

**Organizational Citizenship Behaviors of Instructors in Korean Sport Centers: A Multidimensional Analysis Involving Satisfaction and Commitment**

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As sport centers in Korea continue to face intense pressure to control operating costs, many have resorted to staff reductions and other redesign efforts. The remaining employees are frequently asked to do more with less, which could affect their satisfaction with and commitment to job as well as organization. In these uncertain times, it is important that sport managers attempt to attract and retain those employees capable of exhibiting organizational citizenship behaviors (OCBs), which is not part of a formal job description nor does it fall within the conventional reward system but promotes the effective functioning of the organization. This study examined employees' satisfaction with job and profession, as well as commitment to both organization and profession as predictors for OCBs.

The management of employees' satisfaction and commitment has become key management concerns as human capital become increasingly important to the organization's functioning and services provision. Given the recent workplace dynamics, including organizational restructurings and contingency workforce growth, several scholars have suggested that employee commitment may be shifting from the organization to one's profession (Lee, Carswell, & Allen, 2000). A person with high professional commitment who is in an organization that values that profession would be expected to have high organizational commitment. This study also utilized both job satisfaction and professional satisfaction as antecedents of organizational commitment and professional commitment. The use of professional satisfaction reflects the larger context of satisfaction than job satisfaction. Specifically, job satisfaction focuses more on the job experiences within the organization, while professional satisfaction relates job value that comes from perceived prestige and/or reputation about one's work.

This study investigated the antecedents of organizational citizenship behaviors (OCBs) with samples drawn from 12 sport organizations in Korea. Total 196 employees in sport organizations participated of whom 98 were in permanent employment and 80 on fixed-term contracts. Results using structural equation analysis with LISREL 8.5 showed that job satisfaction of sport organization employees had positive impact on organizational ( $\beta = .52, t=5.33$ ) and professional commitment ( $\beta = .53, t=6.73$ ). Results also showed professional satisfaction had positive impacts on organizational commitment ( $\beta = .49, t=4.13$ ) and professional commitment ( $\beta = .50, t=6.37$ ). Finally, it was revealed that organizational commitment of sport organization employees showed positive impacts on OCBs ( $\beta = .80, t=4.99$ ). The effect of professional commitment on OCBs ( $\beta = -.15, t=-1.98$ ), however, was not significant.

This research has only begun to address the many issues that are important in the management of human resources in sport organizations. That is, how employees' satisfaction and commitment with job, profession, and/or organizations are related to their OCBs, which is arguable among the most important concerns in sport organization. Based on the results, future research directions and managerial implications will be discussed.