

Psychological Flexibility At Work And Organizational Citizenship Behavior In Sport And Fitness Center: The Moderating Role Of Job Autonomy

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Aim of the research/project

Purposes of this study aimed: (1) to investigate the relationship between psychological flexibility and organizational citizenship behaviors; (2) to identify the potential moderating role of job autonomy.

Theoretical background or literature review

In sport and fitness center, employees are the service providers who often expected to perform extra-role behaviors to fulfill the customers' needs. Prior works have indicated that employees' organizational citizenship behavior has a major influence on customer perceptions of satisfaction and commitment (Husin, Chelladurai, & Musa, 2012); however, the antecedents and boundary of organizational citizenship behavior in the sports service industry such as sport and fitness center have been rarely investigated. Identifying the antecedents and boundary of organizational citizenship behavior in sport and fitness center is important because understanding why and when employees engage in organizational citizenship behaviors is beneficial for organizations. Based on positive psychology, we proposed that a potential dispositional antecedent, psychological flexibility, might trigger employees' organizational citizenship behaviors in the sport and fitness center. We argued that psychological flexibility would help employees to increase organizational citizenship behavior because acceptance and committed actions lead employees to exhibit goal-driven behaviors (Bond, Hayes, & Barnes-Holmes, 2006). Furthermore, according to the trait activation perspective (Tett & Burnett, 2003; Tett & Guterman, 2000), we suggest that job autonomy allows employees to pursue goals without worry, which fits with the nature of psychological flexibility. As such, employees are more likely to demonstrate corresponding behaviors, such as organizational citizenship behaviors. Thus, high job autonomy will activate psychologically flexible employees to exhibit organizational citizenship behavior.

Methodology, research design, and data analysis

We collected participants from 12 public fitness centers in Taipei, Taiwan. a total of 192 workers (96 male) provided complete data for this study. These workers included 159 full-time and 33 part-time employees. Their mean age was 31.96 years (SD = 11.32). Their average tenure in the sport center was 2.31 years (SD = 2.26). Because the timelagged design enables us to allay the common method variance, we collected psychological flexibility (independent variable), job autonomy (moderator), and organizational citizenship behaviors (dependent variable) at Time 1. Participants were asked to complete the measurements assessing organizational citizenship behaviors (dependent variable) again approximately one month later (Time 2). Moreover, pearson correlation and regression analysis were used to examine our hypothesis.

Results, discussion, and implications/conclusions

The results support our hypothesis that psychologically flexible has positively correlated with frontline service employees' organizational citizenship behavior. Specifically, when those psychologically flexible employees perceive higher job autonomy at work, they tend to exhibit more organizational citizenship behavior over time. Our study makes several contributions. First, we extend the scope of psychological flexibility at work into the sport and fitness center, which is a type of sports service industry to understand how it relates to employees' organizational citizenship behaviors.

Second, drawing on trait activation theory, our study further identifies a new theoretic boundary, job autonomy, that enhances our knowledge about when the effect of psychological flexibility would be strengthened. Third, the current study also contributes to the literature on organizational citizenship behavior because we identify when and why it will develop over time. Practically, a human resource manager can try to recruit individuals with psychological flexibility through the psychological flexibility measurement or build individual's psychological flexibility to benefit the organization by bringing higher effectiveness. Moreover, service managers could create suitable job environments to activate employees' tendencies to exhibit more organizational citizenship behaviors.

References

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