in real work environments as mentioned in the literature. So, as a result of associating with organizational loyalty, the low result of correlation is the usual and expected result.

4.4. Variables Belong to the Regression Analysis Findings

Regression analysis was conducted to test whether the sub-dimensions of organizational citizenship behaviors, which are our main hypothesis, had an effect on organizational loyalty. The analysis showed that organizational citizenship behaviors were effective on organizational loyalty at a ratio of 2.4% (R² :, 024; β : 123; p: 0,000) to 13% (R² :, 135; β : 329; p: 0,000). Findings are given in table 8.

Table 8:

The Regression Analysis Findings

Model	Coefficient				Sig.
	Beta (β)	S.Error	Beta (β)	t	
Altruism R= ,276a R ² = ,076 F= 23,169, p= ,000	,234	,049	,276	4,813	,000
Sportmanship	,310	,050	,346	6,172	,000

R= ,346a R2= ,119 F= 38,100, p= ,000					
Courtesy R= ,156a R2= ,024 F= 7,011, p= ,009	,123	,046	,156	2,648	,009
Civic Virtue R= ,367a R2= ,135 F= 43,767, p= ,000	,329	,050	,367	6,616	,000
a.Predictors (Contant), Organizational Loyalty					
Anovaa:Sig.,,000b			Coefficienta: Sig.,,000b		

According to the analysis results; it has been found that in the emergence of organizational loyalty, employees are positively influenced by the sub-dimensions of "Altruism, Sportmanship, Courtesy and Civic Virtue".

In short, it is possible to say that the increase in the sub-dimensions of organizational citizenship behavior may lead to an increase in the positive direction in the sense of organizational loyalty. According to the above data, " The sub-dimensions of organizational citizenship have an impact on organizational loyalty "which is Hypothesis 2 is partially accepted.

5. Conclusion And Recommendations

This study was conducted to examine whether the perceptions of the personnel, working within the organization, towards organizational citizenship behavior, have an effect on organizational loyalty. For this purpose, research has been carried out in an organization operating as a public institution in Bitlis. The questionnaire form, prepared accordingly, was applied to 283 employees working in the said public organization of Bitlis.

Factor analysis of the organizational citizenship scale used in the questionnaire has the lowest factor load of 0,573 and the highest factor load of 0,792. According to resulting data it was determined that reliability coefficient belongs to sub-dimensions of questions used to measure Organizational Citizenship is .724, .711, .694, .701 respectively (Altruism, Sportmanship, Courtesy, Civic Virtue).

The lowest factor load of organizational loyalty perception scale is 0,603 and the highest factor load is 0,781 level. The degree of reliability of the organizational loyalty scale is 759. Both scales used can be said to have sufficient level of validity for social sciences research.

According to research findings, 88.7% of the participants are male, 11.3% are females. Average year of the participants are more densely distributed between the ages 41-50 (37,8%) and 31-40 (25,1%). Looking at their educational state, 33,9% has a high school education level and the lowest level of education is at the level of postgraduate students (1.4%). 85.2% are married and 14.8% are single employees. In terms of experience, there is accumulation (46,6%) over 15 years at most. In the monthly income, it is determined that there is accumulation in the range of 2501-3500 TL (51.9%).

According to the research model, four different hypotheses were created. According to the findings of the survey, the Hypothesis 1 in the form of "There is a significant relationship between organizational loyalty and sub-dimensions of organizational citizenship", was partially accepted. It should not be forgotten that volunteer behavior, which is taken up in the concept of organizational citizenship according to the literature, may eventually emerge as a result of their adoption by the employees of that enterprise. For this reason, it should be taken into consideration that the working environments mentioned in the definition of the concept of organizational citizenship do not clearly reflect the reality, and that many employees do not exhibit such behavior. It must be an inevitable result that the concept of

organizational loyalty, too, appears in businesses, whether indirectly or not, where the said citizenship behaviors mentioned in the literature are in question.

Regression analysis was made in order to test whether the sub-dimensions of hypothesis-based organizational citizenship behavior had an effect on organizational loyalty. The analysis concluded that organizational citizenship behaviors were effective on organizational loyalty, ranging from 2.4% to 13%, and the Hypothesis 2 was partially accepted. In other words, it can be stated that the increase in the sub-dimensions of organizational citizenship behavior may lead to an increase in the positive direction in the sense of organizational loyalty.

According to the results of the research; the Hypothesis 3 in the form of "Differences in demographic characteristics cause a significant difference in the sub-dimensions of organizational citizenship" was rejected. It is found that since each employee is a separate individual, the demographic characteristics do not make any difference on the sub-dimensions of organizational citizenship behaviors, even if they have similar demographic characteristics; that is, there is no statistically significant relationship ($p > 0,05$) between them. Because the sense of citizenship emerges voluntarily, not as a result of demographic differences of the employees.

Differences in the demographic characteristics of the individuals participating in the research, too, do not cause any difference in the emergence of the perception of organizational loyalty. In other words, it is found that there is no statistically significant relationship between demographic characteristics ($p > 0.05$) in the formation of organizational loyalty. According to this result; Hypothesis 4 in the form of "Differences in demographics cause a significant difference in the sub-dimensions of organizational citizenship" was also rejected.

As a result, the employees, who feel loyalty and commitment to the organization they work for, voluntarily make an effort and exhibit extra role behavior over their duties and responsibilities within the organization. It is possible to say that the employees who display extra role behaviors based on volunteerism exhibit more helpful, gentle and polite behavior towards other colleagues and managers. However, the fact that especially voluntary and extra role behaviors are included in the definitions of organizational citizenship behavior and that those who do not exhibit such behaviors are excluded from definition also prevents the emergence of the sense of organizational loyalty, which may arise indirectly depending on organizational citizenship behaviors.

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