The Antecedents of Extra-Role Organizational Behaviors: A Qualitative Research on Soldier

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Abstract

The aim of this study is to reveal the antecedents of extra-role behaviors carried out by the soldiers, who serve in the army without having any financial expectation and have to stay in the barracks due to their compulsory military service. For this purpose, an exploratory research was conducted, in which the detailed interview method was applied on 14 soldiers, who had a certificate of appreciation from their commanders and said to exhibit extra-role behaviors by their commanders. The findings have indicated that exhibited extra-role behaviors were highly related with friendship. Other behaviors are tasks in company, training other soldiers, learning new things, and using the knowledge and skills from civil life in army. When the reasons of these behaviors are examined in detail, it can be seen that the most important factor is friendship, followed by personality, being liked and esteemed by commanders, reciprocity, institute’s success and patriotism.

Keywords: Extra-Role Behavior, Soldier, Qualitative Research