

THE EFFECTS OF BUSINESS CITIZENSHIP ON THE WORK OF SPORTS INDUSTRY EMPLOYEES

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ABSTRACT

The quantity of organizational citizenship behavior (OCB) that is displayed by the members of an organization is directly linked to the degree to which the organization is successful or unsuccessful. Being aware of the factors that greatly contribute to the development of this kind of mentality among workers is of the utmost importance for the sports sector. This is because of the reasons stated above. Although there have only been a few studies that have been conducted in depth on the issue, there is a large gap in the research that has been done on the subject of the influence of OCBs on employee performance in the sports industry. This is despite the fact that there have only been a few studies that have been examined in depth. This research was conducted with the intention of determining whether or not there is a correlation between organizational citizenship behavior (OCB) and performance in the sports industry in Nairobi County, Kenya. According to the findings of the study, factors that have an impact on productivity include being selfless and being pleasant to coworkers. Both of these factors were found to have an impact. It was also discovered that showing kindness to one's coworkers has an effect. According to the findings of the study that was carried out today, social exchange theory served as the foundation. An approach to study that is based on explanation was utilized all during the course of the examination. For the purpose of representing the Central Business District of Nairobi, seventy-four hundred and forty-eight individuals from twenty-five different sports were selected.

KEYWORDS: Organizational Citizenship Behaviour, Sports Industry.

Introduction

One particular topic of organizational studies that has attracted a considerable lot of attention in recent years is known as organizational citizenship behavior, or OCB for short. It is possible to acquire a more in-depth comprehension of football as well as other aspects of team dynamics with the assistance of this area of research. To underline the relevance of how vital it is for workers to be willing to go above and beyond the requirements of the formal incentives system, Chester Barnard (1938), an early proponent of the concept of organizational citizenship behavior (OCB), emphasized the significance of how important it is for workers to be willing to contribute. When comparing the formal and informal systems, Barnard drew attention to the significance of "willingness" as a human quality that promotes a domino effect of collaborative efforts and, ultimately, a sense of dependence among the members of the group. This was done in the process of contrasting the formal and informal systems. According to the findings of a study that was carried out by Barnard, Katz, and Kahn (1966), persons who desire to advance in their various professions are required to engage in extrarole activities. These behaviors are actions that are not directly connected to the obligations that they have at work. Among the activities that fall under this category are those that include working together as a team and engaging in self-training. The concept of Organizational Citizenship Behavior (OCB) was initially introduced by Organ, who had previously produced material on the subject (Bateman & Organ, 1983; Smith, Organ, & Near, 1983). Organ was the first person to propose the idea.

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Objectives

- To study Organizational citizenship behaviour.
- To study *sports industry*.

Definitions of Organizational Citizenship Behaviour

"The good soldier syndrome" or organizational citizenship behavior is the term that is used to describe this kind of behavior in the specialized literature (Organ, 2020). Instances of this occur when a person is engaged in activities related to their work. Both of these phrases refer to the same categories of items, which are all the same throughout the board. According to, who outline a variety of different ways in which this manifests itself, some of the ways that this manifests itself include being loyal to the organization, helping others, volunteering, and supporting its goals. These are only some of the ways that this manifests itself.

Acts that a person performs on their own initiative but which are not recognized by the formal incentive system of the organization are referred to as "organizational citizenship conduct." The term "organizational citizenship conduct" The work that is being referred to is the one that was done by Organ et al. (2015). On the other hand, this type of conduct is more subjective and tends to be based on the preferences of the individual (ibidem). The company is unable to reimburse employees for it because it is not a part of the job description. Consequently, the workers are not eligible for compensation. On the other hand, when employees go above and beyond, it not only serves as a clear demonstration of their appreciation to their superiors, colleagues, and organizational allies (in this case, students, pupils, or parents), but it also contributes to the overall performance and success of the organization.

When managers compare the outcomes of their strategies to the strategic goals they have established for themselves, they are able to judge whether or not their strategies have been effective, as stated by Simons in Nawawi (2013). Through the use of this method, supervisors are able to monitor the effectiveness of the plans. Businesses who are primarily concerned with making a profit should make an effort to improve their customers' satisfaction in order to increase their bottom line. Non-profit organizations, on the other hand, are dedicated to alleviating human suffering by offering support to those who are in need of it. The answer to the question "What are the results achieved by someone after doing something?" should be "performance," according to the information provided. It has been suggested by Robbin that this inquiry ought to be addressed. According to the findings of Schemer son and colleagues, performance can be described as the quantity and quality of work that is accomplished by certain individuals, groups, or businesses. This definition was offered by the researchers. It is possible to locate the assertion that he makes on page 62 of his book.

In the article that they published in 2006, Lebens and Euske presented a number of distinct definitions of what constituted organizational performance.

One meaning of "performance" is the collection of measurements that reflect the degree to which objectives and results were attained; these metrics may be monetary or non-monetary in nature. For instance, one definition of "performance" encompasses the collecting of measurements.

Considering that performance is a term that is both subjective and pliable, it is for this reason that analysis and evaluation are of such critical importance.

The utilization of a casual model that offers an explanation of the potential consequences that the activities that are currently being carried out could have on the outcomes that will occur in the future could be beneficial to the display of performance.

The individual who is evaluating the performance of the company can have a different understanding of what "performance" means. This is something that is feasible.

It is vital to have a full awareness of the components that are relevant to each job area within the firm in order to arrive at a definition of performance.

For the purpose of effectively portraying the level of success that a company has achieved, it is absolutely vital to possess the ability to quantify the results.

Sports Industry

In phases, each and every one of the objectives of the current inquiry were successfully completed. In the beginning, there was an investigation that was conducted to determine the demographic profile of the employees working in the sports industry. In the aftermath of that, we

conducted an investigation into the many ways in which workers felt about the various aspects of OCB, as well as the ways in which OCB influenced the performance of athletes. There were several chapters that came before this one that reported and examined the findings of the study.

A method that was developed with the assistance of extensive assessments of earlier types of research was generated. This method was designed in accordance with the objectives of the investigation. A significant proportion of the information was collected from persons who were working in the sports business. With the assistance of the necessary statistical methods, an analysis of the data that was obtained was carried out. The following is a summary of the most significant findings that were discovered during the course of this research.

Research Methodology

It is necessary for the examination to be able to give findings that are not only relevant but also devoid of any flaws that are systemic in nature in order for it to be able to fulfill its duty as a tool for the collection of information. When a test accurately measures the variable that is being examined, we refer to it as genuine. This type of test is considered to be reliable. The validity of a test, on the other hand, does not contain the characteristics of being universal and unlimited. It is possible that it will be effective in certain circumstances; nevertheless, it will not be adequate in other circumstances. According to Cronbach (1964), a test that is beneficial for arriving at a conclusion in one research context might not be helpful at all in another study environment. This is because the test is evaluated differently. According to Zikmund and Babin (2010), validity can be defined as the extent to which a score accurately represents a notion or the extent to which a measure accurately portrays an idea. Both of these definitions are relevant to the concept of validity. What this demonstrates is that validity is not as straightforward as it may appear to be; the question that has the most weight is whether or not the test is able to appropriately evaluate the structures that are supposed to be examined. The year 2006 That is what Hair claims.

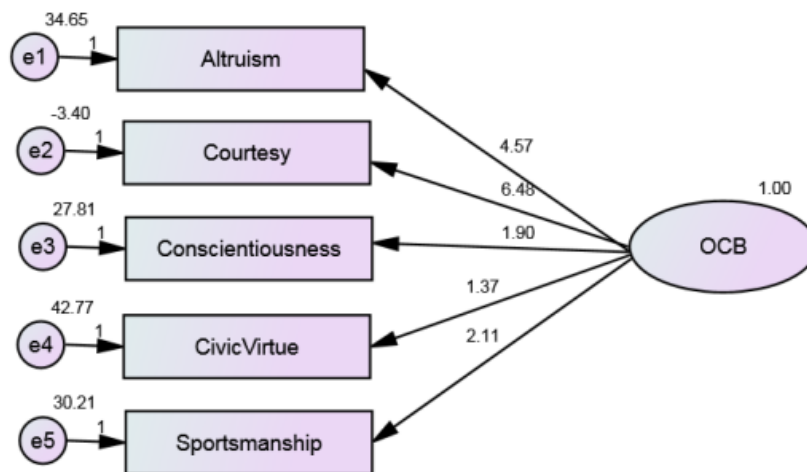


Fig. 1: Measurement Model for OCB Dimensions

Table 1: Estimation of Cronbach’s Coefficient Alpha and CFA Loadings for OCB Dimensions

OCB	CFA Loadings	Cronbach alpha	Overall Cronbach alpha
Courtesy	6.48	0.741	0.872
Altruism	4.571	0.810	
Conscientiousness	1.903	0.706	
Civic Virtue	1.369	0.765	
Sportsmanship	2.113	0.720	

There is a table that displays both the Cronbach Alpha-value and the CFA loadings. This table may be found up there. The OCB dimensions are comprised of fifty different components, and it displays the average value for each of those components by employing a scale that has five points. Taking into account the data on the dependability of the items (Cronbach Alpha = 0.872), it would appear that each of the fifty items makes a contribution that is commensurate with the overall reliability of the scale. The

Cronbach Alpha coefficient can be found in the range of 0.706 to 0.810, depending on the circumstances. The table that is situated above demonstrates that all of the components that were utilized in the design of the scale are in compliance with the standards that were established for its development. This is something that can be viewed through the table. Because each and every one of the items contains CFA loadings that are greater than 0.50, this is the reason why this is the case.

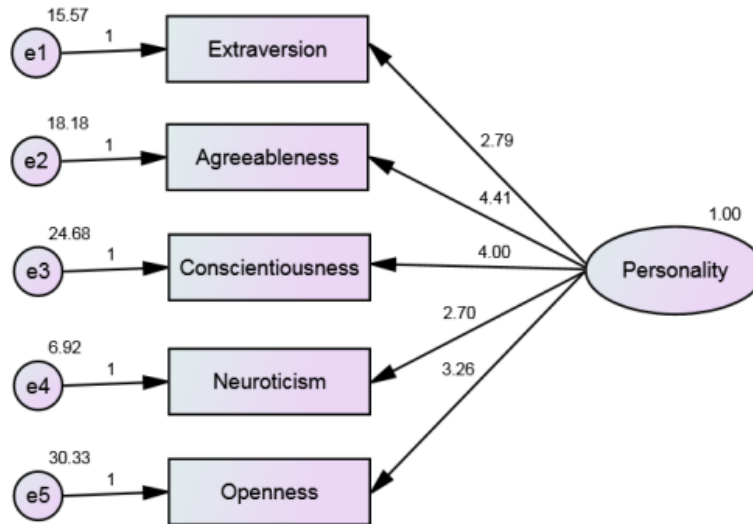


Fig. 2: Measurement Model for Personality Dimensions

Table 2: Estimation of Cronbach’s Coefficient Alpha and CFA Loadings for Personality Dimensions

Personality	CFA Loadings	Cronbach alpha	Overall Cronbach alpha
Conscientiousness	3.998	0.898	0.893
Neuroticism	2.695	0.558	
Openness	3.26	0.781	
Agreeableness	4.408	0.752	
Extroversion	2.786	0.696	

There is a table that displays both the Cronbach Alpha-value and the CFA loadings. This table may be found up there. This section is where the averages of the 44 items that comprise the five-point personality dimension scale are calculated. It has been determined through the utilization of dependability item statistics that each of the 44 items contributes adequately to the reliability of the scale (Cronbach Alpha = 0.893). There is a range of values for Cronbach Alpha that goes from 0.558 to 0.898. The table that is situated above demonstrates that all of the components that were utilized in the design of the scale are in compliance with the standards that were established for its development. This is something that can be viewed through the table. Because each and every one of the items contains CFA loadings that are greater than 0.50, this is the reason why this is the case.



Fig. 3: Measurement Model for Organizational Commitment Factors

Table 3: Estimation of Cronbach's Coefficient Alpha and CFA loadings for Organizational Commitment Factors

OCB Dimension	CFA Loadings	Cronbach alpha	Overall Cronbach alpha
Continuance	2.178	0.691	0.822
Normative	2.414	0.820	
Affective	2.737	0.609	

There is a table that displays both the Cronbach Alpha-value and the CFA loadings. This table may be found up there. The average score for each of the 18 items that make up the personality dimensions is provided by it. Each of these things is graded on a scale that varies from one to five points, and the average score falls somewhere in the middle. Each of the 18 items appears to contribute fairly to the dependability of the scale, as demonstrated by the reliability item data (Cronbach Alpha = 0.822), which suggests that the scale is reliable. Given the reliability item data, this is the situation that has arisen. Cronbach Alpha can be discovered anywhere between 0.609 and 0.820, which is the range in which it can be found. The table that is situated above demonstrates that all of the components that were utilized in the design of the scale are in compliance with the standards that were established for its development. This is something that can be viewed through the table. This is because the CFA loadings are consistently higher than 0.50 across the board. This is the reason for this.

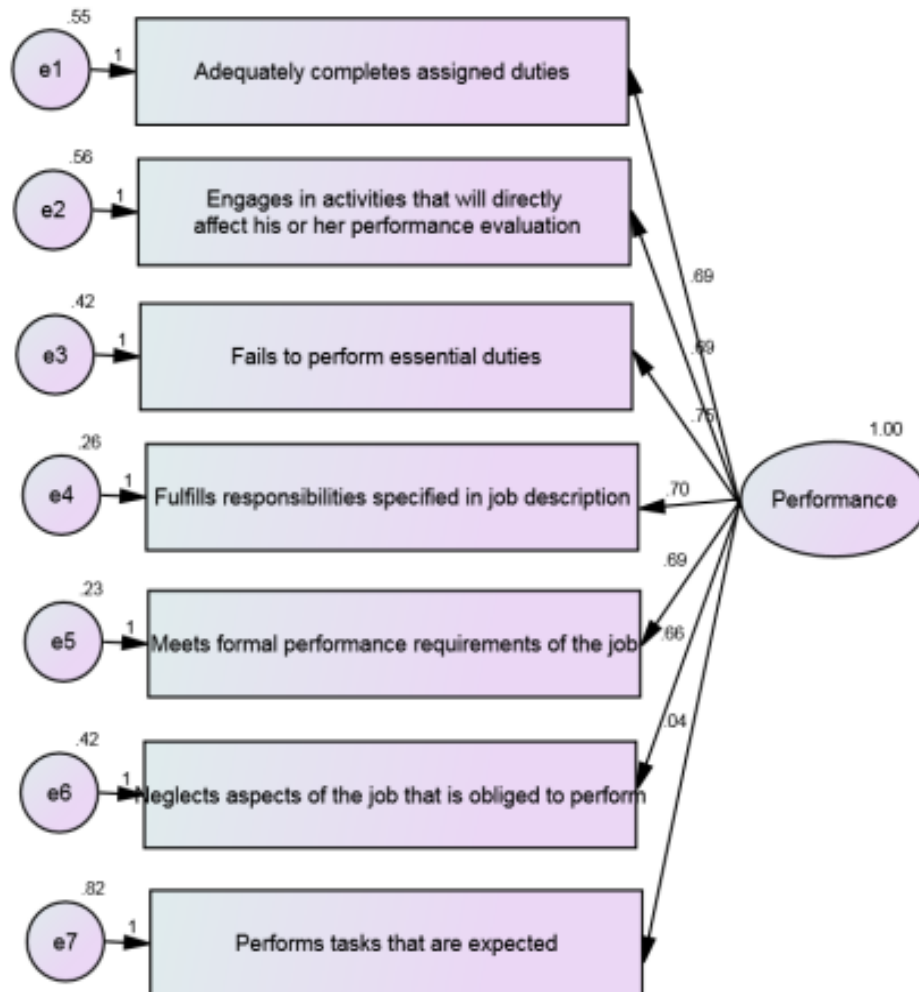


Fig. 4: Measurement Model for Performance Factors

Table 4: Estimation of Cronbach's Coefficient alpha and CFA Loadings for Performance Factors

Performance Factors	CFA Loadings	Cronbach alpha	Overall Cronbach alpha
Performance 1	0.691	0.790	0.829
Performance 2	0.693	0.793	
Performance 3	0.753	0.779	
Performance 4	0.704	0.787	
Performance 5	0.693	0.789	
Performance 6	0.660	0.800	
Performance 7	0.040	0.881	

There is a table that displays both the Cronbach Alpha-value and the CFA loadings. This table may be found up there. The seven performance factors, each of which is evaluated on a scale of five points, are averaged out in this section. Each of these factors is described in more detail below. According to the reliability item data (Cronbach Alpha = 0.829), it would appear that each of the seven items contributes a reasonable contribution to the reliability of the scale. This is demonstrated by the fact that the reliability item data. The value of the Cronbach Alpha can be found anywhere from 0.777 and 0.8811, depending on the circumstances. The table that is situated above demonstrates that all of the components that were utilized in the design of the scale are in compliance with the standards that were established for its development. This is something that can be viewed through the table. The reason for this is that all of the components, with the exception of the ultimate performance factor, have CFA loadings that are more than 0.50. This is the reason why this is the case.

Result and Discussion

The significance test is carried out with the use of the critical ratio, also known as the CR. One method for determining the crucial ratio is to divide the parameter estimate by the standard error of the estimate. The parameter estimate is considered notable when the significance level is set at $p \leq 0.01$, and the coefficient of determination (C.R.) value is more than 2.58. In total, there were six significant structural paths that were discovered among the endogenous and exogenous latent variables. These paths were shown to be interconnected. A crucial ratio of 15.33 and 8.229 is extremely unlikely to occur with any probability, unless the absolute value is less than 0.001. This is because the possibility of this happening is extremely low.

On the other hand, you might make use of the key ratio index to assist you in deleting the current paths. This would save you time and effort. As a consequence of the fact that the CR values are more than 2.58, this model makes it possible for the structural approaches to be regarded as acceptable.

The term "regression weight" refers to a measurement that is used to determine the extent to which the constructs are inextricably related to the variables that are stated. In light of the findings of the path analysis, it is abundantly clear that organizational citizenship behavior (OCB) has a significant influence on the performance of the organization. Furthermore, it is clear that OCB, in turn, has a significant influence on the personalities of the respondents as well as the levels of organizational commitment they possess.

According to the results of the research, individuals who are employed in the sports business have experience with organizational citizenship behavior (OCB), which has a positive influence on the overall performance of the company as a whole. Furthermore, in order to keep a competitive edge in the global market, it is essential to ensure that these factors remain consistent in order to enable sustainable growth at the human, organizational, and industrial levels. This applies to all three stages of growth: human, organizational, and industrial. It is on the basis of this that a competitive advantage can be maintained. To ensure that we continue to have an advantage over our competitors, this circumstance has come about. A company does not need to spend a huge amount of money in order to make a significant impact; rather, all that is required is a few simple, targeted, and permanent changes in behavior patterns in order to move from outstanding to extraordinary. This is the only thing that matters. Workers in the sports industry have a propensity to be extremely sensitive to their immediate surroundings and to have the perception that the ever-changing nature of their workplace is the key factor that ultimately decides both their level of performance and the success of the company. Studies that were conducted in the past have shown that the sports sector has made sufficient attempts to drastically lower the amount of stress that employees experience while they are on the job. The atmosphere of the workplace and organizational citizenship behavior (OCB) are both influenced by the

trust that managers have, the utilization of their abilities, and the interactional fairness of their interactions. Together, these factors have an effect on the environment. When it comes to modern enterprises, it is beneficial to have a majority of their leadership be formed of persons that belong to a younger generation. The management has the ability to shape the generation that will follow after them in a way that is mutually beneficial.

Conclusion

Given the findings of this research, it is legitimate to state that any strategy that has the ability to enhance the organizational citizenship behavior of workers will surely result in an improvement in the performance and productivity of the company. This is because the strategic approach has the potential to improve the behavior of workers within the organization. In the same way that it is vital to encourage any other activity that a person participates in, it is also required to promote civic conduct within an organization. This suggests that employees are more likely to participate in organizational citizenship behavior (OCB) when they think that they are being pressed to do so by their employer and when they see that their current positions give opportunities for personal advancement. In other words, when employees perceive any of these two factors, they are more likely to participate in OCB. In the event that employees have the impression that their employer is caring and supportive, that there is a level playing field in decision-making, and that there is less ambiguity in the organizational process, there is a probability that they will engage in organizational citizenship behavior. Because of this civic conduct, employees might even experience a higher level of enjoyment in their workplaces as a result of participating in civic activities. This research was conducted with the intention of determining whether or not there is a connection between Organizational Citizenship Behavior and its five constituent aspects. The OCB dimensions and employee performance are related to one another in a way that bears connection. The use of this tried-and-true method has the ability to enhance organizational citizenship behavior (OCB), which in turn boosts employee performance and propels the sports industry forward.

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