

Organizational Citizenship Behaviors and its Relation with Organizational Performance of Administrative Leaders in Arab Sports Systems

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Abstract: The current research aims to identify organizational citizenship behaviors among administrative leaders of Arab sports organizations and its relationship with improving the organizational performance. The researcher used the descriptive (survey) approach. Research community included all administrative leaderships working in Arab sports organizations. The researcher randomly (124) members of sports leaderships working in the ministries of youth and sport in Egypt and Saudi Arabia. The researcher used Organizational Citizenship Behaviors Questionnaire for Administrative Leaders in Arab Sports Organizations and The Organizational Performance of Arab Sports Organizations Questionnaire. Results indicated that: (1) Some organizational citizenship behaviors, like civilized behavior, initiative behavior, organizational obedience, self-development and help behavior, exist in Arab sports organizations while other behaviors, like organizational loyalty, moderately exist and other behaviors, like sportsmanship, don't exist. (2) Civilized behavior came first while sportsmanship came last. (3) There are several limitations in the administrative performance of Arab sports organizations that limit their ability to fulfill their objectives. (4) Philosophy and objectives of administrative work came first while administrative work mechanisms came last in their availability in Arab sports organizations. (5) There is a statistically significant positive correlation between organizational citizenship behaviors and administrative performance of leaders of Arab sports organizations.

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Key words: Organizational Citizenship Behaviors - Organizational Performance - Arab Sports Systems.

Introduction and Research Problem:

During the past few years, organizations were concerned with improving career path because of its significant role in encouraging employees to fulfill their tasks and increase their organizational loyalty. When an individual realizes that he/she is achieving progress in his/her career, this increases his/her sense of belonging, satisfaction and security in the organization he/she is working for. On the contrary, individuals don't consider improving career path as satisfactory if it doesn't help them achieve what they hope for (Al-Yousefy et al 2006: 354).

Organizational citizenship is an administrative concept that is produced by contemporary administrative thought. It gained the attention of many researchers as a tool for improving the performance levels of the organization and its employees as well. This concept is employee-based as employees are the most important administrative resources and without them there will be no organizational base. The human element is the base for improvement and development in all fields (Al-Mahdy, Y. 2006: 3).

As a concept, organizational citizenship behavior is the core for establishing interpersonal, behavioral and organizational relationships inside and outside the organization. It reflects the organization's potentials in its ecological and social interaction in

addition to its support for the value of coherences between objectives and interests to improve the efficiency and effectiveness of the organizational performance. This concept exceeds the official justifications of behavior and includes significant input that supports the official organizational behavior with the value add (Al-Fahdawy, F. 2005: 27) (Murkison & Tumipssed 2000: 281).

Organizational citizenship behaviors are sets of positive voluntary behaviors an individual practices willingly beyond the official role. It is not included in the official system of rewards and are not connected to penalties. Nevertheless, it is considered very important for the effective performance. It is a voluntary behavior that is related to the employee's pursuit to satisfy his/her consciousness and to fulfill his/her tasks and duties. These optional behaviors are directed towards individuals or the organization as a whole as it exceeds the expectations of the current role and aims to benefit the organization (Bogler & Somech 2005:421) (Ramadan, A. 2004: 79).

The significance of organizational citizenship behaviors is clear in limitations of administrative tools in official organizations, including job descriptions and organizational charts, used for planning all relations and unexpected events that appear during work. Previous studies indicated that job performance

exceeds fulfilling the formal tasks identified by formal roles. Instead, it includes practicing non-formal behaviours that are left to personal judgement of the individual for either practicing them or not. These behaviours are known as organizational citizenship behaviours (Skarlicki & Lathmer 1995: 175).

It is noteworthy that benefits of organizational citizenship behaviors exceed the individual to the whole organization. It benefits both managers and employees. The organization benefits from organizational citizenship behaviors through what employees provide as an over contribution that exceeds their formal roles and what the administration provides of cooperation tools that are clear in mutual dependence among members of the work group. It is a free source for increasing productivity as this type of behavior is not related to payment in addition to improving employees and managers' skills and capabilities to perform their tasks through increasing free-of-charge time that exceeds the planned time (Shaheen, M. 2001: 327).

These work-related behaviors are optional and are not directly related to job description or formal reward system but in sum they contribute in improving the performance of the organization (Williams et al 2002: 33) (Murkison & Tumipssed 2000: 281).

Everyone in the organization has a formal role identified by job description. But recently, another type behaviors have gained significant interest. This type is the additional role behavior. Therefore, achieving objectives of sports organizations is not possible only through formal roles of employees, but through their additional roles as well. These organizational citizenship behaviors or optional and not among formal roles or even the formal reward system. Nevertheless, the absence of these behaviors makes organizations more fragile and easy-to-collapse. This indicates the importance of this concept in preserving organizations as effective and continuous entities (Al-Yousefy et al 2006: 3).

If the individual considers organizational citizenship behaviors pragmatically, it may lose its meaning as these behaviors cannot be considered under such calculations, at least as a voluntary behavior, regardless penalties or rewards. The nature of these behaviors is optional as they are not identified in the formal role of individuals and this makes regular rewards system unable to deal with them. This led researchers try to study these behaviors and the variables that affect them to understand the factors that may help organizations predict these behaviors and create a work environment supportive to them (Rayan, A. 2000: 458).

These behaviors are additional to the formal role and aim to help coworkers and improve the

organization image among external public. It is not included in the job description or formal reward system and exceeds formal job demands. Individuals do it without expecting rewards other than regular payment. It helps work groups to achieve the desired performance rates (Shaheen, M. 2005: 145).

Darwish, K. & Othman, I. (1999) indicated that several sports organizations assume the responsibility of running sports affairs in Egypt, the Arab world and in most countries. Some of these organizations are governmental while others are non-governmental. Some countries have what is called "public governmental organizations" or "The Qualitative Sector". (Darwish, K. & Othman, I. 1999: 32).

Organizational performance is a vague concept with few studies dealing with it. So, it is natural that people vary in their understanding and analysis of it according to their points of view and their knowledge about it, especially when we know that organizational performance is a multi-façade phenomenon that is related to several fields. Its main headlines include strategies, processes, human resources and systems (Maher, A. 2009: 25) (Elwany, H. 2009: 72).

Organizational performance is an integrated system of organization's output in the light of its interaction with internal and external environment. Accordingly, organizational performance includes three aspects: individuals' performance inside their specialized organizational units – performance of organizational units inside the general framework policies of the organization – organization performance inside the framework of economic, social and cultural environment. Although it includes these three aspects, it is completely different from each individual aspect if taken alone. It is different from individual performance and unit performance although it is the resultant of both in addition to the effects of social, economic and cultural environment (Al-Meligy, R. 2012: 19).

Modern administrative sciences concentrate on workers as a basic pillar for organizational success and competitive advantage, through applying modern methods of human resources management with the aim of customer satisfaction as improving workers' performance will increase it.

Organizational citizenship behavior has major effects on the performance of both the organization and individuals. It works on improving organizational effectiveness and efficiency through using resources and creativity and quick adaptations of workers with external developments. This helps producing quality service with least costs to face the continuing challenges of this age. Therefore, organizations should recruit human resources capable of doing more than their formal roles in various administrative positions, or they should improve workers' behaviors to bear

more than their formal responsibilities. Activities performed by workers outside the limits of their formal roles are the real lead towards creativity and excellence. These roles are vital for the continuity of organizations and increasing its effectiveness.

Organizational citizenship behaviors are significantly important in that age as service organizations face major challenges. Quick changes in the external environment in addition to technical developments in all fields created a disturbed environment that requires an organizational climate that can keep up with external stress imposed on those organizations. Therefore, the human element is very important for organizations to face its challenges. This makes such organizations in need for the efforts of its employees, formal and non-formal.

Higher leadership should consider that each organization should fulfill its tasks and expectations as traditional roles of bureaucratic systems are unable to continually develop the organization. This makes organizations less effective in initiating changes and indicates the importance of adopting non-traditional methods for improving performance. The human element is the key driver for any organization. Therefore, new and non-traditional types of employees are necessary for improving services provided to clients. This can not be achieved unless employees feel that they are an inseparable part of the organization and their behaviors will improve their performance.

Accordingly, organizational citizenship behaviors are very important for all organizations, especially sports organizations. These behaviors have vital role in improving the organization as it helps achieving organizational objectives through positive optional roles individuals play and their desire to help improving the social image of their organization.

According to review of literature, the researcher discovered that organizational citizenship behaviors and organizational performance were dealt with in various studies but separately without linking them together, especially in sports organizations where employees' performance is most significant for the success of the organization.

This led the researcher to try to identify organizational citizenship behaviors among workers in sports organizations and its effects of improving these organizations' performance through non-traditional roles that help improving administrative structures and workers' creativity.

Aim:

The current research aims to identify organizational citizenship behaviors among administrative leaders of Arab sports organizations

and its relationship with improving the organizational performance through identifying:

1. Organizational citizenship behaviors among administrative leaders of Arab sports organizations.
2. Improvement mechanisms adopted by Arab sports organizations.

Research Questions:

1. What are the organizational citizenship behaviors among administrative leaders of Arab sports organizations?
2. What is the nature of organizational performance of Arab sports organizations?
3. Is there a statistically significant correlation between organizational citizenship behaviors among administrative leaders of Arab sports organizations and improvements of organizational performance?

Methods:

Approach:

The researcher used the descriptive (survey) approach.

Participants:

Research community included all administrative leaderships working in Arab sports organizations. The researcher randomly (124) members of sports leaderships working in the ministries of youth and sport in Egypt and Saudi Arabia.

Data collection instruments:

First: Analysis of records:

The researcher analyzed records of employees in the ministries of youth and sport in Egypt and Saudi Arabia to identify their actual number and to clarify the nature of organizational work in these two systems.

Second: Organizational Citizenship Behaviors Questionnaire for Administrative Leaders in Arab Sports Organizations:

1. **Aim:** This questionnaire aims to identify organizational citizenship behaviors among administrative leaders of Arab sports organizations.

2. **Questionnaire axes:** Through review of literature, the researcher identified the following axes:

- Organizational Loyalty
- Organizational Obedience
- Help Behavior
- Altruism
- Initiative Behavior
- Self-development
- Civilized Behavior
- Sportsmanship

The researchers presented these axes to a group of experts in sports administration (n=10) to identify their opinions about them and chose all axes that gained more than 70% of agreement as seen in table (1).

Table (1): Experts' Opinions about the questionnaire's axes (n=10)

Axis	Frequency	Percentage
Organizational loyalty	10	100%
Organizational obedience	10	100%
Help behavior	9	90%
Altruism	4	40%
Initiative Behavior	8	80%
Self-development	8	80%
Civilized behavior	9	90%
Sportsmanship	8	80%

Table (1) indicated that agreement percentages ranged from 40% to 100%. Only one axes (Altruism) was less than 70% and was eliminated according to experts' opinions.

3. Questionnaire Items: The researcher formulated a set of items for each axis in the questionnaire with total number of (52) items and presented them to experts (n=10) to identify their opinions in these items as seen in table (2).

Table (2): Number of eliminated items of the questionnaire

Axes	Sum of items in the preliminary version	Sum of eliminated items	Numbers of eliminated items	Sum of final version items
Organizational loyalty	7	1	5	6
Organizational obedience	7	1	11	6
Help behavior	8	1	15	7
Initiative Behavior	7	—	—	7
Self-development	7	1	32	6
Civilized behavior	8	—	—	8
Sportsmanship	8	—	—	8
Sum	52	4		48

Table (2) indicated that all items below 70% of agreement were eliminated. This means that (4) items were eliminated and the final number of items was (48).

4. Final version of the questionnaire: The researcher wrote the final version of the questionnaire and put each item in its order under its corresponding axis.

5. Correction: The questionnaire was corrected according to a three-point scale: Agree = (3) points – Somehow = (2) points – Disagree = (1) point.

6. Validity and Reliability of the Questionnaire:

Content Validity:

The researcher presented the preliminary version of the questionnaire to a group of experts in sports administration (n=10) to identify their agreement percentages on the axes and items of the questionnaire as seen in table (3).

Table (3) indicated that agreement percentages ranged from 30% to 100% and only (4) items were eliminated. This makes the final number of items (48).

Internal consistency:

To calculate internal consistency, the researcher applied the questionnaire to a pilot sample (n=20) from the same research community and outside the main sample and calculated correlation coefficients among each item and its axis and each item and total score of the questionnaire in addition to correlation coefficients of each axis and total score of the questionnaire as seen in tables (4), (5) and (6).

Table (4) indicated that R calculated values were higher than its table value and ranged from 0.49 to 0.89. This indicates the internal consistency of the questionnaire.

Table (5) indicated that R calculated values were higher than its table value and ranged from 0.48 to 0.79. This indicates the internal consistency of the questionnaire.

Table (3): Experts' percentage of agreements on the items of the questionnaire (n=10)

Axes	Items								
Organizational loyalty	Number of item	1	2	3	4	5	6	7	
	Frequency	10	9	9	10	5	10	8	
	Percentage	100%	90%	90%	100%	50%	100%	80%	
Organizational obedience	Number of item	8	9	10	11	12	13	14	
	Frequency	10	8	9	4	10	8	9	
	Percentage	100%	80%	90%	40%	100%	80%	90%	
Help behavior	Number of item	15	16	17	18	19	20	21	22
	Frequency	5	8	9	10	10	10	9	9
	Percentage	50%	80%	90%	100%	100%	100%	90%	90%
Initiative Behavior	Number of item	23	24	25	26	27	28	29	
	Frequency	10	9	9	8	10	8	9	
	Percentage	100%	90%	90%	80%	100%	80%	90%	
Self-development	Number of item	30	31	32	33	34	35	36	
	Frequency	8	10	3	9	10	10	10	
	Percentage	80%	100%	30%	90%	100%	100%	100%	
Civilized behavior	Number of item	37	38	39	40	41	42	43	44
	Frequency	9	10	10	10	10	8	9	9
	Percentage	90%	100%	100%	100%	100%	80%	90%	90%
Sportsmanship	Number of item	45	46	47	48	49	50	51	52
	Frequency	10	9	10	8	10	10	10	10
	Percentage	100%	90%	100%	80%	100%	100%	100%	100%

Table (4): Correlation coefficients among each item and total score of the questionnaire (n=20)

Axes	Items								
Organizational loyalty	Item number	1	2	3	4	5	6		
	R	0.68	0.89	0.77	0.89	0.89	0.59		
Organizational obedience	Item number	7	8	9	10	11	12		
	R	0.82	0.71	0.87	0.83	0.81	0.75		
Help behavior	Item number	13	14	15	16	17	18	19	
	R	0.63	0.52	0.70	0.76	0.72	0.64	0.76	
Initiative Behavior	Item number	20	21	22	23	24	25	26	
	R	0.76	0.68	0.85	0.78	0.75	0.69	0.61	
Self-development	Item number	27	28	29	30	31	32		
	R	0.83	0.62	0.53	0.79	0.70	0.80		
Civilized behavior	Item number	33	34	35	36	37	38	39	40
	R	0.76	0.72	0.71	0.59	0.77	0.63	0.75	0.49
Sportsmanship	Item number	41	42	43	44	45	46	47	48
	R	0.83	0.73	0.74	0.88	0.82	0.80	0.66	0.84

R table value on $P \leq 0.05 = 0.444$

Table (6) indicated that R calculated values were higher than its table value and ranged from 0.79 to 0.94. This indicates the internal consistency of the questionnaire.

Reliability:

The researcher applied the questionnaire to a pilot sample (n=20) from the same research community and outside the main sample and calculated Cronbach's Alpha as seen in table (7).

Table (5): Correlation coefficients among each item and its axis (n=20)

Item number	R								
1	0.51	11	0.76	21	0.60	31	0.58	41	0.66
2	0.61	12	0.70	22	0.71	32	0.68	42	0.67
3	0.70	13	0.58	23	0.59	33	0.63	43	0.55
4	0.63	14	0.50	24	0.53	34	0.72	44	0.59
5	0.65	15	0.68	25	0.64	35	0.55	45	0.67
6	0.61	16	0.76	26	0.48	36	0.57	46	0.71
7	0.69	17	0.49	27	0.58	37	0.69	47	0.59
8	0.67	18	0.49	28	0.65	38	0.58	48	0.59
9	0.72	19	0.73	29	0.62	39	0.70		
10	0.79	20	0.58	30	0.74	40	0.57		

R table value on $P \leq 0.05 = 0.444$

Table (6): Correlation coefficients among each axis and total score of the questionnaire (n=20)

S	Axes	R
1	Organizational loyalty	0.79
2	Organizational obedience	0.90
3	Help behavior	0.89
4	Initiative Behavior	0.80
5	Self-development	0.89
6	Civilized behavior	0.94
7	Sportsmanship	0.82

R table value on $P \leq 0.05 = 0.444$

Table (7): Reliability using Cronbach's Alpha (n=20)

Axes	α
Organizational loyalty	0.87
Organizational obedience	0.88
Help behavior	0.80
Initiative Behavior	0.84
Self-development	0.81
Civilized behavior	0.82
Sportsmanship	0.91
Sum	0.93

Table (7) indicated that (α) values ranged from 0.80 to 0.91. Total (α) coefficient for the questionnaire was 0.93. This indicates reliability of the questionnaire.

Third: The Organizational Performance of Arab Sports Organizations Questionnaire:

1. **Aim:** The questionnaire aims to identify the organizational performance of Arab sports organizations.

2. **Questionnaire axes:** Through review of literature, the researcher identified the following axes:

- Mechanisms of Organizational Work

- Philosophy and Objectives of Organizational Work

- Applied Administrative Trends
- Nature of Organizational Resources
- Methods of Organizational Performance.

The researchers presented these axes to a group of experts in sports administration (n=10) to identify their opinions about them and chose all axes that gained more than 70% of agreement as seen in table (8).

Table (8): Experts' Opinions about the questionnaire's axes (n=10)

Axis	F	%
Mechanisms of administrative work	10	100%
Philosophy and objectives of administrative work	10	100%
Applied administrative trends	9	90%
Nature of organizational resources	8	80%
Methods of organizational work	5	50%

Table (8) indicated that agreement percentages ranged from 50% to 100%. Axes below 70% were eliminated. This led to elimination of one axis (methods of organizational work).

3. **Questionnaire items:** The researcher formulated a set of items for each axis in the questionnaire with total number of (37) items and presented them to experts (n=10) to identify their opinions in these items as seen in table (9).

Table (9): Number of Eliminated Items of the Questionnaire

Axes	Sum of items in the preliminary version	Sum of eliminated items	Numbers of eliminated items	Sum of final version items
Mechanisms of administrative work	8	—	—	8
Philosophy and objectives of administrative work	11	1	12	10
Applied administrative trends	10	1	23	9
Nature of organizational resources	8	—	—	8
Sum	37	2		35

Table (9) indicated that all items below 70% of agreement were eliminated. This means that (2) items were eliminated and the final number of items was (35).

4. **Final version of the questionnaire:** The researcher wrote the final version of the questionnaire and put each item in its order under its corresponding axis.

5. **Correction:** The questionnaire was corrected according to a three-point scale: Agree = (3) points – Somehow = (2) points – Disagree = (1) point.

6. Validity and Reliability of the Questionnaire:

Content Validity:

The researcher presented the preliminary version of the questionnaire to a group of experts in sports administration (n=10) to identify their agreement percentages on the axes and items of the questionnaire as seen in table (10).

Table (10): Experts' percentage of agreements on the items of the questionnaire (n=10)

Axes	Items								
		1	2	3	4	5	6	7	8
Mechanisms of administrative work	Number of item	1	2	3	4	5	6	7	8
	Frequency	9	9	9	10	9	10	10	9
	Percentage	90%	90%	90%	100%	90%	100%	100%	90%
Philosophy and objectives of administrative work	Number of item	9	10	11	12	13	14	15	16
	Frequency	10	9	9	5	10	8	9	8
	Percentage	100%	90%	90%	50%	100%	80%	90%	80%
	Number of item	17	18	19					
	Frequency	8	8	9					
	Percentage	80%	80%	90%					

Axes	Items									
Applied administrative trends	Number of item	20	21	22	23	24	25	26	27	
	Frequency	8	9	9	4	10	8	9	8	
	Percentage	80%	90%	90%	40%	100%	80%	90%	80%	
	Number of item	28	29							
	Frequency	8	10							
	Percentage	80%	100%							
Nature of organizational resources	Number of item	30	31	32	33	34	35	36	37	
	Frequency	9	9	10	8	9	10	10	9	
	Percentage	90%	90%	100%	80%	90%	100%	100%	90%	

Table (10) indicated that agreement percentages ranged from 40% to 100% and only (2) items were eliminated. This makes the final number of items (35).

Internal consistency:

To calculate internal consistency, the researcher applied the questionnaire to a pilot sample (n=20)

from the same research community and outside the main sample and calculated correlation coefficients among each item and its axis and each item and total score of the questionnaire in addition to correlation coefficients of each axis and total score of the questionnaire as seen in tables (11), (12) and (13).

Table (11): Correlation coefficients among each item and total score of the questionnaire (n=20)

Axes	Items									
Mechanisms of administrative work	Number of item	1	2	3	4	5	6	7	8	
	R	0.65	0.74	0.74	0.68	0.69	0.59	0.72	0.68	
Philosophy and objectives of administrative work	Number of item	9	10	11	12	13	14	15	16	
	R	0.88	0.58	0.64	0.81	0.64	0.46	0.86	0.59	
	Number of item	17	18							
	R	0.82	0.64							
Applied administrative trends	Number of item	19	20	21	22	23	24	25	26	
	R	0.71	0.50	0.81	0.75	0.67	0.83	0.74	0.88	
	Number of item	27								
	R	0.85								
Nature of organizational resources	Number of item	28	29	30	31	32	33	34	35	
	R	0.90	0.80	0.94	0.85	0.89	0.77	0.87	0.49	

R table value on $P \leq 0.05 = 0.444$

Table (11) indicated that R calculated values were higher than its table value and ranged from 0.46 to 0.90. This indicates the internal consistency of the questionnaire.

Table (12): Correlation coefficients among each item and its axis (n=20)

Item number	R								
1	0.67	8	0.57	15	0.72	22	0.65	29	0.68
2	0.56	9	0.75	16	0.48	23	0.62	30	0.80
3	0.55	10	0.55	17	0.75	24	0.79	31	0.80
4	0.70	11	0.52	18	0.67	25	0.72	32	0.78
5	0.48	12	0.75	19	0.75	26	0.80	33	0.67
6	0.69	13	0.62	20	0.57	27	0.79	34	0.80
7	0.66	14	0.51	21	0.81	28	0.80	35	0.58

R table value on $P \leq 0.05 = 0.444$

Table (12) indicated that R calculated values were higher than its table value and ranged from 0.48 to 0.81. This indicates the internal consistency of the questionnaire.

Table (13): Correlation coefficients among each axis and total score of the questionnaire (n=20)

S	Axes	R
1	Mechanisms of administrative work	0.88
2	Philosophy and objectives of administrative work	0.90
3	Applied administrative trends	0.94
4	Nature of organizational resources	0.92

R table value on $P \leq 0.05 = 0.444$

Table (13) indicated that R calculated values were higher than its table value and ranged from 0.88 to 0.94. This indicates the internal consistency of the questionnaire.

Reliability:

The researcher applied the questionnaire to a pilot sample (n=20) from the same research community and outside the main sample and calculated Cronbach's Alpha as seen in table (14).

Table (14): Reliability using Cronbach's Alpha (n=20)

Axes	α
Mechanisms of administrative work	0.81
Philosophy and objectives of administrative work	0.87
Applied administrative trends	0.91
Nature of organizational resources	0.91
Sum	0.94

Table (7) indicated that (α) values ranged from 0.81 to 0.91. Total (α) coefficient for the questionnaire was 0.94. This indicates reliability of the questionnaire.

Procedures:

- **Pilot Study:**
The researcher performed the pilot study from / /2016 to / /2016 to validate research instruments and collect basic data.
- **Main application:**
The researcher applied research instrument to the main sample from / /2016 to / /2016.
- **Correcting questionnaires:**
After main application, the researcher corrected the questionnaires according to correction keys prepared by the researcher.
- **Statistical treatment:**
The researcher used SPSS software to calculate the following: percentage – correlation coefficient – Cronbach's alpha – estimated score – CHI^2 .

Results:

For organizational citizenship behaviors:

Table (15) indicated that percentages of respondents' opinions on items of the first axis ranged from 65.86% to 86.83%. there were statistically significant differences among respondents on item number (2) in favor of "agree" while there were statistically significant differences among respondents on items (1 – 3 – 4 – 5 – 6) in favor of "somehow".

The researcher thinks that these results reflect the fact that workers of sports organizations are keen

to be part of their organizations and to have a prominent position in them as this improves their work conditions and increases dependence on them. Trust of upper rank leaderships is a good quality of the successful leader and helps him to make daring decisions that improves work. Risk taking in decision-making can never be achieved by unqualified or untrusted leaders. It can only happen if the leader thinks that his upper rank leaders trust and support him in all his decisions.

All organizational citizenship behaviors exist but with some limitations according to the situation. Administrative leadership seeks to talk positively about work with fellow workers because of their desire to perform the specified tasks. This means the leader is very careful not to be absent from work, except for compelling reasons, as he works for achieving his expectations very accurately through his tasks. He never hesitates in performing any tasks that may improve administrative work in addition to advocating his work against criticism of fellow workers, except for conditions that may cause harm. A leader feels proud for working in his organization and looks for achieving its expectations, but this feeling may change in cases of administrative punishment or inability to take correct decisions because of work problems.

This is consistent with Ramadan, A. (2004) who indicated that organizational citizenship behaviors that benefit the organization and its workers and affect organizational culture include: work group –

adaptability – innovation – harmony. These behaviors affect the organization positively. Al-Amry, A. (2006) indicated that organizational citizenship behaviors have positive effects including improvement of efficiency, achieving organizational effectiveness, improving workers' morale and limiting burnout.

Table (16) indicated that percentages of respondents' opinions on items of the second axis ranged from 64.78% to 87.63%. there were statistically significant differences among respondents on items (8 - 11) in favor of "agree" while there were statistically significant differences among respondents on items (7 - 9 - 10 - 12) in favor of "somehow".

The researcher thinks that administrative leaders tend to follow orders completely and work according

to rules and regulations but in some cases, they may depend on the spirit of law and not apply regulations literally if they felt that such practice may cause human relations to be lost. Losing human relations may lead subordinates not to achieve the desired objectives. Therefore, the leader is keen to follow rules and regulations properly to maintain the nature of the administrative process and not to cause harm to it. Organizational justice increases subordinates' feeling of moral rewards that strengthens social relations, which in turn strengthen work relations. When work relations are strong enough, the subordinate becomes more willing to participate in all tasks and responsibilities even at the expense of his own time and effort as he feels his good status.

Table (15): estimated score, CHI² and percentage for items of the first axis (Organizational Loyalty) (n=124)

S	Items	Response			Estimated score	Percentage	CHI ²
		Agree	Somehow	Disagree			
1.	I talk enthusiastically about the services and works of my organization	38	80	6	280	75.27	66.65
2.	I'm keen to be part of my organization with a prominent position in it	75	49	-	323	86.83	70.18
3.	I feel proud for working in my organization	26	98	-	274	73.66	124.71
4.	I advocate my organization when fellow workers criticize it	29	81	14	263	70.70	59.82
5.	I'm keen to accuracy in my work	26	69	29	245	65.86	27.89
6.	I don't hesitate in doing tasks that my help achieving excellence for my organization	37	83	4	281	75.54	76.18
Total score					1666	74.64	

CHI² table value on $P \leq 0.05 = 5.99$

Table (17) indicated that percentages of respondents' opinions on items of the third axis ranged from 65.32% to 92.74%. there were statistically significant differences among respondents on item (19) in favor of "agree" while there were statistically significant differences among respondents on items (13 - 14 - 15 - 16 - 17 - 18) in favor of "somehow".

The researcher thinks that administrative leaders in sports organizations tend to coordinate and communicate with fellow workers to achieve the desired objectives and initiate plans successfully. Any leader wants his era in leadership to be the best compared to other leaders who were in the same position. This leads him to open more communication channels with other leaders and subordinates to acquire all information needed for his decisions as quickly as possible. This enables him to make more correct and accurate decisions. Any leader may lose his position if he failed to establish coordination and harmony with fellow workers. In this case, he

becomes unable to achieve the desired objectives. Successful leaders tend to introduce themselves as potential candidates for leadership positions to serve their work groups as this help them to achieve their own expectations.

These behaviors may be done in sometimes while in other cases these behaviors are not done. Helping absent fellow workers to do their late tasks may not be done all the time as it may be considered as a limitation from absent workers. Leaders may sometimes help subordinates when they are overloaded. They also tend to help new workers to facilitate experience transfer quickly and to prepare them a second row for leadership. Successful leaders don't hesitate to provide coworkers with necessary information and experience to help them achieve the desired goals as this improves their own image as leaders. Subordinates are keen to heal superiors in their work to gain their satisfaction and may be to gain rewards.

Table (16): estimated score, CHI² and percentage for items of the second axis (Organizational obedience) (n=124)

S	Items	Response			Estimated score	Percentage	CHI ²
		Agree	Somehow	Disagree			
7.	I obey rules and regulations even if there is no monitoring	46	76	2	292	78.49	67.03
8.	I follow rules and regulations to maintain the functionality of organization	74	48	2	320	86.02	64.32
9.	I welcome participating in general tasks and responsibilities even at the expense of my time and effort	21	75	28	241	64.78	41.73
10.	I initiate required tasks according to timelines specified by superiors	50	70	4	294	79.03	55.42
11.	I initiate plans according to schedules and budgets	83	36	5	326	87.63	74.63
12.	I perform required tasks without looking for rewards	27	75	22	253	68.01	41.44
Sum					1726	77.33	

CHI2 table value on $P \leq 0.05 = 5.99$

Table (17): estimated score, CHI² and percentage for items of the third axis (help behavior) (n=124)

S	Items	Response			Estimated score	Percentage	CHI ²
		Agree	Somehow	Disagree			
13.	I help my absent coworkers to finish their late work	27	65	32	243	65.32	20.63
14.	I help my coworkers when they are overloaded	32	74	18	262	70.43	41.10
15.	I help new workers to understand work even if I wasn't asked to do so	30	83	11	267	71.77	67.37
16.	I don't hesitate in providing my coworkers with work information and experiences they need	46	68	10	284	76.34	41.48
17.	I help my superior in his work even if he doesn't ask me to do so	47	68	9	286	76.88	43.27
18.	I participate in solving my coworkers' problems	44	59	21	271	72.85	17.73
19.	I tend to introduce myself as a candidate for leading positions to serve the group	97	27	-	345	92.74	121.27
Sum					1958	75.19	

CHI2 table value on $P \leq 0.05 = 5.99$

Table (18) indicated that percentages of respondents' opinions on items of the fourth axis ranged from 67.20% to 91.40%. there were statistically significant differences among respondents on items (21 - 22) in favor of "agree" while there were statistically significant differences among respondents on items (20 - 22 - 23 - 25 - 26) in favor of "somehow".

The researcher thinks that initiative behavior is a positive behavior administrative leader should have but this behavior may fluctuate from time to time

according to situations. Telling fellow workers about decisions that may affect them is very frequent but may not happen if the leader felt that it may have negative effects. Leaders and subordinates seek to participate in organization meetings, but their participation may be positive or traditional according to the type of agenda. In case of positive participation, they try to introduce suggestions that may improve administrative work. They may also introduce alternative plans to be used in case current plans are hard to apply practically.

Table (18): estimated score, CHI² and percentage for items of the fourth axis (initiative behavior) (n=124)

S	Items	Response			Estimated score	Percentage	CHI ²
		Agree	Somehow	Disagree			
20.	I tell my fellow workers before any decision that may affect them	26	74	24	250	67.20	38.77
21.	I participate positively in the organization's meetings	81	40	3	326	87.63	73.66
22.	I try to introduce more suggestions for improving work	48	72	4	292	78.49	57.55
23.	I introduce solutions for problems without being asked	28	88	8	268	72.04	83.87
24.	I introduce positive suggestions for improving my department	92	32	-	340	91.40	105.55
25.	I optionally perform tasks that I'm not asked to do	33	72	19	262	70.43	36.50
26.	I try to device alternative plans to be used if necessary	51	71	2	297	79.84	60.98
Sum					2035	78.15	

CHI2 table value on $P \leq 0.05 = 5.99$

Table (19) indicated that percentages of respondents' opinions on items of the fifth axis ranged from 68.28% to 81.18%. there were statistically significant differences among respondents on all items in favor of "somehow".

The researcher thinks that administrative leaders may seek self-development to increase and refine their skills, but this may not take the proper way because of work load and their desire to stay at work so as not be blamed for being indifferent. This makes them more willing to join specific training courses under very limited conditions. At the same time, they try to improve their knowledge and skills to match new trends in their work. Therefore, they are always eager

to attend meetings and seminars that may improve their technical abilities. They are also keen to self-evaluation for all their work and to use modern technology that may facilitate their work. They improve their cultural aspects to improve their work skills. They also try to improve their innovative abilities through discussion with coworkers to reach the best alternatives.

They seek self-development on condition that it doesn't conflict with direct orders or desired objectives. In their opinions, self-development should increase their work skills and improve their innovative abilities and may help them remain in position or promote to higher positions.

Table (19): estimated score, CHI² and percentage for items of the fifth axis (self-development) (n=124)

S	Items	Response			Estimated score	Percentage	CHI ²
		Agree	Somehow	Disagree			
27.	I positively participate in training courses that improve my skills	58	59	7	299	80.38	42.79
28.	I keep up with all modern trends in my specialty	52	57	15	285	76.61	25.47
29.	I recognize modern technology that may improve my work	57	64	3	302	81.18	53.92
30.	I always improve my cultural aspect to improve my work	25	80	19	254	68.28	54.69
31.	I seek to improve my innovative abilities through discussion with fellow workers	38	74	12	274	73.66	46.90
32.	I always consult experts to benefit from their practical and scientific experiences	47	64	13	282	75.81	32.63
Sum					1696	75.99	

CHI2 table value on $P \leq 0.05 = 5.99$

Table (20) indicated that percentages of respondents' opinions on items of the sixth axis ranged

from 75.54% to 98.66%. there were statistically significant differences among respondents on items

(33 – 39 - 40) in favor of "agree" while there were statistically significant differences among respondents on items (34 – 35 – 36 – 37 - 38) in favor of "somehow".

Administrative leaders have different civilized behaviors compared to other members of the organization as they seek a different image in addition to personal recognition from all members who deal with him. One of the major civilized behaviors is not waste time in complaining from minor things in

addition to keeping work place clean and tidy. They also try not to create problems with coworkers to avoid stressful situations. They improve their image through the good look and proper manners.

The researcher thinks they do so to improve their image unless there are time limitations that prevent them from doing so. Civilized behaviors provide the administrative leader with appreciation and respect as a reaction to his well-mannered treatment to others.

Table (20): estimated score, CHI² and percentage for items of the sixth axis (civilized behavior) (n=124)

S	Items	Response			Estimated score	Percentage	CHI ²
		Agree	Somehow	Disagree			
33.	I'm pleased with my coworkers' visits to my office and I always visit them too	100	22	2	346	93.01	129.74
34.	I don't hesitate to perform any task that may improve the organization image even if I'm not asked to	40	77	7	281	75.54	59.34
35.	I use organization resources wisely	51	71	2	297	79.84	60.98
36.	I'm keen not to create problems with coworkers	40	77	7	281	75.54	59.34
37.	I'm ready for work as I arrive	50	72	2	296	79.57	62.00
38.	I always avoid stressful situations at work	54	68	2	300	80.65	58.52
39.	I solve work problems quickly in friendly way	98	24	2	344	92.47	122.39
40.	I'm keen to be good looking with good manners	119	5	-	367	98.66	219.21
Sum					2512	84.41	

CHI² table value on $P \leq 0.05 = 5.99$

Table (21) indicated that percentages of respondents' opinions on items of the seventh axis ranged from 40.05% to 76.61%. there were statistically significant differences among respondents on items (42 – 43 – 44 – 45 – 46 - 48) in favor of "somehow" while there were statistically significant differences among respondents on items (41 - 47) in favor of "disagree".

Administrative leaders enjoy sportsmanship, but it may fluctuate according to the situation. They may discuss their evaluation with superiors if it doesn't meet their expectations. They may disrespect their superiors' decisions if it has negative consequences on them. They may accept criticism from superiors and subordinates to change undesired behaviors without arrogance. They may ask their subordinates and superiors about their opinions in their performance to avoid limitations in the future. They may accept some forms of administrative punishment.

Human nature always desires to reach higher positions. Therefore, leaders may not accept organizational changes if it has negative consequences on them. They may not accept their subordinates' criticism as they feel that as leaders they should control everything.

This is consistent with Al-Amry, A. (2002) who indicated that aspects of organizational citizenship behavior are low in these systems as the transformational leadership behaviors are not at the level of employees' expectations.

Table (22) indicated that percentages of axes of the questionnaire ranged from 84.41% to 91.96%. axes were arranged in the following order: civilized behavior – initiative behavior – organizational obedience – self-development – help behavior – organizational loyalty – sportsmanship.

The researcher thinks that organizational citizenship behaviors exist in sports organizations leaders' behaviors but may fluctuate according to situations. Nature of situation identifies how leaders apply these behaviors.

Civilized behaviors are significant to administrative leaders as they seek a specific status. On the other hand, leaders may refrain from decisions that may affect their position.

This is consistent with Abe Al-Fattah, A. (2012) who indicated that axes of organizational citizenship behaviors are ordered according to its relative importance. In his study, general commitment came first, followed by generosity, then civilized behavior

while sportsmanship came last. He also indicated a high degree of organizational citizenship behaviors among sports clubs' workers.

Table (21): estimated score, CHI² and percentage for items of the seventh axis (sportsmanship) (n=124)

S	Items	Response			Estimated score	Percentage	CHI ²
		Agree	Somehow	Disagree			
41.	I accept any organizational changes even if it has negative effects on me	6	28	90	164	44.09	91.81
42.	I discuss my evaluation with superiors if it is not convenient with my effort	30	66	28	250	67.20	22.13
43.	I respect my superiors' decisions even if it disagree with my expectations	25	67	32	241	64.78	24.50
44.	I accept criticism from fellow workers	22	74	28	242	65.05	39.16
45.	When my coworkers criticize me I try to change my behavior without arrogance	38	85	1	285	76.61	85.76
46.	I ask my superiors and subordinates about limitations in my work after finishing any task	29	87	8	269	72.31	81.02
47.	I accept administrative punishment in cases of mistakes	-	25	99	149	40.05	128.24
48.	I accept my subordinates' criticisms as it may improve my work	21	78	25	244	65.59	48.98
Sum					1844	61.96	

CHI2 table value on $P \leq 0.05 = 5.99$

Table (22): estimated scores, percentages and orders of axes of the organizational citizenship behaviors questionnaire (n=124)

Axes	Estimated score	Percentage	Order
Organizational loyalty	1666	74.64%	6
Organizational obedience	1726	77.33%	3
Help behavior	1958	75.19%	5
Initiative Behavior	2035	78.15%	2
Self-development	1696	75.99%	4
Civilized behavior	2512	84.41%	1
Sportsmanship	1844	61.96%	7
Sum	13437	75.38%	

For organizational performance:

Table (23) indicated that percentages of respondents' opinions on items of the first axis ranged from 61.29% to 76.34%. there were statistically significant differences among respondents on all items in favor of "somehow".

The researcher thinks that this result is due to incomplete administrative mechanisms and limitations of these mechanisms. Arab sports organizations couldn't get rid of bureaucratic systems completely and this hinders high performance. The ministry lacks continuous planning according to current and future circumstances in addition to the lack of effective monitoring systems.

Table (24) indicated that percentages of respondents' opinions on items of the second axis ranged from 62.10% to 77.42%. there were

statistically significant differences among respondents on all items in favor of "somehow".

The researcher thinks that this is due to unclear philosophy and objectives of administrative work. Lack of flexibility in rules and regulations of the administrative work hinder strategies from initiating the desired changes in administrative processes.

Table (25) indicated that percentages of respondents' opinions on items of the third axis ranged from 50% to 81.18%. there were statistically significant differences among respondents on items (19 – 21 – 23 – 24 – 25 – 26 – 27) in favor of "somehow". there were statistically significant differences among respondents on item (20) in favor of "agree" and on item (22) in favor of "disagree".

There is no clear trend towards improving administrative mechanisms through adopting workers'

suggestions. In addition, the higher administration thinking is not ambitious as work environment is not

clear due to the lack of information systems.

Table (23): estimated score, CHI² and percentage for items of the first axis (mechanisms of administrative work) (n=124)

S	Items	Response			Estimated score	Percentage	CHI ²
		Agree	Somehow	Disagree			
1.	Work is characterized by innovation away from bureaucracy	23	77	24	247	66.40	46.18
2.	There is continuous scientific evaluation for all activities of the ministry	34	60	30	252	67.74	12.84
3.	Evaluation is used in planning and policy making	8	88	28	228	61.29	83.87
4.	The ministry's training programs are consistent with its objectives and policies	26	62	36	238	63.98	16.71
5.	The ministry's training programs improve workers knowledge and skills	44	72	8	284	76.34	49.81
6.	The ministry's plans and programs are continually updated according to current and future changes	15	76	33	230	61.83	47.53
7.	The ministry provides all workers with team work opportunities	20	74	30	238	63.98	39.94
8.	The ministry has a monitoring system for all activities and administrative levels	26	90	8	266	71.51	89.87
Sum					1983	66.63	

CHI2 table value on $P \leq 0.05 = 5.99$

Table (24): estimated score, CHI² and percentage for items of the second axis (philosophy and objectives of administrative work) (n=124)

S	Items	Response			Estimated score	Percentage	CHI ²
		Agree	Somehow	Disagree			
9.	Objectives are flexibly and allow non-traditional mechanisms for improving work	24	59	41	231	62.10	14.82
10.	The ministry sets measurable objectives	45	57	22	271	72.85	15.31
11.	The ministry's mission and vision are suitable for workers' needs	32	79	13	267	71.77	55.85
12.	Workers fully recognize the ministry's mission and objectives	41	73	10	279	75.00	48.02
13.	The ministry continually updates its mission and objectives	43	62	19	272	73.12	22.47
14.	Decision making is easy because information and data are available	47	64	13	282	75.81	32.63
15.	Clear mission and objectives help planning the ministry's activities	48	68	8	288	77.42	45.16
16.	Objectives are fulfilled through distributing roles on workers	38	68	18	268	72.04	30.65
17.	The ministry scientifically evaluates workers' performance	34	70	20	262	70.43	32.19
18.	Workers' recognition of work conditions facilitates achieving objectives	53	55	16	285	76.61	23.34
Sum					2705	72.72	

CHI2 table value on $P \leq 0.05 = 5.99$

Table (25): estimated score, CHI² and percentage for items of the third axis (applied administrative trends) (n=124)

S	Items	Response			Estimated score	Percentage	CHI ²
		Agree	Somehow	Disagree			
19.	There is a general trend towards improving work mechanisms through adopting workers' suggestions	47	62	15	280	75.27	27.89
20.	The ministry's policy considers innovation, creativity and improvement	68	42	14	302	81.18	35.29
21.	The ministry clarifies weaknesses and strengths in its current and future strategies	11	91	22	237	63.71	90.98
22.	The ministry designs policies according to modern scientific research	4	54	66	186	50.00	52.32
23.	Higher administrative thinking of the ministry is characterized by innovation and ambition	11	89	24	235	63.17	84.50
24.	Work style of the ministry is flexible and away from red tape	30	53	41	237	63.71	6.40
25.	Work environment in the ministry is clear through modern information systems	42	60	22	268	72.04	17.48
26.	Organizational structure of the ministry identifies roles and responsibilities of workers	50	56	18	280	75.27	20.19
27.	The ministry has a clear and transparent reward system	36	55	33	251	67.47	6.89
Sum					2276	67.98	

CHI² table value on $P \leq 0.05 = 5.99$

Table (26): estimated score, CHI² and percentage for items of the fourth axis (nature of organizational resources) (n=124)

S	Items	Response			Estimated score	Percentage	CHI ²
		Agree	Somehow	Disagree			
28.	Human resources of the ministry are qualified to improve work climate and policies	42	55	27	263	70.70	9.50
29.	There are improvements in all technical, financial and administrative departments of the ministry	30	55	39	239	64.25	7.76
30.	The ministry recruits distinguished experts for work	20	76	28	240	64.52	44.39
31.	The ministry puts financial and activity plans scientifically	30	66	28	250	67.20	22.13
32.	The ministry has technical and administrative experts for initiating activities and services	52	53	19	281	75.54	18.11
33.	The ministry uses modern technology in providing programs, services and activities	36	71	17	267	71.77	36.31
34.	The ministry has a human resources plan that is updated continually	34	58	32	250	67.20	10.13
35.	the ministry uses all available resources to achieve objectives	40	70	14	274	73.66	38.00
Sum					2064	69.36	

CHI² table value on $P \leq 0.05 = 5.99$

Table (26) indicated that percentages of respondents' opinions on items of the fourth axis ranged from 64.25% to 75.54%. there were

statistically significant differences among respondents on all items in favor of "somehow".

The researcher thinks that there are limitations in organizational resources, material and human, as there

is a lack in administrative expertise with future vision that may improve organizational work in sports organizations.

Table (27) indicated that percentages of axes of the questionnaire ranged from 66.63% to 72.72%. axes were arranged in the following order: Philosophy and objectives of administrative work - Nature of organizational resources - Applied administrative trends - Mechanisms of administrative work.

Faramawy, A. (2013) indicated that administrative performance of sports organizations should be done according to administrative functions and set a compass for interpreting results of

administrative performance scale on them so that weaknesses and strengths can be revealed. In addition, an administrative organizational categorization is needed to identify upper limits of performance.

The researcher thinks that these results indicate several limitations in the organizational performance of Arab sports organizations as they don't seek radical change for improving their work. Therefore, all leaders in Arab sports organizations are to consider these factors and try to find innovative solutions for improving their organizations and reach international competitive levels.

Table (27): estimated scores, percentages and orders of axes of the organizational performance questionnaire (n=124)

Axes	Estimated score	Percentage	Order
Mechanisms of administrative work	1983	66.63%	4
Philosophy and objectives of administrative work	2705	72.72%	1
Applied administrative trends	2276	67.98%	3
Nature of organizational resources	2064	69.36%	2
Sum	9028	69.17%	

Table (28) indicated a statistically significant positive correlation between organizational citizenship behaviors and administrative performance of leaders of Arab sports organizations.

The researcher thinks that this is due to the close relation between organizational citizenship and administrative performance as these behaviors support workers and increase their desire to bear responsibility of work. These behaviors strengthen work relations and make workers more eager for improving their organization. They also increase their organizational loyalty and their obedience to rules and regulations. This way, workers feel that they are part of the organization and their feeling of marginalization and insignificance decreases.

These results also indicate that organizational citizenship behaviors provide workers with high social status and prestige as they gain others' recognition and deal with them accordingly. Mutual recognition and respect improves work climate and helps information fluency. This helps workers to find more alternatives and choose the most suitable alternative according to available information. Lack of these behaviors affects work climate negatively and cooperation disappears.

This is consistent with Bacha, B. (2007) who indicated positive effects of improving career path on organizational citizenship behaviors. Payne & Webber (2006) indicated positive relations between job satisfaction and organizational citizenship. Al-Khubail, M. (2003) indicated that job satisfaction aspects correlate positively with organizational citizenship. Al-Amry, A. (2002) indicated that

organizational citizenship is positively related to transformational leadership.

Mahmoud, A. (2001) indicated statistically significant positive relation between coordination, job satisfaction and organizational citizenship. He also indicated statistically significant correlation between recognizing evaluation justice, job satisfaction and organizational citizenship.

Conclusions:

1. Some organizational citizenship behaviors, like civilized behavior, initiative behavior, organizational obedience, self-development and help behavior, exist in Arab sports organizations while other behaviors, like organizational loyalty, moderately exist and other behaviors, like sportsmanship, don't exist.

2. Civilized behavior came first while sportsmanship came last.

3. There are several limitations in the administrative performance of Arab sports organizations that limit their ability to fulfill their objectives.

4. Philosophy and objectives of administrative work came first while administrative work mechanisms came last in their availability in Arab sports organizations.

5. There is a statistically significant positive correlation between organizational citizenship behaviors and administrative performance of leaders of Arab sports organizations.

Table (28): Correlation coefficients between organizational citizenship behaviors and administrative performance of leaders in Arab Sports Organizations (n=124)

Variables		Administrative Performance				
		Mechanisms of administrative work	Philosophy and objectives of administrative work	Applied administrative trends	Nature of organizational resources	Total score
Organizational citizenship behaviors	Organizational loyalty	0.48	0.54	0.47	0.60	0.57
	Organizational obedience	0.24	0.35	0.38	0.41	0.38
	Help behavior	0.66	0.67	0.55	0.72	0.71
	Initiative Behavior	0.24	0.37	0.42	0.44	0.40
	Self-development	0.42	0.54	0.36	0.64	0.54
	Civilized behavior	0.34	0.30	0.20	0.22	0.19
	Sportsmanship	0.66	0.40	0.50	0.64	0.59
	Total score	0.48	0.55	0.50	0.64	0.59

R table value on $P \leq 0.05 = 0.174$

Recommendations:

According to these conclusions, the researcher recommends the following:

- Organizational citizenship behaviors that benefit the individual should be transformed into organization-benefiting behaviors.
- Organizational citizenship behaviors should be applied in sports organizations because of its positive effects on organizational performance.
- High-level leaders should consider workers' suggestions for improving performance and solving problems.
- Administrative leaders of sports organizations should be chosen accurately to guarantee best results in decision making.
- Periodical meetings with workers should be held to encourage them to perform their tasks creatively.
- A complete model for introducing organizational citizenship behaviors into organizations should be designed.
- Organizational citizenship behaviors should be identified for all workers due to its positive effects on improving the organization image.
- Performing similar studies to identify the role of Organizational citizenship behaviors in improving all aspects of administrative work in sports organizations.

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