

The Relationship Between Whistleblowing and Organizational Citizenship Behaviour

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Abstract

Whistleblowing can be defined as revealing illegal and immoral practices in an organization. Organizational Citizenship Behaviour is the individual behaviour in a discretionary way which increase organization efficient. This study searches the relationship between Whistleblowing and Organizational Citizenship Behaviour. To measure the relationship between this concepts, we use a questionnaire to 52 health sector employees who works in Center of Dental Health in public sector. As a result, the findings show that there is low level and poztive relationship but no significant relationship between whistleblowing and organizational citizenship behaviour. But, there is significant relationship between external-whistleblowing and civic virtue which are the dimensions of this concepts.

Key Words: Whistleblowing and Organizational Citizenship Behaviour.

1.INTRODUCTION

This study aims to analyze the relationship between whistleblowing and organizational citizenship behaviour in an organization. In the first parts of the study, whistleblowing and organizational citizenship behaviour are issued in conceptual framework. Then, application and findings which determine the relationship between whistleblowing and OCB are studied and

finally, findings of the research are evaluated and solutions and propositions are proposed about topics.

2. LITERATURE REVIEW

2.1. Whistleblowing

The concept of whistleblowing which has been argued in organizational behaviour in recent years and has also no accurate meanings in many languages, is explained as terminating an action by whistling and giving information to administration about illegal actions in an organization. (Pearsall, 1998)

When we summarize the definition of whistleblowing in literature; it can be defined as reporting illegal and non-ethical actions to hinder their negative effects on organization (Aktan, 2006), to stop illegal activity by whistling rather than become silent (Beduk & Saygan, 2014), reporting and revealing illegal and non-ethical action (Danisman, 2013) and revealing non-ethical and illegal actions of company owners by members of organization (Dasgupta & Kesharwani, 2010).

There must be at least four items for whistleblowing. These are whistleblower who make whistleblow, an illegal or non-ethical action, members of organization who make these action and an association to report (Dasgupta & Kesharwani, 2010).

Whistleblowing is not a thing that can only be in state sector. According to Dehn (2001), every organization can come to face wrongdoings actions which affect their members negatively, and also According to Aktan (2006) Whistleblowing can be in private sector and non-profit organization.

Internal and external whistleblowing are two types of whistleblowing. (Özdemir, 2013). Internal whistleblowing is reported actions to the top management while external whistleblowing is reporting actions to media or legal authority out of organization. Besides, Dehn (2001) has added a new dimension called to become silent. So, we can say that

whistleblowing has three types (internal-external-silent) as used in this research. Also, open and implicit whistleblowing are another types of whistleblowing. The former means to report without any fear, the latter is reporting by secreting identity. (Beduk, 2014).

There are some research has been studied so far about whistleblowing. In a research made in police department in Norway, according to the court report, %70 of cases were external whistleblowing while %30 of internal whistleblowing. (Gottschalk & Holgersson, 2011). According to another research made in India, nurse has choiced to remain silent because of the fear that they wouldn't be supported. (Jackson et al., 2010). Another findings carried out in state to contain whistleblowing in terms of demografic variables, particularly the man who were older 40 and married have been prone to whistleblow than others. (Sowmya & Rajashekar, 2014). Another research studying relationship between whistleblowing and ethical climate has stated that there were no significant relationship between this concept except for sub-dimension helpful ethical climate. (Saygan, 2011) And according to another research has been carried out in hospitals, employees have less prone to whistleblow due the fact that their faithful emotion. (Bakar, 2012)

To summarize, the research have been studied so far revealed that members of any organizations have less prone to whistleblowing because of the fear that being betrayal and marginalized

2.2. Organizational Citizenship Behaviour

Organizational Citizenship Behaviour which has been concerned by researcher in organizational behaviour, was first took place in management thanks to Dennis Organ in 1983.(Karaman & Aylan, 2008). It can be defined as the individual behaviour in a discretionary way which increase organization efficiency (Podsakoff et al., 1997), good soldier syndrome (Organ, 1997), individuals contributions to organization because of their volunteerly behaviour rather than their roles (Celik & Cira,2013) and extra behaviours by individuals beyond their duties (Akgemci & Kocyigit, 2013). In the lights of the definition above, we can define OCB as

individual behaviours to foster organizational efficiency without any enforcement and anticipating any reward. (Gurbuz, 2006)

The research about OCB has revealed that personality and job satisfaction are the antecedents of OCB. (Organ & Lingl, 1995). According to the Organ (1994) job satisfaction has provided more contribution to the organization by boosting individual performance and efficiency. Recent studies has added that organizational commitment, organizational justice and supports of leader are the other antecedents of OCB. (Gurbuz, 2006)

In literature, there are several OCB dimensions, most of which are similar to each other. And the dimensions which put forward by Organ contains almost all of them. These dimensions are altruism, conscientiousness, courtesy, civic virtue and sportmanship. (Basim & Varoglu, 2009) OCB dimensions of which also we used in our research, have been briefly defined below.

Altruism: It is the willing behaviours of members of organization in order to increase their teammate's performance by helping them. (Sezgin, 2005)

Conscientiousness: Employee's behaviours beyond their roles to contribute to the organization than others. (Sehitoglu & Zehir, 2010)

Courtesy: It is a kind of behaviour to anticipate problems which may occur in organization and inform others about it. (Altintas, 2006)

Civic Virtue: It can be defined as willingness to dissent bad news and behaviours in organization and sharing novelty and new ideas in organization by participating activities in there. (Dincer, 2013)

Sportmanship: It is the willingness of problems and hinders of jobs in organization without resist to it. (Basim & Sesen, 2010)

2.2. The Relationship Between Whistleblowing and Organizational Citizenship Behaviour

There hasn't been any research about the relationship between whistleblowing and OCB in literature. But, in a study by Aktan (2006), whistleblowing can be defined as a civic virtue behaviour. Whistleblowing as a civic virtue behaviour can pave the way if there can be relationship between whistleblowing and organizational citizenship behaviour.

3. RESEARCH

3.1. Objective

This study has been conducted to determine whether there is a significant relationship between whistleblowing and OCB. Following hypotheses were framed to achieve this objective. Also, Figure 3.1 shows the model of research.

Hypothes 1: There is a significant relationship between whistleblowing and OCB.

Hypothes 2: There is a significant relationship between sub-dimensions of whistleblowing and sub-dimensions of OCB.

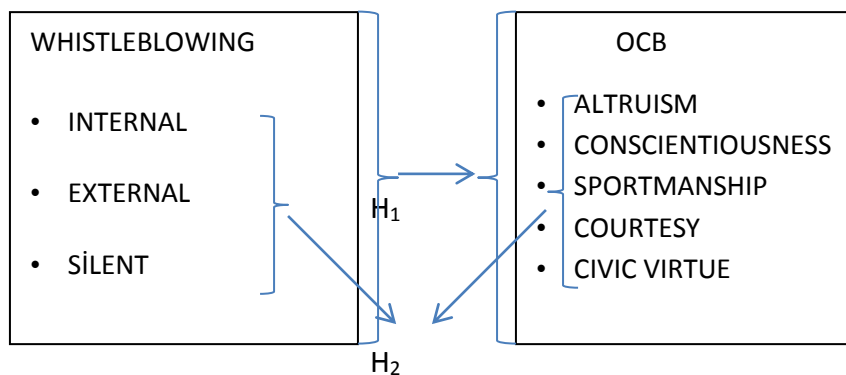


Figure 3.1 Model of Research

3.2. Research Methodology

The research has been conducted on dentist, nurse and health personnel who works for Center of Dental Health in state sector. We particularly has studied on state sector because whistleblowing can be seen much more in state sector than private sector. Also, we have

chosen to research in health service due the fact that health personnel are prone to whistleblow rather than other job areas.

The data was collected by giving questionnaire to 86 respondents. But 52 questionnaires were analyzed because of the rests were not fully answered. The questionnaire is consisting of two parts. One is OCB scale which was first used by Organ and has 5 sub-dimensions consisting of 24 questions. The other is whistleblowing scale which has 3 sub-dimensions and 9 questions, sourced by Bakar’s study (2012) called Whistleblowing at Workplaces and a Practice.

The data was analyzed by using SPSS Statistics Programs. In analyze and questionnaire, 5 point Likert Type Scale was used. Reliability analysis, test of Kolmogorov-Smirnov and correlation analysis were used to test hypothesis.

3.5. Findings

3.5.1. Findings of Reliability Analysis and Determining Suitable Type of Analysis.

According to the reliability analysis, it is clear that the scale is a reliable scale.(Cronbach Alfa > 0,70) Test of One-Sample Kolmogorov-Smirnov has revealed that OCB ($p > 0,05$) and Whistleblowing ($p > 0,05$) have showed normal distribution, while sub-dimensions of OCB hasn’t showed normal distribution. So, when analyzing data, the relationship between OCB and whistleblowing were tested by parametric methods.

Table 3.1 Results of Reliability and Kolmogorov-Smirnov Analysis

| Factors | Number of Variables | Cronbach Alpha | Asymp. Sig. (2-tailed) |
|--------------------------------------|---------------------|----------------|------------------------|
| Organizational Citizenship Behaviour | 24 | 0,832 | 0,200 |
| Altruism | 5 | 0,825 | 0,010 |

| | | | |
|-------------------|---|--------------|--------------|
| Conscientiousness | 5 | 0,787 | 0.001 |
| Sportmanship | 5 | 0,818 | 0,004 |
| Courtesy | 5 | 0.784 | 0,000 |
| Civic Virtue | 4 | 0,800 | 0,000 |
| Whistleblowing | 9 | 0,774 | 0,200 |

Source: Field Survey

Correlation analysis which have studied to test hypothesis are presented in the table below.

Accoding to the correlation analysis, there is a positive and low-level ($p=0,286$) relationship between Whistleblowing and OCB. Also, there is a negative and low-level relationship between altruism ($p= -0,101$) and conscientiousness ($p=-0,011$) and whistleblowing. So, Hypothesis 1 rejected. But, there is a significant and positive relationship between External whistleblowing and civic virtue. ($p<0,05$). So, we can say that Hypothesis 2 can be accepted for sub-dimensions of civic virtue.

Table 3.2 Result of Correlation

| | | OCB | Altruism | Conscientiousness | Sportmanship | Courtesy | Civic Virtue |
|----------------|--------------------|------|----------|-------------------|--------------|----------|--------------|
| Whistleblowing | Pearson / Spearman | ,132 | -,101 | -,011 | ,136 | -,010 | ,117 |
| | p | ,286 | ,418 | ,928 | ,272 | ,938 | ,346 |

| | | | | | | | |
|--------------------------------|----------|------|-------|------|------|------|--------------|
| | N | 52 | 52 | 52 | 52 | 52 | 52 |
| External Whistleblowing | Spearman | ,179 | -,029 | ,074 | ,151 | ,069 | ,306* |
| | P | ,203 | ,839 | ,600 | ,286 | ,629 | ,027 |
| | N | 52 | 52 | 52 | 52 | 52 | 52 |

Source: Field Survey

4. Conclusion

The Whistleblowing as a reporting non-ethical actions to inside or outside of organization has been very important for the future of organization. Organizational Citizenship Behaviour as a voluntary extra effort has accelerated the organizational performance.

As a result, we conclude that there is a low-level positive relationship between whistleblowing and OCB. This result can be interpreted that employees who has properties of OCB are prone to whistleblow but low level because of the fact that personal anxiety and organizational culture. In addition, there is a significant relationship between external whistleblowing and dimension of civic virtue.

This result can be interpreted that employees who has civic virtue behaviour usually report non-ethical actions to outside of organization supposing that it can not be solved in organization.

The results are consistent with previous research although there hasn't been several research about relationship between whistleblowing and OCB. In a study, Aktan (2006) concluded that whistleblowing is a kind of civic virtue behaviour. Our results are also similar to his results.

Although there is a significant relationship between civic virtue behaviour and whistleblowing, which the name of our research and our main hypothesis 'Relationship

between Whistleblowing and OCB have not significant. So, this result has lead us proposing to study this topic again in other area.

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