The Factors affecting Organization Citizenship Behavior: A Study in the Fitness Industry

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Abstract

Organ (1988) defined organizational citizenship behavior (OCB) as an individual behavior that is randomly at will or discretionary, indirectly or not recognized by the official formal reward system that helps or effectively improve the performance of the organization. There have been numerous studies performed on organizational citizenship behavior and antecedents of this behavior in service industry but not focusing towards fitness industry. According to (Dhesi, 2009), the fitness industry had been expanding despite unfavorable economic climate in Malaysia. People had become more conscious about health and quality of life. As the fitness industry continues to grow, the importance of OCB towards the industry and mainly the clients had started to have an effect for fitness facilities to remain competitive. There has been significant connection in the literature between the relationships of team commitment, human resource policies, self-concept and organizational citizenship behavior. This study intends to explore on how the variables selected in this study is able to encourage OCB among employees in fitness industry. The significance of this study is to investigate organization citizenship behavior and how it contributes in the fitness industry since this is an industry which is becoming important and competitive in Malaysia. The relevant hypothesis have been developed and further tested on these relationships and conducted in order to investigate its impact on organizational citizenship behavior.

Keywords: Organization Citizenship Behavior, Team Commitment, Human Resource Policies, Self-Concept, Fitness Industry
1. Introduction

There is an intense competition among fitness facilities in Malaysia or gym centers due to increased awareness of fitness and wellness programs. The public of Malaysia have become more health conscious and they realized the importance of being in shape. (Lamb, 2004). Deane Mantia (2000) reported that fitness organizations are seeking for technological advantage, professionalism and standardization to gain competitive advantage in this industry. There has been numerous studies which has proven the significance of organization citizenship behavior and how it contributes towards the effective functioning of an organization. Payne (2013) elaborated in his study that the relationship between organization citizenship behavior and organization effectiveness was supported by researchers which stated that the exhibition of OCB had improved organizational functioning and performance. Organ (1988) defined organization citizenship behavior (OCB) as the individual’s 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. There has been studies conducted on OCB in academic industry (Erturk, 2006) and also in schools (Paola and Costa, 2009) but there is a lack of empirical evidences suggesting the presence of organization citizenship behavior in the fitness industry which left a gap to be explored in this study. As more fitness facilities are becoming competitive the focus has been to create a pull strategy to attract customers but retaining them is equally important not only for the business perspective but also for the well-being of the members or customers in the fitness facilities. Organization citizenship behavior is defined by Organ (1988) as discretionary which is defined as a behavior that is not an enforceable requirement of the role or job description. This study intends to look into the exhibition of organization citizenship behavior among the staff in the fitness industry since OCB does improve the effectiveness and efficiency of an organization (MacKenzie, Podsakoff & Fetter, 1993). The study explored the relevance of human resource policies, team commitment and self-concept on its impact towards OCB.

2. Literature Review

2.1 Organization Citizenship Behavior

Jahangir, Akbar and Haq (2004) defined organization citizenship behavior (OCB) as a willingness of an employee to work beyond their job scope which will indirectly increase the organization performance. The original concept of OCB was defined by Organ (1988) as an individual behavior which is randomly at will or discretionary, indirectly or not recognized by the official proper reward system that helps or effectively increase the performance of the organization. Organ (1988) also stated the five dimensions of OCB which includes civic virtue, courtesy, sportsmanship, altruism and conscientiousness. Altruism is defined as when employees help others with organizationally relevant tasks. Courtesy is when they treat others...
with respect. Sportsmanship implies that employees have a positive attitude and are willing to tolerate less than ideal circumstances without complaining. Civic virtue is defined as employee’s responsibility to participate in the organization affairs and are concerned about the welfare of the company. Conscientiousness is discretionary behavior that goes well beyond minimum role requirement of the organization. OCB is a behavior which is not rewarded and not a mandatory obligation to be performed and it is a matter of choice. According to Gaa (2010) OCB is a role when individuals are self-motivated and they understand and recognize the importance of shared vision. Barr and Pawar (1995) further elaborated that OCB is an expression of commitment of an employee towards the organization and their willingness to remain in the organization and actions that exceed job scopes defined to them. It is a behavior desired by any organization from their employee since it is proven to improve the success of the organization.

2.2 Team Commitment

Iverson and Buttigieg (1999) defined team commitment as an attribute from an individual in an organization and indirectly raises the efficiency and effectiveness of an organization and further explained that individuals who have high team commitment spirit will have a high possibility to present themselves better. The importance and relevance of team commitment was examined by Aube and Rousseau (2005) where it revealed the relationship between team commitment and team effectiveness consists of team performance, quality and team capability. Aube and Rousseau (2005) implied that the role of team commitment is important in performing well for the task and further explained that good team commitment from team members will produce better performance. It was concluded that a strong correlation exists between team commitment and performance since it is able to create a synergy which resulted in better performance. Team commitment can be identified as the psychological connection between the member’s opinion toward the team (Pearce and Herbik, 2014) and they agreed with other researchers such as Meyer and Allen (1984).Mayer and Schoorman (1992) and Munene(1995) stated that organizational commitment has a strong relationship with the individual commitment. Peace and Herbik (2004) reported in their study that there is a strong significance between team commitment and organization citizenship behavior.

2.3 Human Resource Policies

Snape and Redman (2010) revealed that human resource practices has an important role in an organization and the relationship between human resource management practices and OCB was explored and studied through the nature of the HRM practices-behaviors. Takeuchi et al. (2009) and Zacharatos et al. (2005) believed that HRM practices can improve employees performance by providing some intrinsic motivation and opportunity. Omari, K’Obonyo and Kidombo (2012) further emphasized the importance of HRM practices stating that employee
outcomes are affected by the locus of control but the effect will be influenced by the application of human resource practices. Omari et al. (2012) selected a few characteristics that have the potential to influence OCB of an employee such demographic factors and personality characteristics. Omari et al.(2012) further elaborated that HR practices reflect the organizational actions that will help the organization to achieve the specific goals. Mukhtar,Sial,Imran and Jilani(2012) examined different employee behaviors which are important in achieving success and effectiveness of an organization. Their study suggested some elements such as empowerment, training and development which is able to enrich OCB. Babaei et al.(2012) stated that HR practices plays an important role in motivating employees OCB and firm’s performance indicating that human resource practices such as selection of employees, evaluation of performance and rewards will positively affect the degree of citizenship behavior among employees. According to Obisi (2011) in order to achieve efficiency and effectiveness of employees by enhancing organizational performance it is important to achieve competitive advantage, continuous appraisal and evaluation.. Mukhtar et al., (2012) suggested in their findings that to enhance HR practices on OCB different employee behaviors are important to understand.

2.4 Self-Concept

Katz and Kahn (1996) stated in their research on personal perspective and self-concept that OCB are behaviors driven by intentions to conduct such behaviors. According to Clary et al. (1998), there are two reasons why individuals perform OCB. This can be contributed by organizational concern motives and pro social motives. The two motives are actually under altruistic motives. A person is driven to exhibit OCB which is not required by the formal job scope or working procedures at all time. Altruistic motives (Penner and Finkelstein, 1998) stated that it can also be determined as an individual’s personal perception of volunteering, acting on behalf of an organization and also committed to the organization. Ariani D.W (2010) explained another motive that will effect personal perception to conduct OCB is egoistic motives or instrumental motives. Ensher,Grant-Vallone and Donaldson (2001) mentioned that it is important to know how the followers think as their thought can affect certain features or concept in order to improve the organization. According to Shamir,House & Arthur (1993) they suggested that charismatic leaders use their own beliefs as a stage to implicate the self-concept to followers and with a strong belief from the leaders itself it will bring a positive value to the followers.
3. Methodology

3.1 Sampling and Data Collection

This research was done using quantitative business research using numerical measurement and analysis approach. Organization citizenship behavior was measured with scales and numerical value to compute results. In this research, questionnaires will be the tool to collect primary data. The target population in this research is employees who work in the fitness facilities for example instructors and staff. The sampling frame will be employees who work in the gym within Malaysia. The survey was carried out mainly in Klang Valley because many fitness facilities were mushrooming in this area because of the high population. There are two sampling techniques in conducting a business research which is probability sampling and non–probability samplings. Saunders (2009) stated probability sampling is the component in the population being selected in known chance and usually equal for all cases. In this study, non-probability sampling techniques will be used because it is cheaper and easier to obtain information.

3.2 Measures

The study will target 300 respondents for this research. The questionnaire will have two sections which is Section A and Section B. Section A will comprise questions on demographic factors of the respondents and Section B is on the variables which will be tested in this study which is team commitment, human resource policies, and self-concept and organization citizenship behavior. Table 1 describes the origin source of measurement which will be applied in this study.

![Fig 1: Proposed Conceptual Framework]
Table 1: Origins Source of Measurement

<table>
<thead>
<tr>
<th>Constructs</th>
<th>Adopted from</th>
<th>No. of items</th>
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</table>

4. Results

In this research, the data are to be coded and analyzed using SPSS (Statistical Package for Social Science, Version 18.0). The result of this data analysis will then be interpreted. There are three types of analysis in this study which is descriptive, reliability and inferential analysis.

In terms of gender 73.9% of the respondents are male and 27.0% are female. Most of the respondents fall into the category of age between 21 to 30 years old which is 74.0%, followed by 31 to 40 year old which is 18.0%, 41 to 50 year old is 3.0%. The descriptive analysis under marital status describes 26.0 % of the respondents are married and 74.0 % are single,. In the category of ethnicity 13.0% of the respondents are Indians, 60.0 % are Chinese and 27.0 % are Malays. Most of the respondents hold a Sijil Pelajaran Malaysia is 3.0% , Bachelor’s Degree Is 46.0 %, ACE (American Council on Exercise) Certification is 47.0 % and AFAA (American Federation on Aerobics Association ) is 4.0%. The salary range of the respondents are RM 2000 and above is 8.0%, RM 2001- RM4000 is 83.0% followed by RM4001-RM6000 is 9.0%. The length of service of the respondent is one year and below is 12.0%, one to three years is 71.0% followed by three to five years is 17.0%. The position indicated that trainer/consultant trainers are 88.0% followed by Supervisory is 4.0% and administration is 8.0%.

Reliability analysis is important to ensure that the data are of high validity and reliability (Zikmund W.G., 2010). Reliability analysis was conducted during the pilot study itself before proceeding with the research. Table 2.0 shows the reliability results for all the measurement.
tools that were used in this research. The results for reliability test for all the variables are favourable. Organization citizenship behavior is 79.9%, Team Commitment is 83.0%, Human Resource Policies are 79.1% and finally Self Concept is 94.5%

<table>
<thead>
<tr>
<th>Constructs</th>
<th>Cronbach’s Alpha</th>
<th>Number of Items</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizational Citizenship Behavior</td>
<td>0.799</td>
<td>16</td>
</tr>
<tr>
<td>Team Commitment</td>
<td>0.830</td>
<td>15</td>
</tr>
<tr>
<td>Human Resource Policies</td>
<td>0.791</td>
<td>14</td>
</tr>
<tr>
<td>Self-Concept</td>
<td>0.945</td>
<td>12</td>
</tr>
</tbody>
</table>

Pearson Correlation analysis was conducted first to investigate the relationship among the variables which were hypothesized. Table 2.1 represents the results of the Pearson Correlation Analysis.

<table>
<thead>
<tr>
<th>Pearson Correlation</th>
<th>Significance</th>
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<tbody>
<tr>
<td>Team Commitment and OCB</td>
<td>0.458</td>
</tr>
<tr>
<td>Human Resource Policies and OCB</td>
<td>0.211</td>
</tr>
<tr>
<td>Self-Concept and OCB</td>
<td>-0.462</td>
</tr>
</tbody>
</table>

Table 2.1 highlights the Pearson Correlation analysis results for all variables. The relationship between team commitment and OCB is positive and significant and also human resource policies and OCB is also positive and significant. Team commitment and Self Concept shows a moderate relationship with OCB. The results for Self Concept and OCB have a negative relationship but it is significant. Pearson Correlation analysis suggests that all research hypotheses are supported and accepted.

<table>
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<td>Team Commitment and OCB</td>
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<td>Self-Concept and OCB</td>
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Table 2.2 represents the information on coefficient of multiple regressions and it is an important analysis to explain the relationship between the three independent variables and dependent variable. The results indicated that the relationship between team commitment and OCB is significant and the relationship between self-concept and OCB is also significant.
However, the relationship between human resource policies and OCB is not significant even though it is consistent with hypothesized direction. The analysis also further examined the most impactful independent variable towards OCB. Performance appraisal had the highest impact (β=0.186) followed by reward system (β=0.012) and supervisory assistance (β=0.064). It can be concluded that competency makes the strongest contribution towards OCB.

5. Discussion

The relationship between team commitment and OCB is positive and multiple regression analysis indicated a significant relationship so this relationship is supported. This was supported by Iverson and Buttitieg(1999) highlighting that individual with high team spirit will perform better at work. Pearce and Herbik(2014) highlighted that team is capable of boosting the capability of an individual to perform at an extraordinary level. The relationship between Human Resource Policies had a positive relationship but the multiple regression results indicated a non-significant relationship even though numerous researches have supported this relationship such as Snape and Redman (2010). The only explanation to this would be most employees in the fitness industry are on free lance basis and independent income earners so perhaps there is no human resource policies binding them thus this does not affect their display of citizenship behavior towards their clients. The third variable which is self-concept had a negative and significant relationship with OCB and in the multiple regression analysis it was significant. This was supported by Shamir et al.(1993) highlighting the relationship between self-concept and OCB.

The first limitation faced while conducting this study is obtaining the data from the respondents because they are too busy with their clients. The second limitation is this study was conducted among the fitness professionals so the variables justified in this study may not be applicable in other industry. Third limitation is that OCB is a fairly new term for professionals in the fitness industry so it was rather difficult and time consuming to make them understand the relevance of this study.

The results of this study indicate that team commitment and self-concept plays an important role in terms of influencing OCB among employees in the fitness industry. It is important for the management of the fitness facilities to encourage team work among their staff and also to increase the sense of belonging. Self-concept is the perception of oneself and this forms the basis for future behavior especially when they bring this to their workplace.

Management need to focus on creating a healthy working environment so employees have a positive attitude towards the workplace and also towards their clients.
References


