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Hospital employees' organizational democracy perceptions and its effects on organizational citizenship behaviors

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ABSTRACT

Objectives: This research was designed to investigate organizational democracy perceptions and organizational citizenship behaviors of hospital employees. **Material and Methods:** Population of this descriptive study are consisted of employees (N=2290) in two university hospitals. Sampling was designated via stratified sampling method (n=582). Data were collected via a survey questionnaire that includes demographics, Organizational Democracy Scale and Organizational Citizenship Behaviors Scale. The data were analyzed by frequencies, mean, t-test, One-Way ANOVA, Chronbach's Alfa, Correlation and Regression analyses. **Results:** Results revealed that employees' perceived democracy level in their organizations was in medium range; that democracy level perceived by female participants and nurses was in low level; and that in parallel with the length of total employment the level of perceived democracy decreased. It was also identified that organizational citizenship behaviors were significantly related to gender, profession, and total employment length. Furthermore significant relations were detected between perceived organizational democracy level and organizational citizenship behaviors. **Conclusions:** Organizational democracy perceptions nourish organizational citizenship behaviors. To enable employees to feel like citizens of their organization and promote their disposition toward organizational citizenship behaviors organizations are suggested to activate democratic practices effective to unveil employees' organizational democracy perception and/or further empower that view.

Key words: Hospital Employees, Organizational Citizenship Behaviors, Organizational Democracy, Organizational Democracy Scale, Perceptions of Organizational Democracy

Introduction

Organizational democracies has widely been associated with heightened satisfaction level, boosted innovation, increased shareholder commitment and in the final analysis an enhanced level of organizational performance that could collectively be obtained once employees were encouraged to participate in organizational decisions [1]. As agreed organizational democracy positively affects socio-morale atmosphere,

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behaviors and organizational commitment of employees and the whole organization as general [2,3]. Provided that democratic principles can favorably be implemented in any given organization, organizational commitment of the personnel can correspondingly be strengthened which in effect further accelerates efficiency. In this the modern age we currently experience stages of harsh competition between countries as well as organizations. In this competitive setting efficiency plays a significant role to ensure the survival and one step further climb among organizations. To achieve that objective it is of vital necessity to establish a closer link between the employees and the work, and also the success and failure of the organization; to ask for ideas and suggestions of the personnel before decision taking; to

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create a work environment that is not merely deemed as a place to earn money for bread but valued as one social atmosphere infusing fun and happiness [4]. Organizational democracy practices in any workplace render contribution to boosted positive behaviors and polished organizational citizenship behaviors among the personnel.

Theoretical Framework
Organizational Democracy

Application of democracy, which relates to a generic political and management tool in organizational level, is defined as organizational democracy. Organizational democracy develops under the guidance of political democracy [5,6], and in a sense it turns into one projection of political democracy. Existence of democracy in organizational level and integration of democracy to organizations are closely linked with the democracy level of the community in which concerned organization is actively operating. The level of internalized and expanded democracy in any given country determines to a large extend the level and scope of democratic attitudes, opinions and behaviors that will dominate all organizations regardless of being the largest or smallest [4]. Organizational democracy is recognized as the participation of members in an organization to the administrative and applicable processes in their workplace [1]. Kerr [5] on the other hand asserts that organizational democracy can be defined as the responsibility toward the governed ones; equal rights of participation; free movement of information and representation of the governed subjects. Organizational democracy surrounds a wide scope of meaning. Precursor of this concept is "industrial democracy" concept [3]. "Employee participation", "participative management", "participation to decision taking", "employee control", "self-governance" and "workplace democracy" are also inextricably intertwined concepts that could frequently replace the concept of "organizational democracy" in relevant theoretical studies [7,8]. It has been acknowledged that organizational democracy practices can bolster the skills and knowledge level of employees, mitigate nonfunctional behaviors and in effect permanently raise efficiency and performance of an organization [6]. This mutual interaction gains further attraction to the idea of practicing democratic principles in organizations. Democratic management currently viewed as the key factor in boosting organizational efficiency is also deemed to be a vital need to attain higher level of innovation and

performance. In support of forging value in the long haul, democracy could create harmony between economic, social, environmental and personal goals [9]. Organizational democracy deemed to be vital for the referred organizational benefits is also an indispensable requisite to warrant the satisfaction of ever-globalized workforce in our modern global environment. Human resources of modern day, in parallel with the enhancement in personal qualities and life standards, have fueled a rising demand for "democracy". Review of national and international literature provides below-listed dimensions for organizational democracy. Participation refers to the involvement (directly or via representatives) of employees with all decision-taking related processes. Hence employees would not simply be practitioners in issues related to the personnel (work-related decisions and practices) but evaluate the consequences in coordination and also by better internalizing the decisions they could put their best efforts to reach targeted objectives. Institutions aspiring to embed democracy into their organizational structure and processes are required to save organizational decision models from being structures that are formed by one manager or a few selected individuals. Criticism refers to the freedom of employees from all levels to comment on work policies and procedures, practices and processes and to evaluate and provide suggestions. This concept in organizational democracy is closely linked with "freedom of expression, opposition and criticism" in political democracy. In political democracy this dimension cannot merely be stated as freedom of verbal expression. It also relates to access to feasible means (Newspapers, Journals, TV, etc.) to promulgate advocated ideas and to call for meeting under the same roof. As regards organizational democracy however, these dimensions are largely open to questioning. The key principle is to secure an atmosphere in which the critics would feel unthreatened and also properly pay due respect to the personal rights and social status of the criticized party. Democratic system must also be favorable for self-criticism and be transparent toward self-sustaining evolution. Besides it should direct criticism and dialogue and provide favorable settings for discussions and solutions. Values and achievements of an organization should be open to criticism and discussion by internal members as well as external observers [9].Transparency refers to learning and monitoring of the progressed work and processes as well work-related decisions by all affected parties. The essential aspect in transparency is to ensure the promulgation of work and

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procedures and work related decisions to all concerned parties. In a different saying it would not be transparency if concerned parties could find out the results through personal investigation. Such would mean laying seeds of doubt which could eventually pose a potential threat against all bonds, foremost of which is "trust" between employees and an organization. In democratic organizations information must be communicated to all groups and periodical surveys must be conducted to unravel opinions of all members. In all democracies employees play key role as source providers, whereas for customers and other shareholders questionnaires and sharing of information play vital role. Transparency refers to the ability to access all information on taking a specific decision by all members having participated or being affected by the decision and decision-taking process [9].Justice refers to the equal use of rights secured by law. In organizations, justice refers to the rules and social norms related to the system that regulates how to manage and distribute the emerging rewards and punishments [10]. Organizational justice concept is treated as distribution of gains (distributional justice), processes harnessed in taking distribution decisions (procedural justice) and interpersonal relations (interaction justice) [11]. Organizational justice researches deal with perceptions on equity in organizational decisions and decision taking processes. Significant variations exist in the quantity, type and names of a good number of organizational justice concepts related to perceived equity. In essence organizational justice can reasonably be divided into two branches as justness of results (distributional justice) and equity of process (procedural justice). As also defined by certain researchers above, it was manifested that interaction justice treated as a third dimension is indeed a subcomponent of procedural justice[11].Organizational level justice is employed to unveil the effect of justice in workplace. Organizational justice examines the perceptions of employees on the level of equal treatment in their organization. On top of all key determinants justice perception may emerge as the way added-value acquired after an organizational activity is shared and the criteria followed in the designation of promotion. Organizational democracy calls for justice in distributing income. Insurmountable income gaps among individuals besmirch democratic bodies, barricades the flourish of democratic organization and embedment of democratic management principles within any organization. Equality refers to the equilibrium between two or multiple quantities of

entities. It also relates to endowing two parties with identical rights and advantages. Once equality is recognized as one constituent of organizational democracy, it should never be viewed as "absolute equality". Rather it refers to rendering equal practices and treatments to two parties that have absolutely and most necessarily equal terms. Treatment toward individuals should be established as per the criteria designated for equality (performance, education, promotion etc.). In most cases equality may intertwine with justice concept and mistakenly be regarded as the same. Accountability refers to accounting for established decisions, expenditures and miscellaneous savings of the organization in addition to asking for clarification on related items. Accountability is a crucial moral practice and general public has lately demanded further accountability from administrators. Accountability also refers to the sincerity of any individual or organization to clarify, advocate or explain as its liability all the accomplished procedures or activities to other affected individuals or groups [12,13]. In relevant literature "responsibility" and "accountability" concepts are potentially used in each one's place and it is often witnessed that both concepts are misinterpreted as the same concept. The truth is accountability, in addition to accepting liability for the consequences of certain actions, involves providing insights and defense if necessitated by the particular case [14]. Accountability-focused discussions mainly pile upon the worries of shareholders whilst the same discussions on society basis have basically focused on employees, consumers or upcoming generations [13]. Expanding the concept of accountability beyond shareholders to embrace all employees, consumers and society at large has created an even meaningful relationship between a democratic organization and a democratic society.

Organizational Citizenship Behaviors (OCB)

The concept refers to one of the behavior types that the individual develops toward the organization that s/he is a member of. Behaviors of any individual toward an organization can be elaborated under two groups as in-role behaviors and extra-role behaviors. Role behaviors laying the foundation of organizational system refer to behaviors set by the management cadre and specify the tasks and duties assigned within the framework of organizational policies and rules to the employees. Extra-role behaviors on the other hand can be defined as behaviors developed toward organization as well as colleagues and such behaviors might trigger certain

negative or positive impacts. Negative extra role behaviors toward an organization are termed as organizational citizenship behaviors [15]. Organ and his colleagues were the pioneer scholars having illustrated "organizational citizenship behavior" terms via taking reference from Katz's definition of "extra role behaviors" [16,17,15]. Organ and his colleagues note that organizational citizenship behaviors relate to discretional extra-role behaviors which are not categorized in reward system but still contributive to organization's efficiency [16,17,15,18]. To put this differently OCB relates to the kind of behaviors that are not assigned to any individual by the formal structure of organization and yet the individual exhibits discretionally with no expectation of reward. Organizational citizenship behaviors, since they are demonstrated voluntarily, are also termed as "the good-soldier syndrome" [15]. OCB is "discretional personal behaviors not directly or openly defined in formal reward system but still contributive to the organization to effectively accomplish all its functions as a complete unity". Graham [19] asserts that OCB cannot possibly be limited with extra role behaviors. On the contrary Graham argues that OCB is a global term harnessed to define all behaviors toward the organization. Podsakoff *et al.* [20], in their literature reviews, concluded that no agreement existed on the dimensions of this concept. Upon detecting around 30 dimensions in literature the researchers suggested seven OCB dimensions. Five dimensions proposed by Organ and his colleagues having introduced OCB concept to literature are still widely utilized. By the same token our study also focused on five dimensions introduced by Organ [15]. Williams and Anderson [21] on the other hand claim that OCB must be analyzed under two dimensions. Graham [19] analyzed OCB under three dimensions. Farh *et al*., [22] in their analysis of China-originated scale measuring organizational citizenship behaviors found out those 20 items constituting the scale were collected under 5 factors. A thorough analysis of relevant literature also demonstrates that structured dimensioning is quite analogous and in parallel with earlier definitions put forth by Organ [15,23]. Therefore in present study OCB subscales have been analyzed within the framework of classification designed by Organ [15]. Altruism refers to an individual's behaviors related to rendering assistance to other employees to solve their problems or task-relevant issues. Altruism behaviors may be toward a colleague or in most cases behaviors may be geared toward a situation or an event. An individual exhibiting altruism behaviors expects no return for

such good-will behaviors. Altruism behaviors bear a potential of boosting an organization's effectiveness. Conscientiousness could also be comfortably termed as High Sense of Mission [24], and indicative of the stages in formal role behaviors among organizational members. Lack of absence among employees, timely working, effective time management (punctuality), attending meetings on time and not violating resting periods are some of the included behaviors. Conscientiousness behaviors are the kind of behaviors that relate to continuous (unless a critical disease is present) attendance to one's job. Sportsmanship behavior refers to an individual's avoidance to blaze any negative behaviors that might fuel tension in the organization. Examples of sportsmanship behaviors are avoiding disrespecting colleagues, not exaggerating the problems, abstaining from wasting most of the time to complain about job but instead focusing on solutions rather than problems. Such behaviors may assist the managers in channeling their energy to constructive objectives rather than dealing with complaints. Courtesy behaviors refer to positive communication with all the members interacted in an organization. Reminding, informing and consulting are specific organizational citizenship behaviors. Courtesy behaviors are indicators of internal quality. Courtesy behaviors are immediately associated with altruism behaviors. Altruism behaviors sprout in the outbreak of a problem whilst courtesy behaviors surface as required steps to solve and alleviate the gravity of problem. Courtesy behaviors may be categorized as preventive measures to ensure organizational efficiency. Organizational Civic, or Civic Virtue in a different saying, refers to the affirmative and responsible participation to organizational processes. These behaviors not merely refer to expressing opinions but also active participation to meetings, closely monitoring organizational surrounding, and as a consequence of monitoring, truly perceiving the threats and opportunities toward organization and transferring these insights to organizational processes. Graham [25] claims that civic virtue behaviors relate to a different dimension of organizational citizenship behaviors or "responsible participation to the political life of an organization" [quoted in, 15]. Graham reports that a good organizational citizen not merely monitors the agenda closely but also contributes as a partner to the management cadre by freely expressing his/her opinions on the agenda. Civic Virtue Behaviors are the most applauded format of organizational citizenship behaviors. In this study stemming from the question: "Is there any relationship between organizational

democracy and organizational citizenship behaviors?" the focus point has been analyzing organizational democracy perceptions of employees; demonstrated organizational citizenship behaviors and interrelations of alleged perceptions and behaviors with themselves and with the demographic features of employees as well.

Methods

Population and Sampling: Population of this study conducted in a descriptive and sectional type consisted of employees working in two university hospitals in provinces of Malatya and Elazığ of Turkey (N=2290). To ensure that individuals to include in the sampling could represent entire population one of the random sampling methods, stratified sampling method, has been utilized [26, 27] and a total of 582 employees were included into sampling (n=582). Data were collected between July-August 2013 by using a six-item questionnaire form containing demographic characteristics, Organizational Democracy Scale (ODS) and Organizational Citizenship Behaviors (OCB) Scale. Official licenses were received from authorities, participants were interviewed in their duty departments, research objective was explained and volunteering participants were submitted a data collection form in closed envelopes, which were

collected subsequently. Data Collection Tools: Organizational Democracy Scale (ODS) developed by Geçkil and Tikici [28] is a 28-item 5 Likert type scale. Scale consists of Participation-Criticism (8 items), Transparency (6 items), Justice (5 items), Equality (6 items) and Accountability (3 items) subscales and the lowest score is 28 whilst the highest score is 140. In parallel with the jump in scores a corresponding climb is witnessed in organizational democracy perception. Geçkil and Tikici [28] reported that Chornbach's Alfa value of this scale was .95. In this study however the same value was computed as .94.Organizational Citizenship Behaviors Scale adapted by Basım and Şeşen [29] from two distinctive studies is a 19-item scale consisting of five factors (subscales). Subscales of this 6 Likert type scale are Altruism (5 items), Conscientiousness (3 items), Courtesy (3 items), Sportsmanship (4 items) and Civic Virtue (4 items). The highest score is 114 and the lowest score is 19. Chornbach's Alfa value of the scale was reported as .87. The same value was found as .88 in this study. In a software program collected data were analyzed via percentage, mean value, standard deviation, Independent Samples T test, One-Way ANOVA, Chronbach's Alfa, Correlation and Linear Regression analyses.

Results

Demographic features of participants are as illustrated in Table 1.

Table 1: Demographic variances of participants (n=582)

Demographics		Number	%
Gender	Female	351	60.3
	Male	231	39.7
Age Groups	20-29 years	249	42.8
	30-39 years	269	46.2
	40-49 years	52	8.9
	50 +	12	2.1
Education	High-School	61	10.5
	University	319	54.8
	Post Graduate	202	34.7
Profession	Physician	205	35.2
	Nurse	263	45.2
	Officer	67	11.5
	Laborant/Biologist	47	8.1
Total Employment Length	Under 1 year	47	8.1
	1-5 years	211	36.3
	5-10 years	146	25.1
	10 +	178	30.6
Total		**582**	**100.0**

As exhibited in Table 1, 60.3% of participants are female, 46.2% are within age group 30-39, 54.8% are university graduates, 45.2% are nurses and 36.3% have been employed in the sector for 1-5 years.

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Table 2: Organizational democracy and organizational citizenship behaviors scale scores of participants (n=582)

Sub dimensions of scale	Item Number	Min-Max Values	Mean of Score X±SS	Mean of Item Score X±SS
Participation- Criticism	8	8-40	19.80±6.7	2.47±.83
Transparency	6	6-30	16.17±5.0	2.70±.83
Justice	5	5-25	11.77±4.36	**2.35±.87**
Equality	6	6-30	17.18±4.48	**2.86±.75**
Accountability	3	3-15	7.59±2.91	2.53±.97
Total OD Scale	**28**	**28-140**	**72.52±19.58**	**2.59±.70**
Altruism	5	9-30	23.04±4.58	4.60±.92
Conscientiousness	3	3-16	10.21±2.42	3.40±.81
Courtesy	3	3-15	7.93±2.41	2.64±.80
Sportsmanship	4	5-24	16.55±3.67	4.14±.92
CivicVirtue	4	4-20	9.86±3.50	2.46±.88
Total OCB Scale	**19**	**38-114**	**81.93±14.51**	**4.31±.76**

It was identified that participants' mean total scores in Organizational Democracy Scale were 72.52 (SS=19.58) and mean score of items was 2.59 (SS=.70) out of a total of 5. As item scores of ODS subscales were examined it surfaced that the highest scores were received from Equality (mean=2.86 ±.75) and Transparency (mean=2.70±.83) subscales whilst the lowest scores were received from Justice (mean=2.35±.87) and Participation-Criticism (mean=2.47±.83) subscales (Table 2). Participants' mean total score in OCB scale was computed as 81.93 (SD=14.51). Mean score of items in the scale was 4.31±.76 out of a total score of 6. As subscales were examined it was unearthed that the highest mean score was measured in Altruism subscale 4.60 (SD=.92), whilst the lowest score was measured in Civic Virtue subscale as 2.46 (SD=.88) (Table 2). Table 3 presents the relationship between demographic features of participants and their organizational democracy perceptions. In this table demographic features such as "age and level of education" that have no linkage with organizational democracy perceptions of participants are non-present. Significant relations were identified between gender & employment length and the entire list of ODS subscales and total score of scale; and also a significant relationship between profession types and ODS's Transparency, Justice and total score. It was also detected that organizational democracy scale scores among female participants (2.50±.69) were lower than male participants' scores (2.73±.69) (t=-3.920; p=0,000).

Table 3: Comparing demographic variances and organizational democracy scale & subscale scores

Demographics		Organizational democracy scale dimensions & total scores					
		Mean and Standard Deviation of Item (X±SS)					
		Participation-Criticism	Transparency	Justice	Equality	Accountability	**Total of Scale**
Gender	Female	2.37±.83	2.60±.84	2.24±.84	2.80±.74	2.47±.96	2.50±.69
	Male	2.64±.83	2.84 ±.81	2.52±.89	2.96±.75	2.62±.97	2.73±.69
	t	**-3.875**	**-3.526**	**-3.839**	**-2.404**	**-1.899**	**-3.920**
	p	**.000*****	**.000*****	**.000*****	**.017***	**.058**	**.000*****
Profession	Nurse1		2.58±.86	2.21±.86			2.49±.69
	Physician 2		2.80±.80	2.48±.83			2.67±.70
	Officer3		2.73±.84	2.50±.92			2.65±.74
	Lab./Biolg4		2.81±.81	2.35±.87			2.68±.64
	F		**3.038** **(1<2)a**	**4.511** **(1<2)a**			**3.132 (1<2)a**
	p		**.029***	**.004****			**.025***
Total Employment Length Length	Under 1yrs1	2.89±.84	2.95±.94	2.66±.87	3.00±.88	2.94±.88	2.89±.79
	1-5 years2	2.44±.74	2.66±.77	2.32±.82	2.90±.75	2.47±.75	2.57±.65
	5-10 years3	2.60±.89	2.86±.84	2.49±.91	2.96±.70	2.71±.70	2.73±.70
	10 years +4	2.29±.84	2.53±.84	2.19±.86	2.71±.72	2.34±.72	2.42±.69
	F	**8.037** **(1>2,4)a** **(3>4)a**	**6.026** **(1>4)a** **(3>4)a**	**5.474** **(1>4)a** **(3>4)a**	**4.296** **(3>4)a**	**7.250** **(1>2,4)a** **(3>4)a**	**8.683** **(1>2,4)a** **(3>4)a**
	p	**.000*****	**.000*****	**.001****	**.005****	**.000*****	**.000*****

*p<0.05   **p<0.01   ***p<0.001   [a] Post HocTukey HSD

It was also manifested that among females, organizational democracy perception was lower compared to males in all subscales. Among females lower organizational democracy perception was measured in organizational democracy's "Participation-Criticism, Transparency, Justice and ODS" total score as p<.000 whilst for "Equality" subscale it was determined on p<.05 level. Among all profession groups the lowest ODS scores were measured in nurses. A statistically significant difference was detected between nurses' scores (mean=2.49±.69) and physicians' scores (mean=2.67±.70) (F=3.132; p=.025). When an analysis was conducted on dimensions level, it was manifested that democracy perceptions of nurses on

Transparency and Justice subscales were significantly lower (p<0.05) in comparison to physicians (see Table 3).Table 3 pictures that once employment length was the shortest, organizational democracy perception was measured to be highest in total score and in all dimensions. Among those with an employment length between 1-5 years, organizational democracy perception diminished in all relevant dimensions; among those with an employment length of 5-10 years there was a slight climb whereas among those employed for 10 years and longer, a dramatic fall was measured. Such fluctuations in organizational democracy perception with respect to total employment length were dramatically significant in all subscales (p<0.01).

Table 4: Comparing demographic variances and organizational citizenship behaviors total and subscales scores

Demographics		Organizational citizenship behaviors total and subscales scores Mean and Standard Deviation of Item (X±SS)					
			Conscientiousness		Sportsmanship		Total of Scale
		Altruism		Courtesy		Civic Virtue	
Gender	Female	4.72±.89		2.53±.80		2.34±.87	
	Male	4.43± 93		2.81±.91		2.66±.85	
	t	3.829		-4.123		-4.437	
	p	.000***		.000***		.000***	
Education	High School1	4.70±.94					4.35±.80
	University2	4.74±.88					4.38±.78
	Postgraduate2	4.36±.91					4.19±.71
	F	11.329 (3<1,2)[a]					3.973 (3<2)[a]
	p	.000***					.019*
Profession	Nurse1	4.82±.81				2.31±.86	4.38±.77
	Physician2	4.28±.93				2.60 ±.84	4.15±.72
	Officer3	4.45±1.01				2.63±.93	4.33±.79
	Lab/Biylg4	5.03±.77				2.45±.92	4.62±.75
	F	19.676 (2<1,4)[a]				5.208 (1<2,3)[a]	6.541 (2<1,4)[a]
	p	000***				.001**	.000***
Total Employment Length	Under 1yrs1	4.60±.92	3.50±.78	3.00±.72		2.84± .95	
	1-5 years2	4.49±.93	3.43±.76	2.62±.75		2.44±.76	
	5-10 years3	4.58±.96	3.55±.80	2.73±.82		2.60±.91	
	10 years +4	4.77±.84	3.22±.84	2.50±.84		2.28±.91	
	F	2.887 (2<4)[a]	5.285 (4<2,3)[a]	5.652 (1>2,4)[a]		6.820 (1>2, 4)[a] (3>4)[a]	
	p	.035*	.001**	.001**		.000***	

*p<0.05   **p<0.01   ***p<0.001   [a] Post HocTukey HSD

Table 4 points out the relationship between Participants' Demographics and OCB total scale and subscales score. No significant relationship could be identified between age level and OCB. Thereby demographic variance is omitted in the Table. Once subscales were examined it surfaced that with respect

to behaviors of Altruism was more common among females compared to males. As regards Courtesy and Civic Virtue subscales male participants received higher score in their statements to demonstrate these behaviors compared to females and such discrepancy among male & female participants were deemed to be

statistically significant (p<0.001). As regards Conscientiousness and Sportsmanship subscales no significant difference could be detected between female and male participants. Once OCB total score was revealed that females seemed to have demonstrated such behaviors more frequently. Nonetheless the difference between females and males was not statistically significant (p>0.5). OCB scale's total scores significantly differed with respect to education level of hospital employees as well (F=3.973;p<0.05). In further analyses it was identified that the difference stemmed from participants having a postgraduate degree and among those participants OCB scores (4.19±.71) were significantly lower than OCB scores of those with only bachelor's degree (4.38±.78). A deeper analysis on the dimension that explained the differentiation in OCB total scores manifested that it was related to Altruism subscale. Among those with postgraduate degree Altruism scores were, in contrast to the scores of high school and bachelor's diploma holders, significantly lower than compared groups (F=11.329;p<.001). It was found that participants' OCB scores were significantly different with respect to various professions (F=6.541;p<.001). Total OCB scores of physicians were measured to be lower than the scores of nurses and laborants /biologists. Citizenship Behaviors relevant of Altruism and Civic Virtue subscales of OCB varied significantly with respect to profession. It was identified that among physicians behaviors of Altruism were significantly lower compared to the scores received by nurses and laborants /biologists (F=19.676; p<0.001). As regards Civic Virtue subscale however it was demonstrated that nurses' scores were lower than the scores received by physicians and officers (F=5.208; p<0.01). There was no significant relationship detectable between OCB total score and length of employment (F=2.025; p>0.05). Nonetheless a significant relationship could be measured between total length of employment and Altruism, Conscientiousness, Courtesy and Civic Virtue subscales. Among employees having worked up to and more than 10 years behaviors of Altruism were measured to be higher compared to those employed for 1-5 years (F=2.887; p<0.01). On the other hand among those with longer than 10 years of employment history Conscientiousness Behaviors were lower than those employed for 5-10 years and 1-5 years (F=5.285; p<0.01). Another detection is that employees with less than 1 year of experience in the same organization exhibited higher level of Courtesy Behaviors in contrast to those employed for 1-5 years and above 10 years (F=5.652; p<0.01). As regards behaviors of Civic Virtue it was detected that employees with less than 1 year of experience manifested such behavior in higher level than those employed for 1-5 years and above 10 years. Those employed for 5-10 years exhibited such behaviors in higher level compared to the ones employed longer than 10 years (F=6.820; p<0.001).Relationship between ODS scale/subscales and OCB scale/subscales is as seen in Table 5, which evidences that in parallel with the climb in organizational democracy perception a rise was witnessed in OCB's Conscientiousness, Courtesy and Civic Virtue behaviors. Participation-Criticism subscale, which is one dimension in organizational democracy scale, correlated in a high level with OCB's Civic Virtue behaviors and (r=.862; p=.000) Courtesy behaviors (r=.704; p=.000). Participation-Criticism subscale also correlated with Conscientiousness subscale in mid-level (r=.486; p=.000). As evidenced by these findings, in parallel with participants' perception toward organizational democracy's Participation-Criticism subscale, a significant increase was measured in behaviors of Civil Virtue, Courtesy and Conscientiousness listed in organizational citizenship behaviors.

Table 5: Relationship between organizational democracy scale and organizational citizenship behaviors scale

Total scales and subscales	Total OCB Scale	Altruism	Conscientiousness	Courtesy	Sportsmanship	Civic Virtue
Total OD Scale	-.054	-.186**	.579**	.786**	.007	.892**
Participation- Criticism	-.027	-.167**	.486**	.704**	.043	.862**
Transparency	-.058	-.152**	.682**	.759**	-.016	.857**
Justice	-.047	-.193**	.407**	.714**	.000	.732**
Equality	-.055	-.118*	.404**	.470**	-.022	.531**
Accountability	-.047	-.137*	.379**	.577**	.007	.638**

* p<0.01 ** p<0.001
r<0.30 low-level relationship; 0.30<r<0.69 mid-level relationship; r≥ 0.70 high-level relationship

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Among Transparency subscale of Organizational Democracy Scale and OCB's Civic Virtue (r=.857; p=.000), Courtesy (r=.759;p=.000) and Conscientiousness (r=.682;p=.000) subscales a positive-way and high-level correlation was measured. In line with the rise in Transparency perception a corresponding increase was monitored in Civil Virtue, Courtesy and Conscientiousness Behaviors. A boost in Justice perception translated to a significant jump in behaviors of Civic Virtue (r=.732; p=.000), Courtesy (r=.714; p=.000) and Conscientiousness (r=.407; p=.000). In parallel with the acceleration in organizational democracy's Equality perception behaviors of Civic Virtue (r=.531; p=.000), Courtesy (r=.470; p=.000) and Conscientiousness (r=.404;

p=.000) correspondingly climbed. By the same token behaviors of Civic Virtue (r=.638; p=.000), Courtesy (r=.577; p.000) and Conscientiousness (r=.379; p=.000) gained impetus as democracy perception on Accountability subscale jumped. Altruism subscale had an inverted and low-level of relationship with not only ODS subscales but also with ODS total score; this relation was statistically significant (p<0.01). As organizational democracy perception climbs with Altruism behaviors fall down. It was identified that organizational democracy perception triggered no change in Sportsmanship behaviors, which is one subscale of Organizational Citizenship Behaviors (Table 5).Table 6 displays the regression analysis between scales.

Table 6: The regression analysis between organizational democracy and organizational citizenship behaviors scales

Independent Variables	Dependent Variables	Adjusted R^2	F	p	β	t	p
Particip.- Criticism					-.088	-1.423	.155
Transparency					.032	.445	.657
Justice	Altruism	.033	4.931	**.000**	-.157	-2.446	**.015**
Equality					-.007	-.141	.888
Accountability					-.001	-.019	.985
Particip.- Criticism					.035	.772	.441
Transparency					.821	15.361	**.000**
Justice	Conscientiousness	.483	109.385	**.000**	-.199	-4.240	**.000**
Equality					.042	1.094	.274
Accountability					-.067	-1.573	.116
Particip.- Criticism					.273	7.456	**.000**
Transparency					.367	8.492	**.000**
Justice	Courtesy	.662	228.147	**.000**	.289	7.616	**.000**
Equality					-.053	-1.704	.089
Accountability					.021	.612	.541
Particip.- Criticism					.115	1.835	.067
Transparency					-.090	-1.212	.226
Justice	Sportsmanship	-.001	.835	.525	.008	.119	.906
Equality					-.035	-.652	.514
Accountability					.009	.153	.879
Particip.- Criticism					.487	21.068	**.000**
Transparency					.428	15.656	**.000**
Justice	CivicVirtue	.865	743.934	**.000**	.133	5.529	**.000**
Equality					-.044	-2.230	**.026**
Accountability					.008	.387	.699

Organizational democracy perception accounts for 3.3% (Adjusted R2=.033) of the change in Altruism behaviors and as seen Justice is the responsible dimension in this change. 48.3% (Adjusted R2=.483) of Conscientiousness behaviors are predicted by ODS dimensions. It was attested that basically Transparency subscale ensued by Justice subscale explained the change in Conscientiousness behaviors. It can be spotted that 66.2% (Adjusted R2=.662) level of change in Courtesy behaviors surfaced in response to

organizational democracy perception. Transparency, Justice and Participation-Criticism subscales are among the democracy dimensions affecting Courtesy behaviors. As Civic Virtue behaviors are examined it is detected that change in these behaviors are, to a level of 86.5% (Adjusted R2=.865), explicable by organizational democracy perception. The jump in Civic Virtue behaviors was attributed to organizational democracy's Participation-Criticism, Transparency and Justice subscales

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Discussion

Findings of the present research were analyzed under three sections; as organizational democracy perceptions, organizational citizenship behaviors and a further analysis of the interrelations between both.

Organizational Democracy Perceptions of Participants

ODS scores showed that participants perceived Equality and Transparency in their organization in a higher democratic level despite perceiving Justice and Participation-Criticism in a less democratic level. Under Equality subscale, which has the highest score in ODS subscale, there are specific statements a few of which are "In my organization there is no gender discrimination", " In my organization there is no discrimination on the basis of language, religion, race etc.". As conceded, equality refers to exposing equal practices and treatments to two parties that have absolutely and most necessarily equal terms. Since employees' conditions in an organization are determined by tangible indicators (wages, personal rights etc. based on criteria such as diploma, profession) it was considered natural that equality perception among employees was higher compared to other subscales. The reason is that employed workplaces are the types of public institutions in which such criteria are secured by legal provisions. Justice subscale received the lowest score amongst all subscales. Justice subscale entailed statements such as "In my organization there is a just reward system", "Task allocation is based on merit". Since organizational justice concept relates to the processes harnessed in the distribution of profits (distributional justice) and taking distribution-related decisions (procedural justice) it is worth considering that in hospitals organizational democracy perceptions related to the identification of revenues based on employees' performance are lower. The reason why Justice Perception had the lowest score among other subscales may be bound to the fact that in hospitals there is a performance-based salary system a.k.a "Circulating Capital". In this system, managerial cadre reserves the discretionary power to appoint leaders in all levels and there exists not a single standard of conditions. A high level of correlation was determined between organizational democracy perceptions and gender. Among females organizational democracy perceptions toward their workplace were significantly lower than males. As organizational democracy perceptions were scrutinized with respect to profession it was seen that organizational democracy perceptions among nurses were lower than the scores of physicians. By the same

token transparency and justice related democracy perceptions among nurses were significantly lower than physicians' democracy perceptions. Taken into account the fact that a vast majority of nurses are females (84.8%) this gap could be explained on the basis of gender; another explanation is that in these institutes physicians play substantial role in setting organizational policies and procedures and via manipulating their critical position they reserve the power to implement positive modifications in their own profession.Another detection is that linear relationship existed between total employment length and organizational democracy perception. As employment length increased organizational democracy perception decreased. As total employment length climbed ODS' total score and Participation-Criticism subscale scores significantly decreased. As other subscales were examined it surfaced that employees with an employment history above 10 years had significantly low level of organizational democracy perceptions. Employment length above 10 years triggered a breaking point in organizational democracy perception. This finding evidenced that in a period that equated to 10 years in sum, the employees' conviction that democratic atmosphere able to meet the expectations constituting democracy perception continued, but this expectation diminished after 10 years.

Organizational Citizenship Behaviors of Participants

OCB scale's total mean score was computed as 4.31. OCB score was measured to be higher than mean value (3.00). As regards scores received from subscales, it was demonstrated that participants exhibited highest level of performance in Altruism (helping others) behavior whilst they exhibited lowest level of performance in Civic Virtue and Courtesy behaviors. A relationship was identified between Altruism, one of the subscale of OCB, and gender. Altruism subscale entails statements such as "I can complete the tasks of a colleague on daily leave ", "I offer help to a colleague troubled with excessive workload". Among female participants, Altruism behavior scores, a.k.a assisting others or benevolence, were significantly higher than males. Once Altruism Behaviors were analyzed with respect to professions it was witnessed that scores received by laborants and nurses were significantly higher than scores received by physicians. Considering the fact that in this research a vast portion of nurses and laborants were female this discrepancy could be linked to gender mostly. Another explanation is that social roles such as motherhood that intuitively leads women

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to help others might be the driving force behind their altruistic behaviors [30]. The altruistic behaviors among nurses could also be explained by the fact nursing profession is primarily based upon assisting/care giving to the needy ones. Because all physicians have postgraduate education this differentiation could also be linked to education level. The reason is that among employees with postgraduate education level the degree of demonstrating organizational citizenship behaviors was lower than those with lower education levels. In similar studies conducted by Arslantaş and Pekdemir[31],Karaman et al., [32], Titrek *et al*., [33] were examined it surfaced that no significant relationship existed between organizational citizenship behaviors and gender. Podsakoff *et al*., [20] in their meta-analysis detected that gender manifested, contrary to the expectations, no relationship with organizational citizenship behaviors. Organ and Ryan [18] in their meta-analytical study designated that no relationship was present between organizational citizenship behaviors and gender and also claimed that this finding was contradictory of generic expectations. Organ and Ryan [18] argued that organizational citizenship behaviors, in particular behaviors toward Altruism and Courtesy subscales, are instinctively linked to females who can theoretically develop higher level of empathy (sympathy). In our research Altruism behaviors were significantly higher among females, which is a finding supportive of theoretical expectation. Participants holding a postgraduate diploma stated their level of demonstrating Altruism behaviors lower than high school and bachelor degree holders. Keleş and Pelit [34] maintained that a significant relationship existed between education level and organizational citizenship behaviors and that among bachelor degree holders, scores received from Altruism, Conscientiousness, Courtesy and Civic Virtue subscales were higher than scores received by participants with differing education levels. Yeşiltaş and Keleş[35] also detected that between organizational citizenship behaviors and education level a significant relationship existed. Nonetheless subscales found in Yeşiltaş and Keleş'[35]study were Sportsmanship and Civic Virtue subscales and in line with the climb in education level a corresponding rise was witnessed in such behaviors. In the study of Yeşiltaş and Keleş[35]no postgraduate education category was present whilst in our research the difference is attributed to postgraduate education level. On the other hand Titrek et al., [33] and Baş and Şentürk [36] could identify no relationship between organizational citizenship behaviors and education

level. This study revealed that no relationship existed between organizational citizenship behaviors and participants' age groups. Keleş and Pelit[34] claimed that no significant relationship existed between hotel employees' length of employment in the sector and their scores in organizational citizenship behaviors whilst in age group between 28-32 and 33-37 Altruism behaviors were more visible but other dimensions of organizational citizenship behaviors had no relationship with age factor. It was also demonstrated that between total employment length and OCB's Altruism, Conscientiousness, Courtesy and Civic Virtue subscales a relationship existed but it was not a linear one. In several other researches examining the relationship between OCB and employment length similar nonlinear relations were identified [36,31, 32]. Podsakoff et al., [20], in their meta- analysis, could detect no relationship between employment length and organizational citizenship behaviors. Likewise Organ and Ryan [18] reported in their meta-analysis that no linkage existed between employment length and organizational citizenship behaviors.

Relationship between Organizational Democracy Perceptions and Organizational Citizenship Behaviors
Relationship between organizational democracy perceptions of employees and citizenship behaviors was analyzed via correlation and also linear regression method. Between organizational democracy perception (organizational democracy scale total scores and scores relevant of all subscales) and behaviors in Civil Virtue, Courtesy and Conscientiousness subscales of organizational citizenship behaviors, medium and high-level significant relations were measured. No similar studies that examined the relationship between all subscales of organizational democracy and OCB could be encountered in relevant literature. Hence findings of present study were supported via other researchers that investigated the relationship between OCB and concepts such as Transparency, Information share, Participation & Justice which could also be categorized as organizational democracy dimensions. Immensely powerful relations were detected between organizational democracy perception and Civic Virtue behaviors listed as one of the organizational citizenship behaviors (Adjusted R^2=.865). This finding indicates that organizational democracy perception contributed in a level of 86.5% to lead the employee toward Civic Virtue behaviors. As the relationship between Civic Virtue subscales and subscale of ODS is further analyzed it is seen that the highest predictors are

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alternately Participation-Criticism, Transparency, Justice and Equality subscales. In the study of Çetin et al., [37] conducted among Ankara Regional Directorate employees via implementing the same scale (OCB scale) it was evidenced that OCB's Civic Virtue subscale was related to transparency subscale, which is one subscale of organizational culture (r=.375; p<0.01). This finding is identical to the relationship with Transparency and Civic Virtue. Likewise in another study that examined the relationship between organizational citizenship behaviors and information share that could be categorized as an indication of transparency it was revealed that information share positively contributed to unveiling all subscales of organizational citizenship behaviors [38]. In a similar vein Weber et al., [3] identified that participating in organizational decisions negatively affected employees' pro-social behaviors [3]. Civic Virtue as a full-scale term refers to commitment and affection toward one's organization. An employee viewing the organization as his/her own life voluntarily and actively participates to all meetings and events as a responsible team member. This is the dimension in which employees demonstrate affiliation-directed citizenship behavior between him/herself and the organization [15,20]. Noting that Civic Virtue Behaviors that is the most desired form of organizational democracy that OCB positively affects, it seems inevitable for organizations to integrate democratic practices into their organization. Conscientiousness entails issues that guide organization members to move beyond their minimum definitions of role by exerting hard toil, and abiding by effective codes and regulations [20], and conserving organizational resources efficiently [15]. This dimension exhibited significantly high level of relationship with Transparency subscale that relates to one of the subscales of ODS. Transparency is indicative of openness of an organization in its transactions and procedures and communication systems. In the same manner it was strongly related to Justice subscale. β value between Transparency and Conscientiousness was computed as .821, p<0.001 and β value between Justice and Conscientiousness was computed as -.199,p<0.001. It was seen that ODS subscales had circa 50% positive contribution in demonstrating Conscientiousness behaviors (Adjusted R2 =.483). Courtesy refers to discretional behaviors that aim to prevent, without violating personal rights, work and organization related concerns originating from organization members and mitigate the negative impacts of problems [15]. As the relationship between Courtesy subscale and ODS subscales is examined it

surfaces that β value between Transparency and Courtesy is .367, p<0.001; β value between Justice is .289, p<0.001 and β value between Participation-Criticism subscale is .273, p<0.001. As seen Courtesy subscale was substantially affected by ODS subscales (Adjusted R2=.662). This finding leads one to assume that the level of demonstrating Courtesy Behaviors was attributed in a ratio of 66% to organizational democracy perception. As detailed hereinabove it is worth noting that Justice perception which is an organizational democracy dimension exhibited significant relations with all dimensions of OCB, save Sportsmanship. Other studies that analyzed the relationship between OCB and Justice Concept, not as one dimension of organizational democracy but as perceived organizational justice, claimed that a positive and significant relationship existed between justice and OCB which is in parallel with the findings of present research. Arslantaş and Pekdemir [31] identified a significant relationship between employees' organizational justice perceptions and demonstrated organizational citizenship behaviors. It was also spotted that perceived justice and injustice had effects on employees' both positive and negative discretionary behaviors. Behaviors associated with positive will are termed as organizational-identification behaviors [11]. Organizational justice perception's predictor ratio on OCB varies between 29-52% in terms of different dimensions. In the same manner Songür et al., [39] put forth that a relationship existed between perceived justice and organization-aimed dimensions of OCB. Among employees organizational democracy perception in total and in all subscales manifested an inverse and weak yet significant correlation with Altruism behaviors. Regression analysis posited that this relationship originated from Justice subscale. Altruism refers to unconditional assistance toward members of the organization in work-related tasks or problems and performing discretional behaviors to prevent potential problems [15,20]. Regarding the cause of inverse relationship between Altruism behaviors and ODS subscales it can be alleged that in parallel with the climb in democratic perceptions the individual becomes more self-centered and less disposed toward benevolent behaviors. This finding suggests that democratization might be the driving force behind individualization. On the other hand a democratic atmosphere might, via bolstering each individual's duty and responsibility awareness, alleviate demand for altruism.

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Conclusion

Findings point out that organizational democracy perceptions nourish organizational citizenship behaviors. To enable employees to feel like citizens of their organization and promote their disposition toward organizational citizenship behaviors organizations are suggested to activate democratic practices effective to unveil employees' organizational democracy perception and/or further empower that view. It is also suggested that organizations implement experimental trials that actualize democratic practices. For future research studies, measurements should be conducted a priori and a posteriori of democratic practices. Next their effects on democracy perception and organizational citizenship behaviors should be concomitantly analyzed.

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