


# Chapter 12

## Organizational Citizenship in Building School Climate

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### **ABSTRACT**

*The concept of school climate, which means that each school has its own unique atmosphere, is associated with many organizational variables. Organizational citizenship is one of them. Organizational citizenship is formed by the voluntarily positive behaviors of employees in an organization to increase the welfare of the organization. From the teachers' and students' perspective, organizational citizenship is the willingness to take actions to benefit the welfare of the school without any expectation of self-interest. There is a correlation between organizational citizenship behaviors and their attitudes towards school climate. It can be said that a positive school climate increases organizational citizenship behaviors.*

### **INTRODUCTION**

Individuals in an organization gather to achieve common goals within a structure organized around formal rules. Within this structure, individuals shape the organizational environment through their job attitudes, sentiments and behaviors and interact with each other in a variety of behaviors, interactions, activities and needs. As one person's behavior influences others, it is also affected by the attitudes of others in the organization (Gök, 2009). Climate is one of the most powerful concepts within this framework. Climate plays a role in understanding the impact of an organization

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on people and personality. It can be considered as an umbrella term in which the multifaceted dimensions of human behavior can be handled together. Analyzing the climate in an organization accurately allows for an understanding of its impact on the health of individuals and the organization (Öge, 2001). School climate is a multidimensional concept that includes interpersonal, organizational and instructional dimensions (Loukas, et al, 2006). As Şişman (2012) argues, school climate refers to the perceptions about the school environment that affect the behaviors of individuals within the school. Therefore, it can be argued that each school has a unique climate. The concept of school climate, defined as each school having a unique atmosphere, has a relationship with many organizational variables. One of these is organizational citizenship. Organizational citizenship is formed by the positive behaviors that employees in an organization voluntarily perform to increase the welfare of the organization. From the perspective of teachers and students, organizational citizenship is students' voluntary actions to benefit the welfare of the school without any expectation of interest. In this chapter, the concepts of organizational climate and school climate will be defined in detail and the effects of these two important concepts on organizational citizenship behaviors will be discussed.

## **Organizational Climate**

One of the main factors that organizations must take into account in order to achieve sustainable success is the impact of the climate that exists in the organization. Organizational climate, directly shaping the motivation and performance of employees, is an essential factor that determines the overall productivity and competitiveness of an organization. The climate's effect on the general atmosphere of the organization and the behavior of its members directly influences the success of organizations. Thus, it is very significant for organizations to create positive effects on organizational climate in many areas ranging from relationships within the organization to business processes.

The concept of climate is etymologically of Greek origin and means “tendency”. The term refers not only to physical phenomena such as temperature and pressure, but also to how organizational members describe the environment within the organization. In other words, it is a term that also carries a psychological meaning (Gilmer, 1971). Also, for organizations, this concept is important to comprehend how employees perceive the work atmosphere and how these perceptions are reflected in their behaviors. In the organizational climate research field, it is seen that the first important studies on employees' climate perceptions date back to Lewin et al. (1939), who initiated the discussions on social climate. Defining organizational climate, Cherrington (1994) states that “the term climate refers to the set of characteristics or qualities that distinguish one organization from another and is similar

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