The Causal Relation between the Empowerment and Organizational Citizenship Behavior of the Coaches in Hormozgan

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Abstract

The current study aimed to determine the causal relation between the empowerment and organizational citizenship behavior (OCB) of the coaches in Hormozgan. The methodology taken to carry out this study was descriptive (correlation-causal) and the population consisted of the entire coaches of Hormozgan’s schools (701 people). Randomly, 256 individuals were selected using Krejcie and Morgan table. The data was gathered using the psychological empowerment questionnaire designed by Spreitzer et al. (1995) and the organizational citizenship behavior questionnaire designed by Podsakoff et al. (1990). They were content-validated by sports management experts. The reliability of the questionnaires for all the items-in 30 questionnaires-was determined more than 70% using Cronbach’s alpha. Data analysis was performed at both descriptive and inferential statistics levels. The statistical indexes of frequency, frequency percentage, mean and standard deviation as well as table designing were used in the descriptive statistical level whereas in the inferential statistical level, structural equation modeling (SEM) was utilized. According to the results, there was a causal relation between all the empowerment factors and OCB of the coaches. Moreover, there was a significant and direct relation between the empowerment and OCB. Fitting indexes also indicated of the adjusted goodness of the model (RMSEA= .060; J2/df= 2.01; GFI= .95; CFI= .98; IFI=. 98; NFI= .96). i.e. increase their empowerment of the coaches will increase their OCB.

Introduction

Nowadays, human resources are considered to be assets to organizations. Organizational productivity is directly related to human resources. Based on long experiences, well-informed, creative and highly motivated human resources are keys to being an economically and professionally leading and competitive organization [1]. All organizations are currently exposed to rapid technological developments affecting all aspects of them. These changes begin with the empowerment and optimal mobilization of human resources [2].

Empowerment is the process of development; it not only enhances employees’ power to solve their problems but also broadens their political and social horizons. They can identify the environmental factors affecting them. Empowerment is beyond power authorization; it is what makes them capable of mobilizing their knowledge, skills and motivation to enhance performance. It is considered to be the process of the value adding of development from the administration to the lowest ranking employees [3].

Madsen & Hipp (1996) stated that teacher empowerment is essential to effectiveness of their task and influences their views about their job. Self-motivation behaviors of teachers can be shown through higher levels of teachers’ empowerment; it also helps us employ the behaviors helping to develop organizations and make considerable efforts beyond the least expectations [4].

In early correspondences of management, individuals were evaluated regarding their job description and requirements while some extra-role behaviors are currently considered in performance management and various...
aspects of organizations. These behaviors are evaluated regarding some concepts including extra-role behaviors, spontaneous behaviors or organizational citizenship behavior [5].

According to the results of Naderi et al. [6] regarding the relation between OCB and human resources empowerment (HRE) in Isfahan University, there is a positive and significant relation between psychological empowerment and HRE. Moreover, pressurizing and meaningfulness have a relation with OCB. Furthermore, there is a significant relation between the first pair of dependant variables including competency and linear combination of all OCB variables. In a study titled The Mediating Effect of Psychological Empowerment and job Satisfaction in the Relationship between Transformational Leadership and Organizational Citizenship Behavior, Moghimi Firuzabad [7] suggested that transformational leadership leaves positive and significant effects on psychological empowerment, job satisfaction and OCB. Also, psychological empowerment and job satisfaction positively and significantly affect OCB; job satisfaction has positive and significant effects on teachers’ citizenship behavior. Thomas & Feldman [8] investigated organizational commitment and OCB and found out that organizational tenure moderated the relation between organizational commitment and OCB in a non-linear way. If the organizational tenure falls below 10 years, that relation will be stronger and more positive while more than 10 years of service leads to a weak relation.

Thus, in sports organizations of Iran, like other state organizations and enterprises, managers are required to improve and promote employees’ organizational citizenship behaviors to promote organizational performance and productivity. On the other hand, coaches, amongst other people, are supposed to mobilize new educational approaches and technologies and to acquire necessary skills regarding various fields including physical education in order to nurture children, teenagers and youngsters so that their physical and psychological skills flourish. They also need to take measures to fulfill physical education goals, i.e. to develop health conditions and provide mental health as well as exhilaration for the individuals of the society. Unfortunately, low amounts of studies have been carried out regarding this field. Thus, the current study aimed to investigate the causal relation between coaches’ empowerment and OCB in Hormozgan to assist Iran sports authorities.

**Methodology:**

This study is applied, prospective and descriptive regarding the aspects of the aim, time and way of data gathering, respectively. It also is considered to be a causal correlational research. The population consisted of the entire coaches of Hormozgan’s school (350 males and 351 females). Randomly, 126 males and 130 females were selected using Morgan table. The total number of 300 questionnaires was given from which 265 questionnaires were filled out and returned; 256 questionnaires were used in statistical analysis.

Initial information and the literature were gathered using books, journals, national and international quarterlies along with monthlies. New national and international resources were acquired via relevant web sites. The data was gathered through empowerment and OCB questionnaires. Spreitzer empowerment questionnaire contained 17 close-ended items with a 5-point Likert scale (strongly disagree, disagree, undecided, agree and strongly agree) which were scored 1, 2, 3, 4 and 5, respectively. Five dimensions of empowerment including the sense of job meaningfulness, the sense of job competency, the sense of having option, the sense of being effective and the sense of trust were evaluated in this questionnaire.

This questionnaire was validated by 5 professors and experts who reached a consensus on all the 17 items.

The reliability of the empowerment questionnaire was assessed through an initial study on 30 individuals and determination of the items variance followed by Cronbach’s alpha coefficient calculation (0.833). Vakarkiyat (2008) reported that the value of the reliability of the questionnaire based on Cronbach’s alpha for the dimensions of meaningfulness, competency, self-determination, impact and the overall reliability were from 0.73 to 0.85, 0.79 to 0.85, 0.82, 0.88 and 0.90, respectively. Hor Abadi Farahani suggested that its alpha coefficient was as much as 0.88 [9].

Podsakoff (1990) OCB questionnaire was applied to determine organizational citizenship behavior. It consisted of 20 close-ended items with a five-point Likert scale (very little, little, moderate, much and very much) which were scored 1, 2, 3, 4 and 5, respectively. The OCB dimensions including altruism, sportsmanship, conscientiousness, civic virtue and courtesy were evaluated through OCB questionnaire.

This questionnaire was validated by 5 professors and experts who reached a consensus on all the 20 items.

The reliability of the empowerment questionnaire was assessed through an initial study on 30 individuals and determination of the items variance followed by Cronbach’s alpha coefficient calculation (0.831). The reliability of this questionnaire was determined as 0.88, 0.92 and 0.89 in the studies carried out by Shekarkan et al. (2004), Naami & Shekarkan et al. (2007) and Hoveida & Naderi (2008), respectively, using Cronbach’s alpha coefficient [10].

Data analysis was performed using descriptive statistics (mean, percentage and tables) and inferential statistics (Kolmogorov–Smirnov test, Spearman correlation and SEM). All statistical calculation was performed using SPSS 18 and LISREL.
Results:
The results are based on the data analysis of coaches employed in Hormozgan’s schools (256 individuals) out of which 130 coaches were females, 131 coaches had Bachelor’s Degree, 124 people had less than 5 years of tenure and 47 individuals were soccer coaches.

The descriptive results also suggested that the number of men was lower than that of women and the ones with Bachelor’s Degree surpassed those who had Master’s and Ph.D. In addition, swimming and individual sports were less taken by the coaches than team sports.

Firstly, the kolmogorov- smirnov nonparametric test was performed to determine the normalization of the data. Based on the results of this test, all the variables were distributed abnormally. Tables 1 & 2 show the details of the results.

### Table 1: Mean, standard deviation and kolmogorov- smirnov test results for empowerment

<table>
<thead>
<tr>
<th>Variables</th>
<th>Standard deviation+ mean</th>
<th>Kolmogorov- Smirnov</th>
<th>Meaningfulness level</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sense of meaningfulness</td>
<td>3.99+ 0.66</td>
<td>3.10</td>
<td>0.001</td>
</tr>
<tr>
<td>Sense of competency</td>
<td>3.67+ 0.74</td>
<td>2.55</td>
<td>0.001</td>
</tr>
<tr>
<td>Sense of self-determination</td>
<td>3.60+ 0.87</td>
<td>2.59</td>
<td>0.001</td>
</tr>
<tr>
<td>Sense of being effective</td>
<td>3.64+ 0.84</td>
<td>2.47</td>
<td>0.001</td>
</tr>
<tr>
<td>Sense of trust</td>
<td>3.60+ 0.88</td>
<td>1.98</td>
<td>0.001</td>
</tr>
<tr>
<td>Empowerment</td>
<td>3.70+ 0.63</td>
<td>1.98</td>
<td>0.001</td>
</tr>
</tbody>
</table>

### Table 2: Mean, standard deviation and kolmogorov- smirnov test results for organizational citizenship behavior

<table>
<thead>
<tr>
<th>Variables</th>
<th>Standard deviation+ mean</th>
<th>Kolmogorov- Smirnov</th>
<th>Meaningfulness level</th>
</tr>
</thead>
<tbody>
<tr>
<td>Altruism</td>
<td>3.91+ 0.75</td>
<td>1.49</td>
<td>0.001</td>
</tr>
<tr>
<td>Conscientiousness</td>
<td>4.03+ 0.61</td>
<td>2.42</td>
<td>0.001</td>
</tr>
<tr>
<td>Sportsman</td>
<td>4.07+ 0.60</td>
<td>2.59</td>
<td>0.001</td>
</tr>
<tr>
<td>Civic virtue</td>
<td>3.77+ 0.76</td>
<td>2.23</td>
<td>0.001</td>
</tr>
<tr>
<td>Courtesy</td>
<td>4.02+ 0.58</td>
<td>2.01</td>
<td>0.001</td>
</tr>
<tr>
<td>OCB</td>
<td>3.96+ 0.48</td>
<td>1.56</td>
<td>0.015</td>
</tr>
</tbody>
</table>

Afterwards, the correlation between the variables was determined through Spearman correlation test. The results indicated that all dimensions of coaches’ empowerment have a direct relation with OCB to a large extent. Based on the results, the senses of meaningfulness and self-efficacy had the highest internal consistency with OCB (Table 3).

![Image](image.png)

**Fig. 4-11:** The model in the state of effect or load factor of the hypothesis.

SEM was used to determine the causal relation between the variable of empowerment and OCB. According to the results, empowerment, with the factor loading of 0.67, had a significant causal relation with OCB (Fig. 4-11). In this model, critical T-value was higher than 1.96 (8.67) indicating the significance level of 0.01 (Fig. 4-10). Fitting indexes also indicated of the adjusted goodness of the model (RMSEA= .060; x^2/df= 2.01; GFI= .95; CFI= .98; IFI= .98; NFI= .96). Thus, the hypothesis suggesting that there is no causal relation between empowerment and coaches of Hormozgan’s schools was refuted.
Fig. 4-11: The model in the state of T-value or significance level of the hypothesis.

Table 3: Correlation test results of the variables.

<table>
<thead>
<tr>
<th>Variables</th>
<th>OCB</th>
<th>Sense of meaningfulness</th>
<th>Sense of competency</th>
<th>Sense of self-determination</th>
<th>Sense of being effective</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sense of meaningfulness</td>
<td>0.51</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sense of competency</td>
<td>0.41</td>
<td>0.52</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sense of self-determination</td>
<td>0.40</td>
<td>0.44</td>
<td>0.58</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sense of being effective</td>
<td>0.51</td>
<td>0.33</td>
<td>0.66</td>
<td>0.68</td>
<td></td>
</tr>
<tr>
<td>Sense of trust</td>
<td>0.40</td>
<td>0.34</td>
<td>0.47</td>
<td>0.40</td>
<td>0.50</td>
</tr>
</tbody>
</table>

Note: All the correlations are significant at 0.01 level.

In the other words, the results of the SEM analysis resulted from the hypothesis can be summarized as following:

OCB = 0.67*EMP, Errorvar.= 0.56 , R² = 0.44 (0.077) (0.10) 8.67 5.53

According to the equation resulted from SEM model of the hypothesis, approximately 44% of Hormozgan’s school coaches’ organizational citizenship behavior changes can be determined based on their empowerment.

Conclusion:

Khajeh Bahrami et al [11] Research showed a significant and positive relationship between teacher empowerment and organizational citizenship behavior, also result showed a significant and positive relationship between Sense of meaningfulness, Sense of competency, Sense of self-determination, Sense of being effective, Sense of trust and OCB that is same with research result.

Also Naderi et al [6] research shwed positive and significant relationship between Empowerment and Organization Citizenship Behavior that is same with research result.

Noori and Azma [3] research showed Positive and significant relationship between the Perceived components of empowerment by staff and organizational citizenship behavior that is same with result of research.

Moghimi-Firozabad [7] in a study with subject of "The Mediating Effects of Psychological Empowerment and Job Satisfaction in the Relationship between Transformational Leadership and Organizational Citizen Behavior” showed that transformational leadership has positive and significant effect on psychological empowerment, job satisfaction and organizational citizen behavior. In addition, psychological empowerment and job satisfaction has positive and significant effect on organizational citizen behavior and job satisfaction has positive and significant effect on organizational citizen behavior of the teachers. Positive relationship between Empowerment and OCB is same with result of our research.

Also Rahimi et al [12] showed there is a relationship between human resource practices and organizational citizenship behavior. Zhong (2009) expressed that Empowering employees have relationship with OCB.

Based on the results from the current study, the sense of meaningfulness had a positive and significant causal relation with OCB meaning when the coaches value their goals and missions and find the objective of their jobs desirable, their OCB level will improve. Esmaili et al [4] in a research showed that The higher the level of employee empowerment will increase organizational citizenship behavior. Also regression results showed that among five components of empowerment Sense of competency, meaningfulness and influence will predict OCB.

Dikson and Lorenz [13] in a research with subject of “Career Empowerment and job satisfaction of part-time and temporary sport teachers” reported that Sense of meaningfulness and Sense of being effective of empowerment have positive and significant relationship with job satisfaction of sport teachers.
The results also suggested that there was a positive and significant causal relation between the sense of competency and coaches’ OCB, i.e. if the coaches feel that they own the necessary capabilities and skills to successfully perform their tasks, their OCB will improve. This result is consistent with the findings of Khajeh Bahrami et al. [11]. Spreitzer et al. [14] and Bologoloski & Somch [15]. Somch suggested that the coaches owning high senses of competency and being effective demonstrated high level of OCB.

Based on the findings of the current research, the sense of self-determination had a positive and significant causal relation with OCB. It indicates that once employees feel they have options of performing and regulating the activities relevant to their jobs, their OCB level enhances. It is consistent with the results of Moghimi et al. [16]. In addition, Bell & Magnus (2002) stated that job independence played an essential role on facilitating employees’ discretionary behaviors enabling them to perform citizenship behaviors.

Moreover, the results of this study indicated that there was a positive and significant causal relation between the sense of self-efficacy and coaches’ OCB. It means that coaches’ OCB level improves provided that they feel they can go beyond their strategic, administrative and operational consequences of their job. This result is consistent with the findings of Khajeh Bahrami et al. [11], Sayyed Aavi & Esmaeili [4], Moghli et al. [17], Esmaeili et al. [4] and Dickson & Lorenz [13].

The results of the study also showed that the sense of trust had a positive and significant causal relation with coaches’ OCB indicating that coaches can improve their OCB once they feel they are treated fairly and equitably. This is consistent with the results of Moghimi Firoz Abad [7], Khajeh Bahrami et al. [11] and Moghli et al. [17].

Generally, the sense of meaningfulness turned out to be the best predictor of Hormozgan’s school coaches’ OCB while the poorest predictive dimension of coaches’ OCB was reported to be the sense of trust. Yet, it is worth mentioning that coaches’ OCB were significantly affected by all dimensions of coaches’ empowerment amongst which the sense of meaningfulness played the most important role.

According to the fact that coaches’ empowerment improvement leads to OCB enhancement, human resources managers are recommended to pave the way for the advent of such behaviors by making investment on employees’ empowerment programs so that the individuals, organizations and society take advantage of it.

REFERENCES

Conference of Students of Physical Education and Sport Sciences.


