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# The Relationship between Communication Skills with Citizenship Behavior and Social Capital in Sport Organizations

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## ABSTRACT

The aim of the present study was to determine the relationship between Communication skills and Social capital in sport organizations of Hamadan. This research is descriptive and correlation. The number of persons employed 205 sports organizations of Hamadan; a sample was selected using random cluster sampling. In order to collect data from the questionnaire with the reliability of communication skills [0/84] and the reliability of social capital [0/91] was used. To describe the data and descriptive statistics to examine the effects of observed variables on latent variables inferential statistics, simple and multiple regression and structural equation modeling was used. Based on the results obtained from the set of independent variables [communication skills and citizenship behavior] and the dependent variable [social capital] a good correlation [ $r = 0/569$ ,  $P = 0/001$ ] there. Also based on the results of structural equation modeling, communication skills level [0/21] is effective on the acquisition of social capital in the organization of sports Hamadan is effective. Therefore, the results of the path analysis confirmed, the concepts of model study Communication skills on social capital.

**Keywords:** communication skills, citizenship behavior, Social capital, Sports organizations, structural equation.

## INTRODUCTION

Today, one of major and basic purposes of organizational performance management and organizational behavior is development of human resources and necessary modifications for improving human resources. One of these purposes is obtaining criteria and basic for revising work and organizational process, concepts such as communication skills and social capital as a key issue in the field of organizational behavior and human capital [4]. Basic organizational behavior assumption is identify individual and communication characteristics in order to reach productivity and meting organizational purposes [12]. Concepts like communication skills, organizational behavior and social capital are among basic subjects in organizational behavior. Research has shown different results about manner of relationship between communication skills with organizational behavior and social capital in different organizations. In modern era we need human relations and organizational behavior more than economic, physical and human capital for development because without these capitals, we cannot use other capitals correctly [3]. Therefore, identifying and exploring relation between communication skills with citizenship behavior and social capital in sport organizational is consider as a fundamental principle for reaching sustainable development and government and authorities will be succeed that can reach more production and development of social capital by taking required policies and presenting suitable solutions in relation with society. Communication skills refer to mutual relations, manner and quality of communication among people. Communication skills are one of vital factors for development of organizations [18]. An important part of relationship network in organization relates to relationship between managers and personnel and for higher efficacy, communication skills are inevitable [22]. Communication, in addition to being most important roots of emerging organizations, is its survivability factor [19].

Successful managers in reaching organizational purposes thought about predicting, guiding, controlling and changing behavior of employees and this is possible regarding individual differences and development of communication skills. Therefore, attempt for establishing human behavior concerning complexity and expansion of human relationships and sophisticated nature of work place and unique characteristics of managers for identifying weaknesses and strengths is factor of organizational success [2].

According to Barton G.M [1990] communication skills include verbal skills, hearing skills and feedback skills [14]. Organizational behavior includes arbitrary behavior of employees which is not part of their formal duties and is not directly considered by formal reward system of organization but it increases effectiveness of organization [11]. Jibaco and et. al. [2014] suggest that this is due to cultural and social theory, social capital can affect the creativity of students[8]. Organizational citizenship is referred as a continuous and voluntarily obligation to purposes, procedures and success of organization and an organization which is built on participation and appropriate actions of employees has this advantage [10].

Dimensions which are more interested by researchers in citizenship behavior are 5 dimensions which are presented by Argon [1998] and include altruism, moral, politeness, generosity and civil behavior [21]. Social capital is defined as communication and social networks that create cooperation and trust between members of organization with society. Its effective elements are benevolence, participation, trust-building and mutual relations. In modern world that flexible management is substituted with Bureaucratic structures, organizations needs employees who can perform beyond their duties to reach sustainable advantage using inter-organizational resources and capitals and help to improve organizational performance [1]. Various researches have been conducted about communication skills, citizenship behavior and social capital. Generally, there are two factors in research variables i.e. attitude and individual personality. Although it should be noted that some researchers in certain fields and concentrated on certain behavioral aspects consider other factors such as relevant knowledge as effective in emerging this behavior. Katz [2009] concluded that managers should have communication view and one of ways for effective communication in management is being good listener. Therefore, listening style, good hearing, understanding and evaluating are important in developing management purposes [9].

Nazari & Naseri [2014] believed that sport organization managers need communication knowledge [verbal, hearing & feedback] and their familiarity with communication skills is one of their concerns for identifying overt & covert success points of organizational. Suitable social communication among employee affects many organizational aspects especially social capital and significantly improves organization performance [16].

Darcy and et. al. [2014] new insights into the development and understanding of social capital in sport organizations pose while sporting organizations will create a very strong sense among members. Because sports organizations in the strength of the individual and collective levels will raise therefore special attention to communication skills as a factor influencing social capital is raised [7]. Teaching communication skills is effective in increasing level of citizenship behavior of nurses and has direct effect on its improvement. Therefore, designing and implementing training sessions by elite teachers is suggested to managers [1]. Managers can facilitate effective management and meet organizational purposes by considering effective communication networks, improving citizenship behavior and developing communication skills of them solves and subordinates [15]. Suitable social communication among employees affects many aspects of organization, especially social capital and significantly improves organization performance [6]. Amirkhani [2012] found that psychological capital and organizational behavior affect social capital. Also, there is a significant relationship between organizational behavior and social capital [5]. Organizational behavior can improve productivity of employees and efficient operation of organization group civil participation improves and increases interactions between managers and employers and quickly resolves problems [19]. Social capital needs a suitable place for development in which people can interact as social actors and it is the most suitable field for developing cooperation and trust for forming civil institutions [11]. Determining cognitive model of system that organization leaders manage it is one of leaders' roles. Most organizations seek to increase productivity, commitment and participation of employees as a tool for competition. One of these tools is studying various aspects of organizational behavior like communication skills, organizational citizenship, social capital and their link. Since sport organizations are sport authorities and their performance influences all social, cultural and family dimensions of individuals and physical and mental health is somehow depend on performance of these organizational, desired performance of organizations is pre-requisite of healthy society and conversely, their weak performance leads to types of social, mental and cultural failures.

Therefore, the study of relationship between communication skills with organizational behavior and social capital can be considered as a fundamental principle for reaching high effectiveness in sport organizations such that managers can develop organizational behavior by taking required policies and presenting suitable solutions in relation to society. This research tries to answer that what is the relationship between communication skills of sport

organizations' employees with organizational behavior and social capital? How communication skills can play role in organizations behavior and social capital of sport organizations' employees and to what extent? It is hoped that results of this research be effective steps in development process and engaging more active role in sport organizations. This awareness along with wide judgment can provide a suitable bed for authorities in order to improve level of communication skills, organizational behavior and organizational social capital.

## MATERIALS AND METHODS

Purpose of this research is determining the relationship between communication skills with organizational behavior and social capital in different sport organizations of Hamadan. This is a descriptive-correlation survey. Statistical population was employees of different sport organizations [youth & sport office, sport boards, sport teachers, sport clubs' managers, sport authorities in different offices]. The statistical population sizes of about 1,600 people were estimated based on the information received. The five cities of Hamadan province in the center, north, south, West and East provinces, cities were selected. Then, in the cities of the mission of all sports organizations were selected sample according to estimates by the community. Finally for statistical sampling, 205 individuals were selected with random cluster sampling according Kokran Formula. Research instruments were Barton's individual information-communication skills questionnaire [1990] with reliability 0.81. Variables in this questionnaire were feedback skill, listening skill and verbal skill; Khodadad's [2012] social capital questionnaire with reliability 0.84 and its variables are trust to organization, benevolence, mutual relationship and participation. Organ & Kanoski [1996] citizenship behavior questionnaire; reliability 0.81, with details variable: altruism, generosity, moral, civil behavior and politeness. Face and content validity of questionnaires was evaluated by experts. All questionnaires were measured in 5-points Lickert scale. Statistical methods were descriptive and inferential statistics. In descriptive statistics part, central tendency measures were used and in order to study effects of observed variables inferential statistics, multi-varied regression and modeling structural equations were used. SPSS 20 and Lisrel 8.54 were used for data analysis.

## RESULTS

Based on obtained data from descriptive statistics, 40.5% of samples were female and 59.5% were male. Half of samples were individuals between 31-40 years old and 60% of them had B.A and higher degrees.

**Table 1: regression coefficient for predicting social capitals based on communication skills and organizational behavior**

	Non-standard coefficients		Standard coefficients	t-value	Sig.
	$\beta$	Standard error	$\beta$		
integer	9.106	6.378	-	1.428	0.155
<b>Communication skills</b>	0.325	0.079	0.235	4.095	0.001
<b>Organizational behavior</b>	1.094	0.115	0.445	9.497	0.001

**Table 2: regression coefficient for predicting social capital based on communication skills items & organizational behavior**

model	Non-standard coefficients		Standard coefficients	t-value	Sig.	
	$\beta$	Standard error	$\beta$			
integer	37.210	68.476	-	4.390	0.001	
Variables	<b>feedback</b>	0.142	0.205	0.040	0.695	0.488
	<b>Verbal</b>	0.121	0.217	0.035	0.555	0.580
	<b>hearing</b>	0.569	0.172	0.180	3.309	*0.001
	<b>altruism</b>	0.447	0.273	0.049	1.750	0.082
	<b>moral</b>	-0.001	0.300	0.000	-0.005	0.969
	<b>generosity</b>	-0.233	0.379	-0.031	-0.592	0.554
	<b>Civil behavior</b>	1.969	0.176	0.535	10.054	*0.001
	<b>politeness</b>	1.083	0.400	0.150	2.710	*0.007

As seen in table [1], two variables communication skills and organizational behavior can significantly predict social capital of employees in sport organizations [ $p < 0.05$ ]. Standard Beta for communication skills was 0.325 and for organizational behavior was 1.094. This means that by one unit change in communications skills, 0.325 unit change occurs in social capital of employees in sport organizations and by one unit change in organizational behavior 1.094 unit changes occurs in social capital of employees. Regression equation for predicting social capital is as below:

$$\text{Social capital} = 9.106 + 0.325X + 1.094 Y$$

X= communication skills Y= organizational behavior

In order to predict social of sport organizations' employees from communication skills and organizational behavior, multiple regression was used that results were shown in the following. As table [5] shows among & studied items

only three items listening, civil behavior and politeness can significantly predict social capital for sport organizations' employees [p<0.05]. But for 5 variables feedback, verbal, altruism, moral and generosity, because t-error level is higher than 0.05, this shows that 5 mentioned variables had not influence on sport organization employees. Standard Beta for listening skill is 0.569; civil behavior is 1.96, and politeness 1.83. This means that by one unit change in listening skill 0.56, unit change occurs in social capital and by one unit change in civil behavior and politeness was 1.969 and 1.083 unit changes in social capital, respectively.

Regression equation for predicting social capital of sport organizations' employees is as below:

$$\text{Social capital} = 37.210 + 0.569X_1 + 1.969X_2 + 1.083X_3$$

X<sub>1</sub>= listening skill, X<sub>2</sub>=civil behavior, X<sub>3</sub>=politeness

As correlation relation confirmed, causal relationship between organizational behavior and social capital with organizational learning can be measured by modeling structural equations.

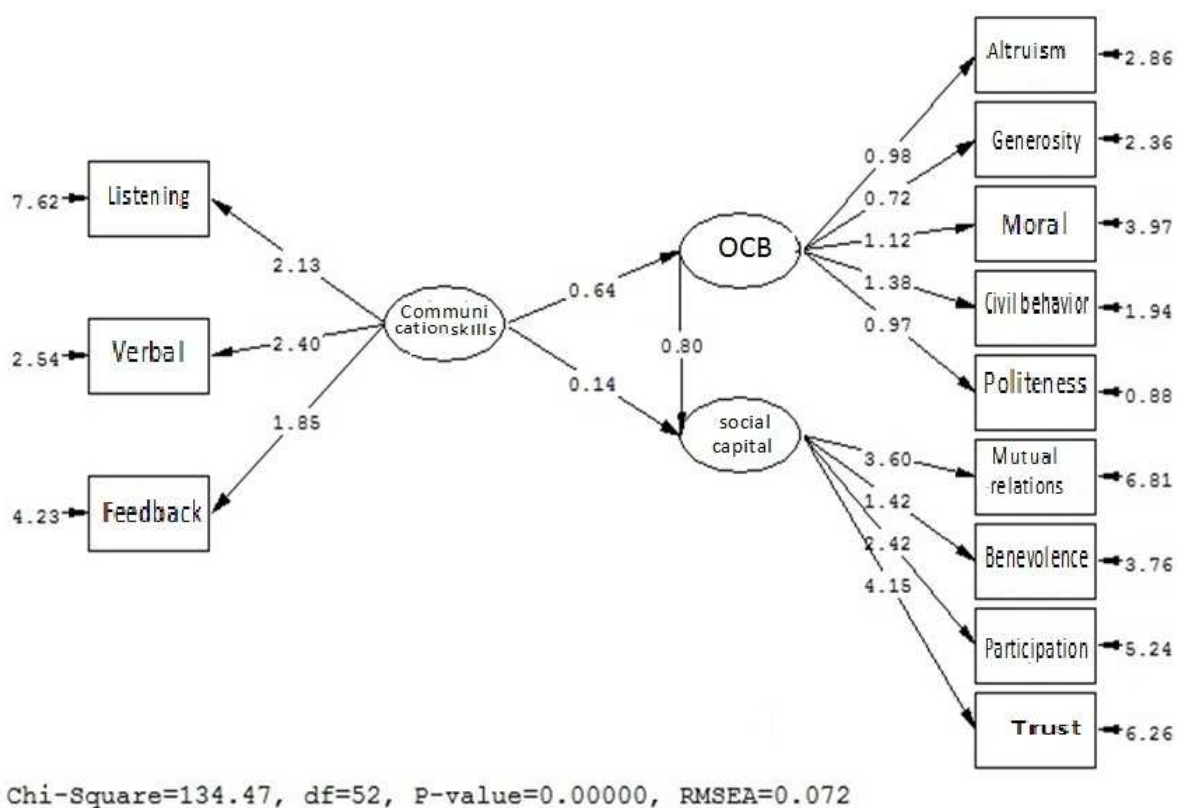


Fig 1: path analysis of communication skills and organizational behavior efforts and social capital of sport organizations

Based on results of structural equations model, communication skills influence social capital by 0.14 but by organizational behavior variable, communication skills effect on organizational behavior is 0.64 and organizational behavior effect on social capital is 0.80.

Table 3: goodness of fit indicates of proposed model for communication skills, organizational behavior & social capital

indicator	Indicator number	Condition
Chi-square [2%]	134.47	Suitable condition regarding difference between data and model
df	2.5	Suitable, because it should not be lower than zero.
P-value	0.000	Suitable model
MSE	0.072	Not higher than 0.08, shows fitness
RMSEA model	0.852	Higher than 0.09, shows suitability
[GFI]	0.806	Higher than 0.09, shows suitability
[NFI]-[AGFI]	0.891	Higher than 0.09, shows suitability

Based on table [3] results, model has suitable fit based on parameter and numbers. Generally, we can say that this model has suitable fit.

## DISCUSSION AND CONCLUSION

Diversification and modification of organizational structures using management science in order to develop team work and human relations in organization is one of serious challenges of organization management. Therefore, it is necessary to consider improvement and effectiveness in modern organizations. In this regard, paying attention to organizational behavior and its concept is a necessary factor in organizations. In this research, we studied the relationship between communication skills with organizational behavior and social capital. If social capital develops in organization, organizational behaviors should grow and they are more inclined to present organizational behavior. If these skills and behaviors enhance in employees, they will increase efficacy of organizations. Social capital creates solidarity among members. Solid norms and beliefs create strong social network which includes certain rituals and regulations and these norms substitute formal controls.

Statistics analysis showed that two variables communication skills and organizational behavior can significantly predict social capital of sport organizations' employees. Results of this study are consistent with results of Amini et. al. [2012] that showed teaching communication skills is effective in increasing organizational behaviors of nurses with direct effect on its improvement. It is also consistent with results of Nazari [2011] which states managers of sport organizations need communication knowledge [verbal, hearing and feedback] and managers can facilitate organizational purposes and effective management considering effective communication networks and improving organizational behavior and developing communication skills of themselves and subordinates. Results of this part are consistent with results of Nazari [2012] that sport managers are moderated to weak in communication skills but it is not consistent with this result that they are good in feedback and listening skills and weak in verbal skill. It is also consistent with Graham results [1998] and Nazari et. al. [2011] which emphasize on unsuitability of communication skills levels in managers.

Darcy and et. al. [2014] that it were noted new insights into the development and understanding of social capital in sport organizations pose while sporting organizations will create a very strong sense among members. Because sports organizations in the strength of the individual and collective levels will raise therefore special attention to communication skills as a factor influencing social capital is raised, is consistent. It is also inappropriate because the communication skill level executives have acknowledged, Moreover, given that communication skills can be effective on the interactions of individual characteristics [Nazari and et. al.; 2012]. Social capital is on creative individuals influence [Jibao and et. al.; 2014], and social capital is a very important factor for the success of organizations [Yaghoubi and et. al.; 2012] are consistent.

Results of this study are consistent with results of Bolinio et. al. [2002] that stated organizational behaviors create social capital and encourage employees to friendship, trust and identity. Results of this research are consistent with Ahmadpour [2013] results the claimed organizational citizenship behavior develops social capital.

Results obtained from model are consistent with results of Nazari [2012] which considered feedback skill as the most important factor. But it is not consistent regarding listening and verbal skills. Based on results obtained of model, communication skills have more effect on social capital in sport organizations. Therefore, it is important to pay attention to organizational behavior and enhancing them in emerging social capital.

Finally, researcher presented a structural model for communication skills on organizational behavior and social capital which is observable in figure [5]. This figure shows that in communication skills elements, effect of subsets includes feedback, listening and verbal skills. In organizational behavior part items trust, mutual relations, participation and benevolence have priority in sport organizations. Using management and communication science especially organizational behavior is very effective in understanding attitudes and views. Necessity of recognition and awareness of communication skills, organizational behavior, social capital and establishing relations between them in sport organizations facilitates conditions for effective organization. General conclusion indicates that communication skills are predictor of social capital with intermediating organizational behavior. Communication skills and increasing its level in employees improves organizational behavior and social capital and increases cooperation and social solidarity. Employees who engage in organizational behavior receive higher level of social position from their colleagues because they are considered as good organizational citizens. Regarding this, we can argue that those who show altruistic behaviors in organization are considered as reliable individuals that this in turn increases trust in organization and helps development of social capital and improves performance and productivity. Finally, it is suggested that authorities and managers select suitable managerial approaches in order to reach optimal level of these indices. Among programs we can refer to training courses, seminars and academic sessions and articles. By identification and attention to weak aspects of communication skills and organizational behavior, they should enhance them in order to use it for improving performance of organization. Because communication is fundamental is very important and vital, with positive effect on human capital and human capital is need for all



organizations. It is necessary to pay attention to all vital variables for improving organization performance. Besides, developing managerial activities needs providing conditions and suitable infrastructures. Structure, technology, culture, communication and strategy must form for developing and facilitating organizational management and redesign if it is necessary. Therefore, correct planning in these organizations is necessary for improving communication skills and managerial skills for sport managers as effective individual in organizations, because sport organizations' managers are effective in shaping strong organizational culture by establishing common cultural basis in organization and provide conditions for moving organizations toward sustainable productivity.

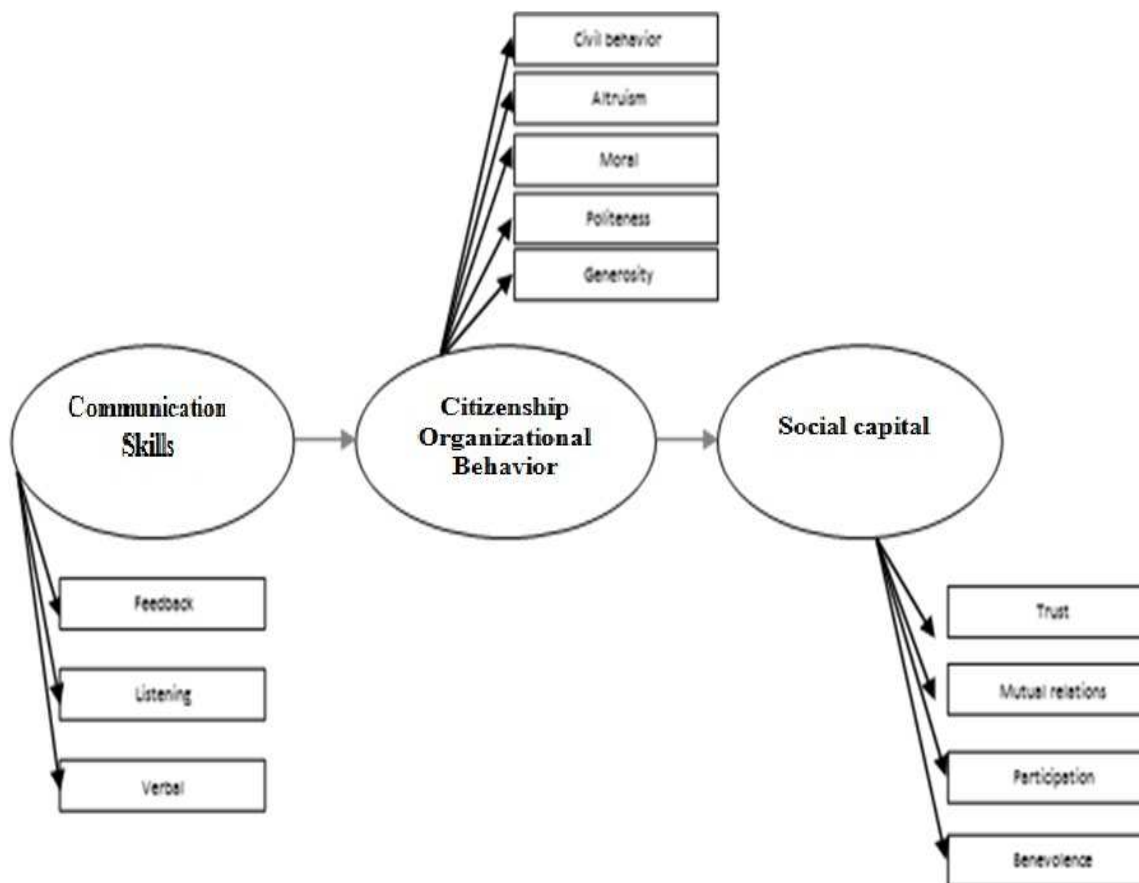


Fig 2: suggested model for effect of communication skills and Citizenship organizational behavior on social capital of sport organizations

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