

UNLOCKING THE RELATIONSHIP BETWEEN ORGANIZATIONAL CITIZENSHIP BEHAVIOR AND EMPLOYEE PERFORMANCE IN THE SPORTS INDUSTRY: A HOLISTIC INVESTIGATION

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ABSTRACT

In the course of the research, a total of 173 employees were questioned through the application of a random selection process. Surveys were utilized in order to accomplish the goal of gathering information for the specific study. For the purpose of determining the level of internal consistency that the instruments possessed, the researchers made use of the Cronbach alpha coefficient test. In order to accomplish the goals of this study, descriptive statistics were utilized. These data included percentages, frequencies, standard deviations, and averages. Additionally, inferential statistical approaches such as multiple regressions and correlation were utilized within the scope of the study. The outcomes of the research indicated that the degree of courtesy and politeness exhibited by workers had a positive and significant impact on the level of work performance they achieved. The results of the research indicate that there is a significant connection between higher levels of corporate citizenship and increased levels of productivity in the workplace. The findings of the survey indicate that employees working in the sport industry should be prepared to take on additional responsibilities, should be willing to provide assistance to new employees, should have a positive attitude, and should be able to accept workplace inconveniences. This is necessary in order to keep up with the advancements that have occurred in their own field and to improve the overall performance of the company. It is important for employees to have a conversation with their coworkers before taking any activities that could potentially have an impact on their fellow employees. They should also make every effort to avoid clashes with their teammates, as this is an extra factor that should be taken into consideration. It is of utmost significance that they refrain from making public their grievances and refrain from criticizing their coworkers. This is a matter of great importance. For the purpose of determining the precise nature and extent to which demographic determinants influence organizational citizenship behavior (OCB) components in connection to business outcomes, it is required to do additional study.

Keywords: Organizational Citizenship Behavior, Sport Organization Employee Performance.

Introduction

According to the findings, it is probable that OCB may have a variety of effects on the output and efficiency of an organization through a number of different mechanisms. The potential for OCB to increase productivity in the workplace has been demonstrated by a significant number of research throughout the years. Just name a few of the investigators who have carried out these inquiries. It is to the advantage of both the company and the newly employed employees when more experienced workers are willing to lend a helping hand to their less experienced peers during the first few weeks of employment. This is helpful to both parties. In addition, there is the possibility that sports teams will receive benefits from this approach. Practices, for instance, run more easily and efficiently when more

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experienced players take the time to teach new teammates the ropes and instruct them on how to perform. Due to the fact that this is the case, learning how to play the game will be simpler for everyone. It is also feasible that the productivity of managers will grow as a result of the selfless efforts of workers and athletes. This is something that is a possibility. In the case that the manager or coach would not have to spend time training the newly hired employee or athlete on what they need to know, it is possible that they would be able to accomplish more. Consequently, they would be able to concentrate on other significant responsibilities or formulate strategic plans in this manner. According to Organ, Podsakoff, and MacKenzie (2006), the production of managers may be increased if workers contributed to the achievement of common goals (civic virtue) or if they refrained from whining about unimportant problems (sportsmanship). Both of these factors are considered to be examples of responsible behavior.

Objectives

- To study the impact of organizational citizenship behavior on employee performance.
- To study sport organization employee performance: skills, creativity and innovation.

The impact of organizational citizenship behavior on employee performance is Noteworthy -Training

This study's second section provides a definition of training as the process of obtaining specialized professional or practical skills and information in order to become competent in a particular sector. Training is defined as the process of acquiring these skills and knowledge. Training is all about obtaining and polishing the skills that are necessary for reaching a goal, and it is when you put those talents to use that training is the most effective. When an employee who has recently started working is given the opportunity to observe an experienced worker over a period of many weeks, either in a classroom setting or online, they have the potential to acquire a significant amount of knowledge. There have been earlier studies that have studied the impact that training has on the productivity of employees in a variety of different environments. When compared to their colleagues in the same industry who received less training, owners of small businesses who participated in the research and received formal training interventions had lower employee turnover, higher staff productivity, and workers who were more engaged and happy with their jobs. This was the case when compared to their colleagues who received less training. According to the findings of the research that was carried out by, the training materials had a significant impact that was both positive and beneficial on the performance of the workers. In addition, the results of a research study indicate that the techniques of training are powerful indicators of the effectiveness of employees. Employers are strongly encouraged to reconsider their techniques for aiding workers in enhancing their communication and interpersonal skills, as stated by the authors of the research published in the aforementioned article. Not only that, but you should also emphasize the fact that training has a big impact on the degree to which individuals are able to adjust to new conditions. Taking into consideration these statistics, it would appear that the level of responsibility that is placed on training is closely tied to the degree to which people are able to adjust to new situations effectively. According to the model that was offered, the statistical study that was carried out demonstrated that there is no association between the likelihood of continuous learning and success on the job. This was the conclusion that was reached.

Employee Performance is Significantly Affected by Training Employee Engagement

We are of the opinion that employees are interested in their work when they feel a personal and psychological connection to the success of the company for which they are employed. Recently, the management of human resources has demonstrated a substantial interest in employee engagement. This is due to the fact that employee engagement has the potential to influence a variety of performance outcomes that are both considerably relevant and significant. This is due to the fact that it requires the participation of those workers who are employed in the organization. People who are actively devoted to their work are more likely to go above and beyond, provide outcomes of a higher quality, and keep a bigger number of workers than their counterparts who are not engaged in their work experience. This is because people who are actively committed to their job are more likely to go above and beyond. An investigation into the relationship between performance, training, and the civic conduct of organizations was one of the many issues that were looked into during the course of this study. The participation of employees was also taken into consideration as a moderating factor in the research that was conducted. The degree to which an individual is engaged in their work has an impact not only on the training that they receive but also on the performance of the activities that they carry out while they are on the clock.

Further, they stated that managers should develop an environment in which employees are taught how to work together more efficiently and where they feel that they are supported by both their superiors and their colleagues. This environment should be cultivated in order to increase productivity. Furthermore, it must be made abundantly clear that human resource management tactics are important indicators of professional achievement. However, if workers are not driven to actively carry out their obligations, then training and development may have a negative impact on performance. This is because employees are not motivated to actively carry out their responsibilities. It has been reported that there has been an increase in the number of instances of worker turnover, in addition to a decrease in the level of employee engagement with the company. However, there has not been a single study that has explored the combined effects of supervisor support and self-efficacy on the level of engagement and the likelihood of quitting among individuals who are employed in contact centers where they are employed. According to the findings of the individuals who found that work engagement plays a significant role in mediating the connection between HRM practices and employee performance, it would appear that selection and training strategies have an indirect impact on performance through the degree to which an individual is interested in their job. The advantages of workplace involvement are said to mediate the connection between high-performance work practices and job performance. This is according to the benefits of workplace engagement. In order to provide a more precise explanation, it has been demonstrated through evaluations of training sessions that frontline employees have carried out that high-performance work practices lead to increased levels of office engagement. There is a correlation between greater levels of employee engagement and corporate citizenship activities and enhanced employee performance, as indicated by the findings of study that was carried out not too long ago. The third and final argument is that the level of engagement that an individual has with their work acts as a mediator between transformative leadership and performance on the job. This takes us to the aforementioned point. Our hypothesis regarding the relationship between transformational leadership and the actions of organizational citizenship representatives is supported by the data of the study that was carried out, which give evidence that substantiates our hypothesis. Both regression and correlation analysis were utilized in the study project in order to provide evidence for the conclusions that were reached. According to the findings, work engagement proves to be a mediator of organizational citizenship behavior. This is because transformational leadership has an effect on work engagement, which in turn has an impact on work engagement.

Organizational Performance

It is possible to define an employee's performance as the actions that they carry out when they are working at their place of employment. As a result of the work that they do, it is readily apparent that they have a significant amount of importance for their employer. Depending on the function, it is feasible that additional elements will also have an effect on the outputs and outcomes that are the result of their actions. This is something that would be considered a possibility. Nevertheless, when it comes to management employment, success is frequently determined by a combination of human behaviors and external variables such as technology, markets, and the actions of colleagues working together. The fact that this is the case lends credence to the idea that there might be a connection between performance and the outcomes of performance. As a matter of fact, the analysis of results is frequently included as one of the components that are associated with performance reviews. Both the process of creating performance standards and the process of evaluating performance are only made possible when relevant context aspects are taken into consideration and discussed. Performance goals need to contain the corresponding activities that have an effect on the variables that are being considered in order for employees to have the opportunity to exert control over the setting in which they are working.

Types of Organizational Citizenship Behavior

The five most common organizational citizenship behaviors, according to Organ, are:

Altruism

It is possible to demonstrate altruism in the job by offering aid to a coworker without taking into consideration the possibility of receiving anything in return. At work, one can easily demonstrate altruism by offering to take on the responsibilities of a colleague if they are too busy, or by volunteering to clean up the cafeteria after an internal company event. Both of these actions represent an easy way to demonstrate altruism. Both of these choices are straightforward instances of benevolent behavior that can be demonstrated. The promotion of morale, productivity, and efficiency in the workplace can be achieved by the act of being giving.

In order to be generous, one must have the desire to provide a helping hand to another person or cause without expecting to receive anything in return. This is the essence of generosity. For example, one definition of altruism explains it as "the willingness of an employee to help a coworker," while another definition describes it as "the selflessness of an employee towards organization."

According to Organ (1997), the act of providing assistance to other individuals is one definition of the concept of altruism. During the time that other members of the team are engaged in their activities, it is the job of this group to facilitate their activities. Instances of volunteer assistance include, but are not limited to, going out of one's way to assist new recruits, coworkers who are experiencing a great deal of stress, employees who are absent, and employees who are having difficulty accomplishing jobs that are tough. According to Smith, Organ, and Near (1983), an example of altruism could be providing aid to a coworker inside the workplace who is having trouble performing a task in an atypical situation. This would be an example of help that would be considered selfless. When a member of the group assists other members of the group with their duties, they are demonstrating a selfless method of behavior. The findings of Podsakoff and colleagues (2000) indicate that there is a substantial correlation between altruism and positive affectivity as well as performance ratings. Further, the researchers found that this connection was significant.

Courtesy

In the context of the job, an example of a courtesies would be to treat one's coworkers with respect and courtesy. The act of greeting colleagues with a hearty "good morning!" and enquiring about their day, their children, and any current projects they may be working on is an example of civility in the workplace. If you want to demonstrate that you have paid attention to what someone has to say, you should ask them questions about a subject that they have previously discussed, even if the subject is personally relevant to you.

According to Law et al. (2005), the term "courtesy" is used to describe actions that are taken out seemingly out of the blue with the intention of avoiding disagreements with coworkers. The efforts that are done in this regard are beneficial; nonetheless, the fundamental goal of these measures is to avoid problems from arising in the first place. The attribute of behaving in a manner that exhibits respect for other individuals is referred to as politeness. A few examples of polite behavior that can be observed outside of a professional context are checking in on the health of a neighbor's child or inquiring about the morning routine of another person. Both of these examples are examples of courteous behavior. In the workplace, politeness typically takes the form of asking about a coworker's personal life that they have brought up in the past, checking in to see if someone is having difficulty with a particular assignment, and being forthright about any obligations or issues that could potentially lead to decreased productivity or even absences. These are all examples of politeness.

Sportsmanship

In the event that you are a good sport, you will not grumble about the circumstances at work, regardless of how challenging they become, and you will be able to roll with the punches. With regard to Organ (1990b), consider the following. The inclination to keep one's mouth shut in the face of the unavoidable difficulties and mistreatment that is encountered in the course of carrying out one's professional responsibilities. If we are discussing sportsmanship in the workplace, we are referring to the behavior of maintaining a cheerful attitude and a patient disposition in the face of challenges, as well as abstaining from complaining about these challenges without a satisfactory explanation. In order to exhibit excellent sportsmanship, one must demonstrate a willingness to suffer short-term personnel annoyances and work impositions without communicating disapproval, criticism, accusation, or complaint. This is a prerequisite for demonstrating good sportsmanship. This not only relieves managers of a considerable amount of additional work and stress, but it also helps the business concentrate on getting things done. This is a win-win situation. According to Organ (1988), who introduced this term to characterize sportsmanship, sportsmanship is the attitude of pleasantly tolerating the annoyances that are ubiquitous in nearly every workplace. This is the definition of sportsmanship. A good attitude toward sportsmanship would be beneficial to the workplace in terms of increasing morale and reducing the number of people who leave their positions, as stated in the statement.

Conscientiousness

One of the traits of a conscientious person is the ability to go above and beyond what is required of them, as well as to exhibit a certain degree of self-control and discipline. When this is done in the workplace, it gives the message that employees not only fulfill their deadlines and come on time, but they

also take efforts to ensure that their coworkers are not overloaded with work while they are away on vacation. This is beneficial because it shows that employees are accountable for their actions.

When you work from home, it is essential to have the self-discipline to wake up and get work done first thing in the morning, even if your boss is not there to push you to get things done. This is an illustration of a circumstance that is associated with working from a remote location. Additionally, in order to be conscientious, one must be aware of the fact that there are situations in which work must be finished regardless of the time of day on which it is performed.

Sport Organization Employee Performance: Skills, Creativity and Innovation

The performance of employees should be maintained and improved, as this is of the biggest importance overall. As a direct result of this, the company will experience a rise in both its efficiency and its effectiveness as a consequence of this. In order to accomplish the desired improvement in performance, it is important to go through a process that requires a significant amount of time to complete. Employees that perform their duties in an efficient manner contribute to the success of organizations in achieving their objectives. It is imperative that the staff members be given opportunities on a regular basis to further develop their skills and expertise in order to facilitate their professional growth. A direct correlation exists between the performance of an organization or company's personnel and the degree to which the organization or corporation is successful in achieving its objectives. Both of them are in agreement that the performance of an employee is their contribution to the success of the firm in reaching its goals. This is something that they both agree upon. The degree to which an individual is successful in carrying out responsibilities that are relevant to their job function is what is indicated by the term "performance."

The degree to which an individual is able to carry out their duties in an efficient manner is directly proportional to the level of expertise with which they fulfill their responsibilities for an organization. This is a correlation that cannot be denied. In this day and age of intensifying globalization, the skills that employees possess are of the utmost significance. Due to the fact that it enables them to increase their performance and get a competitive advantage over other businesses, the presence of competent workers is extremely useful to organizations and corporations. When it comes to success in the workplace, on a personal level, and for the company as a whole, there is a clear correlation between good management of employee performance and success. According to Robbins and Judge (2015), there are a number of different approaches that employers can take in order to evaluate the performance of their staff members. Quality, quantity, meeting deadlines, efficiency, productivity, and independence are some of the strategies that fall under this category. For individuals to be able to meet the goals of the business and work to the advantage of the company in this day and age of globalization, it is necessary for them to possess both hard and soft abilities. The majority of companies in today's job market are seeking for people who are able to exhibit their "softer" qualities, such as the capacity to develop sturdy institutions and the ability to communicate well with others. This is because of the fact that this is the case.

Conclusion

As a result of a number of different reasons, the younger generation is characterized by an excessive amount of vigor and enthusiasm. The fact that India is making efforts to expand its sports business is just another indicator of the country's interest in the development of new technologies. For the sake of ensuring that the employees are content with the work that they are performing, it is in the best interest of management to concentrate on the knowledge and make efficient use of it. In order to facilitate the professional development of their staff members, managers should facilitate the development of their staff members by providing them with opportunities to work independently, assigning them innovative initiatives that are not immediately related to their existing responsibilities, and providing them with encouragement when they learn from their mistakes.

The majority of workers have been drawn to the sports, electronics, and communication industries as a result of the rapid expansion of their respective firms. As a result of the widespread usage of the internet and other kinds of communication, people have access to everything that they require. It is of the utmost importance to conduct study on the potentially negative influence that the use of electronic devices by sports workers during work hours may have on both the individual productivity of the workers and the overall productivity of the company during those working hours. In the future, there is a possibility that research will cover the potential for organizational growth through the application of OCB.

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