The Relationship between Organizational Intelligence and Organizational Citizenship Behavior in Sport Organizations (Case Study: Sport and Youth Administration of Golestan Province)

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Abstract

This study aims at studying the relationship between organizational intelligence and organizational citizenship behavior in sport organizations in Iran. To do this survey, 83 staffs were randomly selected from the total population of sport and youth administration of Golestan province. To collect data, the study used two standardized questionnaires: Albrecht (2003) organizational intelligence questionnaire and Podsakoff (1991) organizational citizenship behavior questionnaire. The data were analyzed via SPSS. The results show that: There is a significant relationship between organizational intelligence and organizational citizenship behavior ($r = 0.376, p < 0.01$). In addition, all components of organizational intelligence have positive and significant relationship with organizational citizenship behavior. Among the organizational citizenship behavior components, the highest correlation is related to altruism and civic virtue.

Keywords: organizational intelligence, organizational citizenship behavior, organization of sport and youth, civic virtue

Introduction

Human resources as one of the most valuable organization’s assets, is considered as the most important competitive advantage and the scarcest resource in today's knowledge-based economy. Due to its huge effect on organization’s efficiency and effectiveness, this valuable asset is of the greater importance compared to other assets. Based on this fact, today's organizations and managers try to attract the best and most qualified human resources in
different ways (Belcourt, Bohlander & Snell, 2008). One of the valuable features of human resources that have attracted a lot of attention is organizational citizenship behavior (Organ, 1988). The concept of organizational citizenship behavior was introduced by Organ and his colleagues for the first time. Organ defined citizenship behavior as informed optional (voluntary) individual behaviors which are not identified directly and explicitly by organizations' reward systems and organizations performance evaluation systems, but overall, have a very significant impact on the organization’s effectiveness. By optional we mean such behaviors are not included in the staff’s job description.

Organ and his colleagues and also other experts tried to explain this issue by introducing concepts such as “extra-role behavior” (Van Dyne, Cummings, & Parks, 1995); “Prosocial organizational behavior” (Brief & Motowidlo, 1986; George 1990,1991;George & Bettenhausen,1990;& Chatman, 1986 O’Reilly), “Organizational spontaneity” (George & Brief, 1992;George& Jones, 1997), “Contextual performance” (Borman & Motowidlo, 1993;Borman, White, & Dorsey, 1995;Motowidlo & Van Scutter, 1994) (Podsakoff et al, 2000).

The initial researches conducted on organizational citizenship behavior were mostly to further identify the responsibilities or behaviors of employees in the organization that was often ignored. Although these behaviors were measured incompletely in traditional assessments of job performance or were sometimes neglected, but were effective in improving organizational effectiveness (Bienstock et al, 2003). These organizational citizenship behaviors include five components namely Altruism, Conscientiousness, Sportsmanship, Courtesy and civic virtue (Organ & Ruan, 1998).

The results from these studies show that many variables such as job satisfaction (Jamali et al, 2009; Nejat et al, 2009; Senobari & Rezaei 2010; Dickinson, 2009), organizational justice (Naami & Shokrkon, 2006;Golparvar et al, 2006; Moradi Chaleshtari, 2008;Javaheri Kamel, 2009; Mardani & Heidari,2009; Iranzade & Asadi, 2009;RaminMehr & Hadizade Moghadam 2010; Tabarsa et al, 2010; Saberi et al 2011; Jahangir et al, 2006; Goudarzv & Chegini, 2009; Ahmadi et al, 2011), organizational commitment (Jamali et al, 2009; Doaei et al, 2010; Tabarsa et al, 2010; Jahangir et al, 2006; Yilmaz & Cokluk-Bokeoglu, 2008; Ueda,2009;Dickinson, 2009; Chang et al, 2011), job performance (Nasir et al,2011), job involvement (Ueda,2009), emotional intelligence (Yaghoubi, 2011; Moghaddami et al, 2009; Doaei et al, 2010), transformational leadership style (Moradi Chaleshtari, 2008; Yaghoubi et al, 2010), customers’ perception of service quality (Nejat et al, 2009), organizational culture (Sohrabizade et al, 2010), personality (Sohrabizade et al, 2010; Azimzade, 2009) have direct significant relationship with organizational citizenship behavior.

There are also studies on the consequences of organizational citizenship behavior such as organizational performance, organizational effectiveness, organizational success, customer satisfaction, customer loyalty, etc. (Morrison, 1994; Podsakoff et al., 2000).
But despite the identification of components associated with citizenship behavior that was mentioned, it seems there is still need for further study.

One of the new fields of study in this regard is the organizational intelligence. Albrecht defined organizational intelligence as the organization’s capacity to mobilize and concentrate all of its abilities to achieve objectives (Albrecht, 2003). This capacity is a combination of human and technical capabilities. McMaster defined organizational intelligence as orientation ability, reasonableness and flexible, creative and adaptive operation. Slaski and Catwright believe organizational intelligence improve the performance in various managerial sections (Salasel. M, Kamkar. M & Golparvar. M, 2009).

Many experts have found that individuals and organizations which have high organizational intelligence are superior to other organizations in understanding of organizational problems, perceiving knowledge and innovation and adaptability to new situations (Libowitz, 1999).

According to Libowitz (1999), organizational intelligence has seven aspects namely:

Strategic vision (awareness of the goal and capacity to express objectives)

1. Shared fate (having a common goal and sense of group spirit)
2. Appetite for change (Ability to adapt to various changes and unexpected challenges)
3. Heart (energy and spirit for success)
4. Alignment and congruence (usefulness of the existing tools and rules in success of the organization and the interaction of members to face new environments)
5. Knowledge deployment (Capacity to share information , knowledge and insights with others and the free flow of knowledge throughout the organization)
6. Performance pressure (being serious in doing the right task to achieve the desired common goal)

He believes that organizations which want to move toward their ultimate potentials, should be continuously improved in the above seven key components to get a comprehensive development. Therefore, managers need organizational intelligence by which they can improve their performance to pursue organizational goals and achieve them (Albrecht, 2003).

The only research in which authors studies these two variables is “the relationship between organizational intelligence and its components and organizational citizenship behavior of employees in Ehyagostaran Espadan Corporation” was conducted by Salasel. M, Kamkar. M & Golparvar. M (2009). In their study, they concluded that there is a significant relationship between organizational intelligence and organizational citizenship behavior, and also organizational intelligence and its components can predict organizational citizenship behavior.

Therefore, according to the results from previous studies, we can say that organizational intelligence as one of the variables in identification of employees’ organizational citizenship
behavior can be a determining and predicting factor in extra role behaviors. Therefore the aim of this study is to investigate the relationship between organizational intelligence and organizational citizenship behavior.

Methodology

Considering the research objective, our study is a correlational research. Using simple random sampling procedure, this study randomly selected 83 subjects from the whole population of employees in the administration of sport and youth in Golestan province.

Instruments

This study utilized Persian version of Albrecht questionnaire to determine the organizational intelligence (Albrecht, 2003). This questionnaire includes 49 questions. The questions’ reliability was also calculated by Cronbach’s coefficient as 0.95. To collect data related to organizational citizenship behavior, the study made use of Persian version of Podsakoff (1999) questionnaire. This questionnaire includes 24 questions. The questionnaire’s reliability was calculated as 0.88 for Shokrkon et al, (2004), 0.92 for Naami and Shokrkon (2006) and 0.73 in our study. These questionnaires were set up by five-level Likert scales (strongly agree, agree, neutral, disagree, and strongly disagree).

Results

The average age for the samples was 37.58 including 50 men and 33 women. While table 1 shows a descriptive analysis of the data, table 2 evaluates organizational intelligence and organizational citizenship behavior.

### Table 1: Statistical description of organizational intelligence and organizational citizenship behavior

<table>
<thead>
<tr>
<th>Indicator Variable</th>
<th>N</th>
<th>Maximum</th>
<th>Minimum</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>OI</td>
<td>83</td>
<td>218</td>
<td>122</td>
<td>174.78</td>
<td>23.667</td>
</tr>
<tr>
<td>OCB</td>
<td>83</td>
<td>116</td>
<td>72</td>
<td>93.00</td>
<td>7.697</td>
</tr>
</tbody>
</table>

### Table 2: Correlation between organizational Intelligence and organizational citizenship behavior

<table>
<thead>
<tr>
<th></th>
<th>OI</th>
<th>OCB</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pearson Correlation</td>
<td>1</td>
<td>.376*</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>.000</td>
<td></td>
</tr>
<tr>
<td>N</td>
<td>83</td>
<td>83</td>
</tr>
</tbody>
</table>
According to the results in Table 2, in Hypothesis one: there is a significant positive relationship between organizational intelligence and organizational citizenship behavior the p-value is less than 0.01. The results also reveal that there is a significant relationship between organizational intelligence components and organizational citizenship behavior (Table 3). The correlation coefficient for strategic vision is 0.305, for shared fate is 0.350, for appetite for change is 0.282, for heart is 0.318, for alignment and congruence is 0.358, for knowledge deployment is 0.298 and for performance pressure is 0.380. According to Table 4, the highest mean Friedman test is for altruism and the least value is for civic virtue.

Table 3: Correlation between organizational intelligence components and organizational citizenship behavior

<table>
<thead>
<tr>
<th>Strategic Vision</th>
<th>Shared Fate</th>
<th>Appetite For Change</th>
<th>Heart</th>
<th>Alignment And Congruence</th>
<th>Knowledge Deployment</th>
<th>Strategic Vision</th>
<th>Performance Pressure</th>
</tr>
</thead>
<tbody>
<tr>
<td>OCB</td>
<td>Pearson Correlation</td>
<td>.305**</td>
<td>.350**</td>
<td>.282*</td>
<td>.318**</td>
<td>.358**</td>
<td>.298**</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>.005</td>
<td>.001</td>
<td>.010</td>
<td>.003</td>
<td>.001</td>
<td>.006</td>
<td>.000</td>
</tr>
<tr>
<td>N</td>
<td>83</td>
<td>83</td>
<td>83</td>
<td>83</td>
<td>83</td>
<td>83</td>
<td>83</td>
</tr>
</tbody>
</table>

**Correlation is significant at the 0.01 level (2-tailed).

Table 4: Results of Friedman test

<table>
<thead>
<tr>
<th>Component</th>
<th>Test Statistics</th>
<th>Mean Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>Conscientiousness</td>
<td>N</td>
<td>3.71</td>
</tr>
<tr>
<td>Altruism</td>
<td>Chi-Square</td>
<td>3.96</td>
</tr>
<tr>
<td>Sportmanship</td>
<td>df</td>
<td>1.83</td>
</tr>
<tr>
<td>Courtesy</td>
<td>Asymp. Sig.</td>
<td>3.94</td>
</tr>
<tr>
<td>Civic Virtue</td>
<td>N</td>
<td>1.55</td>
</tr>
</tbody>
</table>
Discussion And Conclusion

Today, the actions which are beyond expectation, voluntarily, beneficial and useful are called extra-role behavior or organizational citizenship behavior. The argument rose in the last two decades and had drawn the attention of psychologists and sociologists. Most of the managers are also looking for staffs that are ready to do tasks beyond their job description. They want staff that go beyond expectations and voluntarily do jobs that are not in their official duties and overall, the staff who have high organizational citizenship behavior. As was mentioned in the results, the Pearson correlation coefficient for organizational intelligence and organizational citizenship behavior is equal to 0.376 and considering its p-value (<0.01) it means there is a positive significant relationship between them. These results are in line with those ones obtained from Salasel. M, Kamkar. M & Golparvar. M (2009) study in EhyaGostaran Corporation. In his study, he used two-variable regression analysis and obtained correlation coefficient of 0.199.

Thus, considering the obtained results from present study, we can conclude that employees who have high organizational intelligence seem to better understand the organization’s goals and missions, have better relationship with customers, subordinated and their colleagues; they also show better organizational performance and organizational citizenship behavior. Organizational intelligence also cause employees to be more creative and innovative, participate in organization’s decision makings, better control their emotions, have more job satisfaction and commitment in addition to be more loyal to their organizations and are continuously improving and show more social ethics.

Acknowledgement :

I Would like to Thank Manager and Staffs of Sport and Youth Administration of Golestan Province for their valuable contributions to this paper. I Would Also like to thank the Shahrood University of Technology because of their continuous support. I also want to give my special thanks for my Supervisor Dr. Bahrololoum and my Adviser Dr. Hasani for their helpful Guieds.

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