

Impact of Occupational Health and Safety Practices on Employee Organizational Citizenship Behavior Due to Covid-19 in the Banking Sector: Turkey Case

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Abstract

The purpose of this research is to examine the relationship between the Covid-19 measures and organizational citizenship behavior that bank employees perceive during the Covid-19 process. The research uses a descriptive scan model. Bank employees are the universe of research. The survey was conducted by 400 people with an easy sampling method. The questionnaire consists of the Personal Information Form, the questions that contain general preparations for the Covid-19 control carried out in the institution, and the organizational citizenship behavior scale. As a result of the research, it was determined that there was a statistically significant and positive relationship between banks' general preparations for Covid-19 control and their perception of organizational citizenship behavior. The acquisition of general preparations for the Covid-19 control by banks positively affects the perception of organizational citizenship behavior of bank employees.

Keywords

Covid-19, Covid-19 Precautions, Organizational Citizenship Behavior, Bank Employees

1. Introduction

The Covid-19 pandemic has affected all sectors, as well as the banking sector. Given the online banking development, it is still important to deliver face-to-face service to customers in banking branches. In the banking sector, there is still a need for face-to-face processing for signatures or statements related to various

account transactions. There are also expectations that customers will discuss their problems face-to-face and demand solutions, and communicate directly with the customer's contact. However, in many countries in the world, many bank employees in the Covid-19 pandemic have been sick or deceased. For instance, in India 1300 bank employees lost their lives during the Covid-19 period (The Hindu, 2021).

The purpose of this research is to examine the relationship between the Covid-19 measures and what bank employees perceive during the Covid-19 process. Especially, we focus on organizational citizenship behaviors.

The concept of organizational citizenship behavior includes voluntary behaviors that are not directly present within the award system expressed in the institution but that support the organization and its business people to conduct activities efficiently (Naktiyok & İşcan, 2019).

In general, organizational citizenship behaviors are not included in the employee's mission definitions. In this respect, there are no criminal sanctions if these behaviors are not carried out. There is also no reward in the event of these behaviors (Podsakoff, Whiting, Podsakoff, & Blume, 2009). It is stated that many factors have been effective in demonstrating the organizational citizenship behavior of employees. In the context of an institution, the more people who demonstrate organizational citizenship behavior, the more benefit the institution will have. A number of employees exhibiting this behavior will start to feel as if they are in the scope of other employees (Bommer, Miles, & Grover, 2003). Apart from the ability of employees to act as organizational citizenship due to their own characteristics, they can also demonstrate organizational citizenship in the context of their organization's behaviors and organizational support (Karaalioglu, 2019). In this regard, the employee may be inclined to demonstrate organizational citizenship behavior to institutions that give confidence and support to them. The social support behaviors of the institution can be effective for employees in addressing organizational citizenship behavior (Nguyen & Nguyen, 2017).

2. Literature

Organizational citizenship behavior is examined in five different dimensions (Bommer, Miles, & Grover, 2003; Karaalioglu, 2019):

- Digergamity: The behavior of the individual toward other colleagues in order to help them without expecting any response to the organization-related issues. It is considered to help the new colleague who voluntarily started the organization to adapt to the job, to take over the work of his friend who could not come to work because of a health issue. It means helping employees directly and voluntarily assisting another colleague in the face of problems to help the new business associate orientations, the heavy-duty colleague, use the equipment, prepare presentations, or understand a computer program (Organ & Ryan, 1995; Podsakoff, Mackenzie, Paine, & Bachrach, 2000; Alli-

son, Voss, & Dryer, 2001).

- **Conscientiality:** The behavior of an individual to act above expectations, to contribute to the organization by fulfilling the obligations they have to fulfill and more than their role, to not extend their break periods beyond their requirement, to attend meetings in time (Allison, Voss, & Dryer, 2001). It expresses that employees contribute voluntarily to the organization's operation by moving beyond their obligations regarding their work and the role they have taken on (Allison, Voss, & Dryer, 2001). They can express behaviors such as coming to work early, going late, avoiding long-term and unnecessary breaks, being punctual at meetings or appointments, completing tasks before time, protecting company resources, and making constructive suggestions. **Kindness:** It means that employees work in a constructive manner without complaining about problems and difficulties that arise as a result of some circumstances. This ensures that the organization's positive atmosphere is maintained without creating a tense environment within the organization. Kindness is a tolerant act. It is a behavior to avoid complaining about organizational work and causing victimization (Organ, 1988).
- **Courtesy:** This will ensure strong communication between employees and prevent problems that may arise from communication problems, which will lead to increased organizational efficiency. Courtesy is the whole of behaviors that are demonstrated to prevent business problems with other members of the organization. To avoid conflict when decisions and participation of a member of the organization affect other members (Wilches-Alzate, 2009).
- **Civil virtue:** Employees do what they have to do within the organization, attend meetings, engage only in business matters during working hours, express their opinions, and be connected to the organization when making decisions that will ensure that they achieve their goals and objectives. Civil virtue expresses responsibility for voluntary participation in organizational life (Bell & Menguc, 2002). In other words, as a whole and at the highest level, it expresses commitment and interest to the organization and active and voluntary participation in organizational life (Podsakoff & MacKenzie, 1994; Organ & Ryan, 1995; Konovsky & Organ, 1996; Acquaaah, 2004).

The employee has a tendency to develop organizational citizenship behavior within the framework of the tables where the values of the institution and the values of the employee correspond (Leung, 2013). It is becoming possible to express the confidence provided by the institution in developing an employee's organizational citizenship behavior in accordance with those expressions and the impact of his/her behavior.

3. Method

3.1. Model of the Research

The study used a descriptive scan model. A descriptive scan model is a research

approach that aims to describe a past or current situation as it exists. The individual or object subject to the investigation is tried to be identified on its own terms and in its own way. There is no attempt to modify or influence variables in any way.

3.2. Universe and Samples

The universe of the study is composed of bank employees in Istanbul province. The research was conducted between March and October 2021. The survey was conducted by 465 people using online Forms. It has been e-mailed to 465 people from the bank employees in the Turkish city of Istanbul. 400 people has been responded (a response rate of 86%). The survey was delivered to the participants via the e-mail sent by the authors, and the purpose of the study was expressive. Participation is optional. It has been emphasized that the study is scientifically motivated and that their identity will not be shared in secret.

3.3. Data Collection Tool

The survey form was used in the collection of data in the study. The questionnaire consists of the Personal Information Form, questions that contain general preparations for the Covid-19 control implemented in the institution, and the organizational Citizenship behavior Scale.

10 questions have been prepared, including general preparations for the Covid-19 control. Questions are generally questioning the organization's preparations to protect its employees under the Covid-19 pandemic. The Ministry of Health's "Covid-19 epidemic Management and working Guide" was used to create questions.

Organizational Citizenship Scale: Podsakoff, Mackenzie, Moorman, & Fetter, (1990) is developed by and validated in Turkish by Ünüvar (2006) Scale is single-dimensional (Ünüvar, 2006). In this study, Cronbach's Alpha coefficient was determined to be 0.80. The Organizational Citizenship Behavior Scale consists of 24 questions in total. The scale is in the form of a 5-gauge liquid. The scale is scaled as follows: "strongly disagree" is 1, "I do not agree" is 2, "I do not agree" is 3, "I agree" is 4, and "I agree with you" is 5. The high scale scores of the participants show that their perceptions of organizational citizenship behavior are high.

3.4. Data Analysis

Data analysis was performed in the SPSS 21 package program. Descriptive statistics and correlation testing were used to analyze data.

4. Results

In this section of the study, the findings obtained within the scope of the survey study are included.

When the findings of demographic features are examined, the majority of the participants (58%) are male, 56% are 26 - 35 years old, 82% are bachelor rated, and 68% are 6 - 10 year senators. (**Table 1**)

When the average values were reviewed, it was determined that bank employees did not see adequate measures taken by the bank regarding the Covid-19 pandemic. Measures taken by the bank regarding the protection of employees for the outlook of Covid-19 are not sufficient (**Table 2**). The overall preparations for the Covid-19 control of banks were reviewed by 36% of the statement, “Hazards have been identified in the institution for the Covid-19 outbreak, and risk assessment has been carried out”, “The working order at the bank was organized within the scope of the Covid-19 measures”, 30% of the statement, “Information has been made for the Covid-19 outbreak and informational banners have been prepared” by 26%, “Emergency plan in the institution has been prepared for the Covid-19 outbreak” by 50%, “The climate system at the bank has been properly reconditioned” by 20%, “Measures to prevent the physical contact of employees within the scope of distance measures have been taken,” 18% said, “The areas where employees eat have been adjusted according to social distance rules” by 30%.

Table 1. Findings for demographic features.

	Frequency	%
Gender		
Male	232	58.0
Female	168	42.0
Age		
18 - 25	16	4.0
26 - 35	224	56.0
36 - 45	136	34.0
46 and above	24	6.0
Educational Status		
Associate’s Degree	16	4.0
Bachelor’s Degree	328	82.0
Master’s Degree	56	14.0
Status of Seniority		
1 - 5 year	104	26.0
6 - 10 year	272	68.0
10 years and over	24	6.0

Table 2. General preparations for Covid-19 control of banks.

	No		is not enough		Yes	
	f	%	f	%	f	%
1) The Covid-19 outbreak identified the risks and assessed the risk	96	24.0	160	40.0	144	36.0
2) The working order at the bank was organized under the Covid-19 measures	56	14.0	224	56.0	120	30.0
3) The Covid-19 outbreak has been briefed, and the information posters have been prepared	88	22.0	208	52.0	104	26.0
4) The emergency plan for the Covid-19 outbreak has been prepared at the institution	-	-	200	50.0	200	50.0
5) The air conditioning system at the bank has been properly reconditioned	120	30.0	192	48.0	80	20.0
6) Measures to prevent employee physical contact were taken as part of distance measures	176	44.0	152	38.0	72	18.0
7) Areas where employees eat are set according to social distance rules	176	44.0	104	26.0	120	30.0
8) The fire meter was used at the bank entrance to measure the regular fires of the employees daily.	-	-	169	42.0	231	57.5
9) Adequate cleaning materials are available in the bank as part of the cleaning precautions	-	-	288	72.0	112	28.0
10) In the bank, all employees wear regular masks, and masks are often changed as part of the mask rules	-	-	64	16.0	336	84.0

“regular fires of employees were measured daily by fire meter at bank entrance.” 57.5% of his testimony, 28% of the statement “adequate cleaning materials are being kept in the bank as part of the cleaning precautions,” It was observed that 84% of bank employees answered yes to the statement “All employees wear regular masks and masks are often changed in the bank as part of mask rules.”

Descriptive statistics for the perception of organizational citizenship behavior have been examined in **Table 3**.

In **Table 3**, scores are generally over 4, but some statements are below 2. Statements with the lowest score “I spend a lot of time complaining about trivial matters”, “I’m not inclined to make a mountain camel”, “I always focus on wrong instead of positive things” and “I always find a flaw in what the institution does” form of.

The minimum, maximum, average, standard deviation, skewness, and offset values for variables are used within the scope of identifier statistics in **Table 4**.

Table 3. Organizational citizenship behavior scale.

	N	Minimal	Maximum	Average	Std. deviation
1) I help people with heavy workloads.	400	2	5	4.66	0.588
2) I treat a baby who doesn't cry like a baby who doesn't give tits.	400	3	5	4.48	0.575
3) I believe that I should give credit for the money I get.	400	3	5	4.78	0.461
4) I spend a lot of time complaining about trivial matters.	400	1	5	1.46	1.205
5) I avoid causing problems for my colleagues.	400	4	5	4.70	0.459
6) I follow and keep in touch with the developments regularly.	400	4	5	4.74	0.439
7) I'm not inclined to make a mountain camel.	400	1	5	1.64	1.398
8) I consider the impact my actions can have on my colleagues.	400	4	5	4.80	0.401
9) I don't have to, but I do attend meetings that matter.	400	4	5	4.60	0.491
10) I'm always ready to help my colleagues.	400	1	5	4.68	0.677
11) I participate in activities that benefit the image of the institution, even though I do not have to attend.	400	2	5	4.40	0.601
12) I follow and read agency announcements, messages, and other written materials.	400	4	5	4.70	0.459
13) I'll help my friends who can't make it to work.	152	4	5	4.68	0.466
14) I don't violate other people's rights.	400	4	5	4.88	0.325
15) I can help my colleagues with business problems willingly.	400	2	5	4.72	0.568
16) I always focus on wrong instead of positive things.	400	1	5	1.24	0.764
17) I take precautions to prevent problems with other employees.	400	4	5	4.72	0.450
18) My attendance is above average.	400	2	5	4.86	0.491
19) I always find a flaw in what the institution does.	400	1	5	1.16	0.613
20) I consider how my actions affect other people's work.	400	4	5	4.88	0.325
21) I don't take long breaks.	400	5	5	5.00	0.000
22) I follow the rules and regulations of the institution, even if no one sees it.	400	5	5	5.00	0.000
23) I help new recruits fit in when I'm not required.	400	4	5	4.84	0.367
24) I'm one of the most conscientious employees.	400	5	5	5.00	0.000

Table 4. Identifying statistics for organizational citizenship behavior perception.

	N	Minimum	Maximum	Average	S.d	Skewness	Kurtosis
Organizational Citizenship behavior	400	2.08	4.67	3.6811	0.1958	0.468	1.276

Table 5. General preparations for Covid-19 control of banks and association for organizational citizenship behavior appetite Pearson correlation test.

		General preparations for Covid-19 Control of banks
	r	0.217
Perception of Organizational Citizenship Behavior	p	0.000
	N	0400

According to this, the averages for participants' perception of organizational citizenship behavior were determined to be 3.68 ± 0.20 . It has been determined that bank employees have a sense of organizational citizenship behavior at a moderate level. When the scale skew and offset values are examined, it has been determined that the values are between 1.96 and -1.96 , resulting in normal distribution conditions.

When the general preparations for the Covid-19 control of banks and the perception of organizational citizenship behavior relationship were examined, it was determined that there was a statistically significant and positive relationship ($p = 0.05$) (**Table 5**). The introduction of general preparations for Covid-19 control by banks positively impacts the perceptions of bank employees' organizational citizenship behavior. Employees positively support employee citizenship perceptions toward the organization.

5. Conclusion and Discussion

Banks, one of the most important wheels in the economy, have been working uninterrupted during the pandemic process to ensure that markets can run smoothly. Economic difficulties during the pandemic period have increased the application to banks, and bank employees have spent more time in this period. They have worked with the anxiety and fear of disease for both themselves and their relatives of the increasing risk of infection during the epidemic. This has also been effective on bank employees' perception of the organization.

It is not possible to say that banks are adequately successful when assessed under the Law on Occupational Health and Safety No. 6331. More than half of the respondents said the measures taken were not sufficient. It is also important that banks be more selfless in the field of occupational health and safety, and that banks are audited in this context.

The research found that the overall preparations for the Covid-19 control of banks and the perception of organizational citizenship behavior relationship were statistically meaningful and positive. The introduction of general preparations for Covid-19 control by banks positively impacts the perceptions of bank employees' organizational citizenship behavior. The practices for employee health make employees feel more valuable in the organization, while in addition, they also see themselves as part of the organization. This may have a positive impact on employee citizenship perceptions.

As a result, the Covid-19 measures taken by banks are important in the positive change and upgrade of the perception of organizational citizenship behavior of bank employees. The rise in organizational citizenship perceptions of bank employees will enable them to perform more for organization efficiency. In addition, employees who consider themselves part of the organization can work more selflessly and support their colleagues in this matter. This will bring a more efficient and efficient working environment.

Conflicts of Interest

The authors declare no conflicts of interest regarding the publication of this paper.

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