

Investigation Of Athletes Organizational Citizenship Behavior

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Abstract

The aim of this study was to examine the organizational citizenship behavior of active licensed athletes. Organizational citizenship includes altruism, conscientiousness, courtesy, sportsmanship and civic virtue as it was examined in five sections. These dimensions contribute to individual and organizational performance. 422 athletes participated in the study. The mean age of participants was found as 23,3. 265 men, 157 women participated to study. Consisting of 19 substances adapted into Turkish by H.Nejat BASIM "Organizational Citizenship Behavior Scale" was applied to the athletes. The reliability coefficient of the questionnaire (Cronbach's alpha) was calculated as .85. Research statistics measured by mean, percentage and standard deviation. Independed t test and ANOVA analysis carried to testing group variances. Athletes' organizational citizenship behavior mean level was generally high. This situation shows that the students who has organizational citizenship attitude which is defined as individual behavior based on volunteering has high organizational dependency in terms of themselves and their organizations and they are in condition that they consider the organization and its worker in the unwritten rules.

Keywords: Organizational citizenship, sport, university, athlete

Introduction

Dennis Organ is generally considered the father of OCB. Organ expanded upon Katz's (1964) original work. Organ (1988) defines OCB as "individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization" (Wikipedia, 2016, Özdevecioğlu, 2003). If behaviors that includes volunteering in all kind of

attitudes and if others including managers accepted as positive manner then this behaviors can be organizational citizenship behavior.

According to Lievens and Anseel (2004) organizational citizenship behavior is volunteering based on the principles of personal behaviors that help to improve organizational aims with contributing social and psychological environment of the organization.

OCB is individual behaviors that desired by organization and contributes organizational efficiency (Organ, 1997). Van Dyne et al. (1995) addressed the following issues: (a) the muddled state of overlap among several constructs of extra-role behavior (ERB): OCB, prosocial organizational behavior (POB), principled organizational dissent (POD), and whistle-blowing (WB); (b) the case for the utility of the larger construct, ERB; and (c) the plausible sets of antecedents and consequences of redefined categories of ERB. Dennis Organ defined OCB as "individual behavior that is discretionary, not directly or explicitly recognized by be formal reward system, and that in the aggregate promotes the effective functioning of the organization" (Organ, 1988).

According to Kaskel (2000), helping to friends and colleagues at job, make some suggestions to improve process of work, be sensitive for coming to job on time, effective and efficient at work some examples of OCB behaviors. Also Kelloway (2000) defined OCB as, to help friends who doesn't come to work, to be volunteer to do something an important for organization doesn't even part of work definition. To help people socialize who is new at job. (Sezgin, 2005).

Workers in an organization, if they feel their self as much as a part of organization, even see organization part of their body, they could feel involve themselves and stay in organization. Therefore they make a heart whole effort to common work (Aydın, 1993).

OCB is represents the individual activities that improve the functioning of the organization. Protection to organization from undesirable behavior, to accept the proposals, talent development, and actively involving common issues such as setting up a network is linked to the overall performance of the business and organizational citizenship. In addition, the organization also contributes to the creation of social capital (Gök, 2007).

Graham (1991), tried to explain in table 1, who studied on OCB and terms and criteria. There are some criteria to define OCB. This table explains all the studies about OCB till 1990. After that time many studies carried on OCB (MacKanzie, 1991, 1993, 2000,) but Organ and his colleagues did most of the studies of OCB.

Table I. Overview of Previous OCB Studies

Study	Criteria used to define OCB			Categories or indices of OCB: Number in parentheses indicates more than one scale in category				
	Extra-role	No formal reward	Organizationally functional	Single scale	Inter-personal helping	Obedience	Loyalty	Participation
Bateman & Organ (1983)	x		x	x				
Smith, Organ, & Near (1983)	x		x		x	x		
Scholl & McKenna (1983)	x			x				
Motowidlo (1984) ^d					x			
Brief & Motowidlo (1986) ^b	x		x					
Miceli (1986) ^c				x				
Motowidlo, Packard & Manning (1986)	x				x	x		
O'Reilly & Chatman, #1 (1986)								
O'Reilly & Chatman, #2 (1986)		x	x	x				
Williams, Podsakoff, & Cooper (1986)	x		x	x				
Graham (1986a) ^d					x	x(2)		
Motowidlo, Brief, Atieh, & Ashworth (1987)			x		x		x	x
Puffer (1987)	x		x	x				
Scholl, Cooper, & McKenna (1987)	x			x				
Organ (1988)	x	x	x		x(2)	x	x	x
Organ & Konofsky (1989)	x		x		x	x		
Organ (1990)	x		x		x	x		

Organ (1988) classifies OCBs into five categories: altruism, conscientiousness, sportsmanship, courtesy, and civic virtue. This classifies generally excepted from other researchers. Definition of this categories by Organ; altruism is a discretionary behavior that helps other persons with respect to organizationally relevant tasks or problems. Conscientiousness is a discretionary behavior that employees carry out well beyond the minimum required level. Sportsmanship consists of actions that employee refrain from complaining, doing petty grievances, railing against real or imagined slights, and making federal cases out of small potatoes (Organ, 1988, p. 11). Courtesy consists of actions that help prevent work-related problems with others or such actions as “touching base” with those parties whose Works would be affected by one’s decisions or commitments (MacKenzie et al., 1998, p. 89; Organ, 1988, p. 12). Civic virtue reflects behaviors, in which an employee responsibly engages, that show concern for the organization and employee initiative in recommending how the organization can improve its operations (Netemeyer et al., 1997). However, according to Organ (1988), courtesy is not easily distinguishable from altruism. The distinction between the two behaviors can be made when one distinguishes between coming to the aid of someone who already has a problem and helping someone prevent a problem from occurring.

OCB aims to improve performance and efficiency by establishing effective coordination, to improve workers ability and skill and avoid no desirable behavior which is avert healthy operation of organization (Basim, 2014).

Method

The aim of this study was examine active licensed athletes' OCB. Survey method was used to gather data and OCB Inventory form used which adapted to Turkish by Basım (2014). Cronbach Alpha reliability score was $\alpha = .85$. Independed t test and ANOVA analysis was carried to testing group variances. Tukey test were used to explain group differences.

Inventory form which is developed by Basım (2014) for university student OCB includes 19 questions. Some demographic questions also asked for information. Six Likert type multi selection scale were used to see OCB situation. Participants asked to give number to each question as follows; "every time=6", "Mostly=5", "Often=4", "sometimes="=3", „rarely=2“, "never=1“

Findings

422 athletes participated in the study. The average age of participants was found as 23,3. 265 men, 157 women participated to study. Participants are students' athlete who studying at faculty of sport sciences, department of training education, P.E. teacher, recreation and sport management.

Table 2. Mean value of organizational citizenship behavior dimensions

OCB	X	S.D.
Altruism	4.14	1.30
Conscientiousness	3.97	1.28
Courtesy	4.58	1.25
Sportsmanship	4.15	1.30
Civic virtue	4.12	1.27

As we see from table 2, courtesy is close to mostly done behavior by athletes. Athletes' were careful for other athletes, very kind to other athletes and sportsmen to team mates. In sport psychology team work need this kind of behaviors and most of the company use that kind of team work synergy to motivate their workers?

OCB	Gender	N	X	S.D.	T	P
Altruism	Female	157	4.15	0.94	.164	.870
	Male	265	4.15	0.95		
Conscientiousness	Female	157	4.06	1.02	1.334	.183
	Male	265	3.91	0.99		
Courtesy	Female	157	4.58	1.08	.055	.956
	Male	265	4.58	1.00		
Sportsmanship	Female	157	4.12	9.53	.460	.646
	Male	265	4.17	9.45		
Civic virtue	Female	157	4.18	0.97	.711	.478
	Male	265	4.10	1.01		

Table 3. Mean and t-test of OCB according to gender

According to t-test and mean values there were no significant differences between man and woman.

Table 4. Analysis of t-test according to sub-dimensions

K/M _u	Altruism	Courtesy	Sportsmanship	Conscientiousness	Civic virtue
Gender	,726	,709	,451	,600	,286
Marital status	,161	,840	,218	,200	,688
Income	,312	,119	,071	,100	,638
Age	,260	,002	,362	,049	,490

According to t-test score in table 4, there were no significant differences between gender, marital status, income and age. But only age scores differences between 21-25 and 26-30 courtesy and conscientiousness were significant. That means younger athletes were more courteous and conscientious than older athletes. ($p < 0.05$)

Testing of Hypothesis

Hypothesis 1: Students have no difference of opinion on the OCB according to gender.

Table 5. T test results of OCB according to gender variable

	N	X	S.D.	T	P
Gender	422	1.57	0.495	55.17	.00

There were no significant differences according to gender variable ($p < 0.05$). Therefore hypothesis 1 was accepted. Gender differences in sport faculty is not similar to other faculties. Students are doing many practical courses together or spend more time man and woman together in school. School time sharing is not only theoretical course also in practical or in some events which they involve as volunteer affecting their team work ability and ideas too. So we might say that idea of students about OCB not related with gender.

Hypothesis 2: Students have no difference of opinion on the OCB according to their departments.

Table 6. Anova test result of OCB according to department variable

	N	X	S.S	T	P
Department	422	2.63	1.21	37.54	.594

There were significant differences according to department variable ($p > 0.05$). Results of the variance analyze of OCB according to department at table 7.

There were significant differences founded on OCB sub-dimensions of sportsmanship and conscientiousness according to departments ($p > 0.05$). When we explain this differences by test of Tukey, department of sport

management students' opinion about sportsmanship and conscientiousness were more positive than other students of departments.

Not like gender, departmental idea on OCB is different. When we look for the departmental curriculum, there are too many different subjects in programs. Sport management departments have more management and organizational behavior subjects than other departments. That might be one of the major reason for results.

Table 7. Variance analysis of OCB according to department variable

Sub-dimension of OCB	Department	N	X	S.S	F	P
Altruisms	P.E.	108	4.16	0.78	5.380	.001
	Training	109	3.84	0.96		
	Recreation	95	3.95	1.09		
	Sport Management	110	4.39	0.93		
Conscientiousness	P.E.	108	3.94	0.78	.894	.445
	Training	109	3.82	1.06		
	Recreation	95	3.98	1.17		
	Sport Management	110	4.08	1.03		
Sportsmanship	P.E.	108	4.09	0.84	2.478	.061
	Training	109	3.93	1.07		
	Recreation	95	4.12	0.99		
	Sport Management	110	4.32	0.90		
Courtesy	P.E.	108	4.62	0.97	3.85	.01
	Training	109	4.25	1.15		
	Recreation	95	4.47	1.11		
	Sport Management	110	4.79	0.93		
Civic virtue	P.E.	108	4.04	0.87	2.65	.049
	Training	109	3.99	1.10		
	Recreation	95	4.00	1.03		
	Sport Management	110	4.35	0.96		

Hypothesis 3: Students have no difference of opinion on the OCB according to their grade

Table 8. Anova test result of OCB according to grade variable

	N	X	S.S	T	P
Grade	422	2.71	1.09	42.98	.654

There were significant differences according to department variable ($p > 0.05$). Results of the variance analyze of OCB according to grade at table 9.

Table 9. Variance analysis of OCB according to grade variable

Sub-dimension of OCB	Grade	N	X	S.S	F	P
Altruisms	1st	94	4.21	0.95	2.45	.043
	2nd	107	4.00	1.08		
	3th	111	4.00	0.89		
	4th	110	4.33	0.86		
Conscientiousness	1st	94	4.16	1.02	1.94	.123
	2nd	107	3.85	1.15		
	3th	111	4.09	1.00		
	4th	110	3.97	0.84		
Sportsmanship	1st	94	4.23	0.92	2.47	.062
	2nd	107	3.94	0.98		
	3th	111	4.10	0.89		
	4th	110	4.31	0.94		
Courtesy	1st	94	4.58	1.11	1.666	.174
	2nd	107	4.37	1.15		
	3th	111	4.63	0.96		
	4th	110	4.71	0.93		
Civic virtue	1st	94	4.18	0.92	3.38	.019
	2nd	107	3.96	1.06		
	3th	111	3.97	1.03		
	4th	110	4.37	0.89		

There were significant differences founded on OCB sub-dimensions of sportsmanship, courtesy and conscientiousness according to grade ($p>0.05$). When we explain this differences by test of Tukey, department of sport management students' opinion about sportsmanship, courtesy and conscientiousness were more positive than other students of departments. 4th grade students' opinion of OCB more positive than other grades students.

Conclusion

The purpose of our research was to understand student athletes OCB if there were any difference according to gender, department or grade in faculty of sport sciences. We found that there were no significant difference according to gender. But some significant difference according to department and grade. Özdevecioğlu (2003) found significant difference according to age of students. In his research students opinion on OCB was different. OCB level was decreasing when they get older. That means age is related to OCB. In our research we found that opposite, younger students' OCB was lower than older students. Also we can say that OCB related to age. The reason of this result might be about students' education on sport. Sport is a discipline and faculty of sport courses includes some organizational behavior and organizational psychology subjects that might be effective their opinion about OCB. Other reason for this result is athletes student improve their

extra-role in their team as a team member. Being a team is very important and that includes some extra role like sportsmanship or altruism. Also sport philosophy includes fair play, respect, team work and more related with OCB.

OCB is generally related with fair play and some extra team work effort in organization. Sport teams and athletes has this kind of feeling that OCB which is Organ's study and explanations. More over Podzakof et al (2009), mentioned workers turnover, and they found that turnover of workers was related with OCB. In sport teams' older athletes has high level of OCB. That means OCB level and efficient is who works more in their organization.

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