

## Examining of Organizational Citizenship Behaviors and Employee Involvement in Transformational Leadership and Organization Support: A Research on White Collar Bank Employees

Fatma SÖNMEZ ÇAKIR <sup>a</sup> Zafer ADIGÜZEL  <sup>b</sup>

<sup>a</sup> Bartın University, Faculty of Economics and Administrative Sciences, Bartın, Turkey. [fonmez@bartin.edu.tr](mailto:fonmez@bartin.edu.tr)

<sup>b</sup> Istanbul Medipol University, Medipol Business School, Istanbul, Turkey. [zadiguzel@medipol.edu.tr](mailto:zadiguzel@medipol.edu.tr)

ARTICLE INFO	ABSTRACT
<p><b>Keywords:</b> Transformational Leadership Organizational Support Organizational Citizenship Behaviors Employee Involvement PLS-SEM</p> <p>Received 2 January 2020 Revised 7 March 2020 Accepted 11 March 2020</p> <p><b>Article Classification:</b> Research Article</p>	<p><b>Purpose</b> – The survival and growth of a business in the 21st century depends on its ability to create and maintain a competitive advantage. In particular, the ability to create a sustainable competitive advantage enables an enterprise to maintain and improve its competitive position in the market. This can also be achieved through the management style and employees. Nowadays, it is not possible to obtain efficiency from the educated workforce that has become qualified. The self-sacrificing, self-fulfilling, self-sacrificing workforce works more efficiently than the labor force, which obeys orders only under the supervision of the tasks assigned to them. Therefore, the research aimed to determine the effects of the relations between organizational citizenship behavior and employee involvement with the variable effect of the organizational support tool of transformational leadership.</p> <p><b>Design/methodology/approach</b> – SmartPLS 3.2 program was used for factor analysis of surveys collected for this purpose, Partial Least Square Structural Equation Model (PLS-SEM) Path analysis and Mediation effect analysis. In this research, 398 white collar employees working in the service sector constitute the sample group.</p> <p><b>Findings</b> – Transformational leadership and organizational support had positive effects on employee participation and organizational citizenship behaviors, and mediation effect of organizational support was revealed as a result of the analyzes.</p> <p><b>Discussion</b> – Organizational citizenship behavior (OCB) is referred to as optional workplace behavior that exceeds the basic business needs of employees. These behaviors are often described as behaviors other than those that need to be done in the act. OCB has been the subject of extensive research since it was first introduced almost thirty years ago. According to the results of the research, rotating leadership and organizational support positively affect organizational citizenship behavior. OCB was also seen as "close and supportive" behavior that reflects the willingness of the employees who exhibited the behavior to maintain their relationship with their colleagues or the organization itself and contribute to the success of the target. Therefore, it is possible for employees in organizations that feel the support of the organization and whose leadership style is appropriate to feel belonging to the organization and to consider themselves as one of the organization.</p>

### Önerilen Atıf/ Suggested Citation

Sönmez Çakır, F., Adıgüzel, Z. (2020). Examining of Organizational Citizenship Behaviors and Employee Involvement in Transformational Leadership and Organization Support: A Research on White Collar Bank Employees, *Journal of Business Research-Turk*, 12 (1), 111-125.