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THE RELATIONSHIP BETWEEN PERCEIVED ORGANIZATIONAL SUPPORTS WITH ORGANIZATIONAL CITIZENSHIP BEHAVIOR ON YAZD PROVINCE YOUTH AND SPORT EMPLOYEES

*Mahsa Sadat Afkhami Meibodi[1] and HosseinPoursoltani Zarandi[2]

[1]*Department of Physical Education and sport science, Taft Branch, Islamic Azad University, Taft, Iran*
[2]*Sport Management, Payame Noor University*
*Author for Correspondence

ABSTRACT
The main purpose of this study was to investigate the relationship between perceived organizational supports with organizational citizenship behavior on Yazd province youth and sport employees. The population of this study is consisted of all employees of Yazd province youth and sport offices that were 100 employees. The sample size was equated with the population. Organizational Citizenship Behavior Scale (OCB) adopted from Podsakoff *et al.,* (1990) and Perceived organizational support scale (POS) Eisenberger *et al.,* (1986) was used. The result indicates that there is a positive significant relationship between perceived organizational support with sportsmanship, conscientiousness and civic virtue. Again, perceived organizational supports can explain 45%organizational citizenship behavior.

Keywords: Perceived Organizational Supports, Organizational Citizenship Behavior, Employees

INTRODUCTION
According to organizational support theory, perceived organizational supports reflects the degree to which employees believe that their work organization values their contribution and cares about their well-being (Eisenberger *et al.,* 1986; Rhoades and Eisenberger, 2002). Perceived organizational supports could produce a felt obligation to care about the organization's welfare and to help the organization achieve its goal (Eisenberger *et al.,* 2001). Meanwhile, perceived organizational supports should fulfill socio-emotional needs by incorporating organizational membership and role status into their social identity and strengthen employees' beliefs that organization rewards increased performance (Rhoades and Eisenberger, 2002). Employers want employees to be dedicated and loyal to their work. If employers provide a high level of support to their employees, based on the norm of reciprocity, employees are likely to emotionally commit to their organizations with a low likelihood of turnover and a high level of job performance (Allen *et al.,* 2003; Miao 2011). According to organizational support theory, the development of perceived organizational support is encouraged by employees' tendency to assign the organization humanlike characteristics (Eisenberger, 1986). Levinson (1965) noted that actions taken by agents of the organization are often viewed as indications of the organization's intent rather than attributed solely to the agents' personal motives. This personification of the organization, suggested Levinson, is abetted by the organization's legal, moral, and financial responsibility for the actions of its agents; by organizational policies, norms, and culture that provide continuity and prescribe role behaviors; and by the power the organization's agents exert over individual employees. On the basis of the organization's personification, employees view their favorable or unfavorable treatment as an indication that the organization favors or disfavors them.
A major concern of organizational theorists and practitioners is for achieving organizational effectiveness. The willingness of employees to go beyond the formal specifications of job roles, termed extra-role behaviors (Tepper*et al.,* 2001; Dyne*et al.,* 1995) is important, but among these behaviors, organizational citizenship behavior (OCB) is the most widely studied form (Dyne*et al.,* 1995). Organizational citizenship behavior is according to Organ (1988) an "individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and in the aggregate promotes the efficient and effective functioning of the organization. Referring to the definition, OCB promotes the "efficient and effective functioning of the organization" (Organ, 1988; Podsakoff*et al.,* 2000). This effect can only be

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visualized by examining a huge number of such behaviors. Usually a single occurrence of OCB is a small gesture of one person towards another one, such as helping a colleague, which is likely to remain unrecognized by others, especially by supervisors who may take it for granted. The triviality of a single occurrence is most probably the reason why it is not (or cannot) be recognized by formal reward systems (Organ *et al.,* 2006). A formal reward system can factually not take into consideration every single altruistic action or extra-effort of each co-worker. Nevertheless, it will not remain unrecognized if some employees engage in different OCBs again and again in an extended period of time. In this case OCB becomes part of one's behavior and can in the aggregate benefit the whole organization. So far the link to the relevance of OCB in organizational practice is obvious as OCB positively affects an organization's effectively and efficiency. The aggregation of individual OCB leads to increased performance of an organization, as proved by several studies (Podsakoff*et al.,* 1997). Summing up the results of different empirical findings, Podsakoff and MacKenzie (1997) found strong support for the hypothesis that OCB is related to organizational performance. Despite its positive influence on organizational performance OCB is, per definition, unrewarded in terms of physical return (but it might be rewarded with appreciation). Some researchers investigate the relationship between perceived organizational supports with organizational citizenship behavior in different contexts. Miao *et al.,* (2011) found positive relationship between organizational citizenship supports with organizational citizenship behavior and each of its four dimensions. Mathumbu and Dodd (2013) indicated Nurses who perceive that they are supported by their employers will be more likely to display organizational citizenship behavior than those who are not supported. Wong *et al.,* (2011) indicates that perceived organizational supports has a significant positive effect on trust in organization and OCB. Asgari and Samah (2008) in his paper found that 35% increase in organizational support will result in 35% increase in organizational citizenship behavior. Chiang and Hsieh (2012) reported that perceived organizational support positively influenced organizational citizenship behavior. Therefore, the main question of this study is there relationship between perceived organizational supports with organizational citizenship behavior on Yazd province youth and sport employees?

MATERIALS AND METHODS

Participant

The population of this study is consisted of all employees of Yazd province youth and sport offices that were 100 employees. The sample size was equated with the population.

Measures

Organizational Citizenship Behavior Scale (OCB): It was adopted from Podsakoff *et al.,*(1990). This five dimension scale focuses on performance in areas that are not a part of the requirements specified in the job description as follows: (a) altruism (b) conscientiousness (c) civic virtue (d) courtesy and (e) sportsmanship. Items analysis was performed to check the appropriateness of the items for present study. Items total correlation for all 24 items was found satisfactory. Internal consistency reliability (Cronbach's Alpha) for scales was found to be 0.90, 0.78, 0.86, 0.82, 0.84 and 0.81.

Perceived Organizational Support Scale: Perceived organizational support was measured using seven items adopted from the scale of Eisenberger *et al.,* (1986). The questions were worded to tap the extent to which respondents believed their organization valued their contribution, considered their goals and interests, made help available to solve personal problems, and cared about the employee's well-being. The reliability coefficient (Chronbach alpha) for this scale was 0.81.

Methods

The method of the study is descriptive correlational. The data was collected using questionnaires and through field study procedure. Descriptive statistics were used for describing and categorizing raw data and for measuring Mean, frequency, SD and table drawing. Multiple regression and Pearson correlation coefficient was used. For analyzing data the SPSS software was applied and 93% of confidence level was considered.

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RESULTS AND DISCUSSION

As table 1 indicates the highest frequency is belonging to men and, also, 75 employees were married and 54.4 percent have BA/BSc academic degree. The most frequency of WORL history is belonging to 6-10 year with 35.4 percent.

Table 1: Demographic information of employees

Characteristics		Frequency	Percentage
Gender	Men	58	73.4
	Women	21	26.6
	Total	79	100
Marital status	Single	4	5.1
	Married	75	94.9
	Total	79	100
Academic degree	Diploma	11	13.9
	Associate degree	10	12.7
	BA/BSc	43	54.4
	MA	10	19
	Total	79	100
Work History	1-5 year	19	24.1
	6-10 year	28	35.4
	11-15 year	19	24.1
	16-20 year	13	16.5
	Total	79	100

As table 2 indicates that there is a positive significant relationship between perceived organizational support with sportsmanship, conscientiousness and civic virtue.

Table2: The results of Pearson analysis about the relationship between perceived organizational supports with OCB subscales

Variables	Correlation coefficient	Coefficient of determination	Sig
Perceived organizational supports with altruism	0.36	0.13	0.001
Perceived organizational supports with courtesy	0.18	0.03	0.11
Perceived organizational supports with sportsmanship	0.10	0.01	0.39
Perceived organizational supports with conscientiousness	0.45	0.20	0.001
Perceived organizational supports with civic virtue	0.32	0.10	0.005

As table 3 indicates perceived organizational supports can explain organizational citizenship behavior. According to the result of β coefficient with increase of perceived organizational supports, 45% organizational citizenship behavior is increased.

Table3: linear regression coefficients

Model	Non standard coefficient		Standard coefficient	t	p
	B	**Standard error**	**β**		
N	3.20	0.35	0.46	9.05	0.001
Perceived organizational supports	0.36	0.08		4.53	0.001

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Conclusion

The main purpose of this study was to investigate the relationship between perceived organizational supports with organizational citizenship behavior on Yazd province youth and sport employees. Role of organizations are inevitable to improve any country (Moaeri, 2002) and according to Wall, successful organization is one which could adapt itself to environmental changes during a long-term, create purposeful management structure, and develop key competencies (Eisakhani, 2008). Also, perceived employees behaviors cause to play better roles and developing performance and effectiveness. The result of this study indicates that there is a positive significant relationship between perceived organizational support with organizational citizenship behavior. It means that organizations and managers with increasing supports of employees could increase their organizational Behaviors such as altruism, conscientiousness, civic virtue, courtesy and sportsmanship. In other words, Organizations or supervisors, therefore, should spend reasonable and intensive time with their employees through supportive activities like socialization and training (Karatepe and Uludag, 2007). The results of this study was consistent with the findings of Miao *et al.,* (2011) Mathumbu and Dodd (2013), Wong *et al.,* (2011), Asgari and Samah (2009) and Chiang and Hsieh (2012). All of previous researches found positive significant relationship between these variables. Therefore, it suggested to Iran youth and sport managers to that with developing communications in office cause to increase employee's organizational citizenship behaviors as well as increase their performance and commitment to their job.

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