

**The Validity and Reliability Study of The Organizational Citizenship Behavior Scale for Athlete Students in Turkish**

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**Abstract**

This study aims, to adapt the 'Organizational Citizenship Behavior Scale developed by Podsakoff et al.(1997) to the Turkish language and culture. The study participants are athlete students who have received education at universities in different cities of Turkey (Alanya, Antalya, Eskişehir, Kütahya, Adıyaman, and Kilis) during the 2020-2021 academic year and who play football, volleyball, basketball, and handball teams. 60 athlete students participated in the pilot scheme, 226 athlete students participated in the exploratory and confirmatory factor analysis, and 42 athlete students participated in the pre-test and post-test reliability analysis. The data were collected from the participants in the online environment from April-May 2021. At the first stage of the adaptation process, the linguistic equivalence of the scale was ensured, and expert opinion was obtained. Exploratory Factor Analysis (EFA) was used in the next stage to discover the scale structure. The structure resulting from the EFA was tested by Confirmatory Factor Analysis (CFA). In addition, internal consistency analysis, total item correlation analysis, test-retest analyses, and reliability tests were performed. It can be said that the "Organizational Citizenship Behavior Scale" is a valid and reliable measurement tool for the Turkish language and culture with 10 items and a 2-factor structure that emerged as a result of validity and reliability analyses.

**Keywords:** Organizational Citizenship Behavior Scale, Validity and Reliability, Athlete Students.

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**Sporcu Öğrenciler İçin Örgütsel Vatandaşlık Davranışı Ölçeğinin Türkçe Geçerlilik ve Güvenirlik Çalışması**

**Öz**

Bu çalışmada Podsakoff ve diğ. (1997) tarafından geliştirilen "Örgütsel Vatandaşlık Davranışı Ölçeğinin" Türk dili ve kültürüne uyarlanması amaçlanmıştır. Araştırmanın katılımcılarını 2020-2021 eğitim öğretim yılı içerisinde Türkiye'nin farklı şehirlerindeki üniversitelerde (Alanya, Antalya, Eskişehir, Kütahya, Adıyaman ve Kilis) öğrenip görüp futbol, voleybol, basketbol ve hentbol takımlarında oynayan sporcu öğrenciler oluşturmaktadır. Pilot uygulama için 60 sporcu öğrenci, açıklayıcı ve doğrulayıcı faktör analizi için 226 sporcu öğrenci ve ön-test son-test güvenilirlik analizi için 42 sporcu öğrenci çalışmaya katılmıştır. Veriler katılımcılardan 2021 yılı Nisan-Mayıs aylarında çevrimiçi ortamda (Online Formlar) toplanmıştır. Uyarlama sürecinin ilk aşamasında ölçeğin dil eşdeğerliliği sağlanmış ve uzman görüşü alınmıştır. Sonraki aşamada ölçek yapısının keşfedilmesi için Açıklayıcı Faktör Analizinden (AFA) yararlanılmıştır. AFA sonucunda ortaya çıkan yapı Doğrulayıcı Faktör Analizi (DFA) ile test edilmiştir. Ayrıca iç tutarlılık analizi, madde-toplam korelasyon analizi ve test-tekrar-test analizleri ile güvenilirlik testleri yapılmıştır. Geçerlilik ve güvenilirlik analizleri neticesinde ortaya çıkan 10 madde ve 2 faktörlü yapı ile "Örgütsel Vatandaşlık Davranışı Ölçeğinin" Türk dili ve kültürü için geçerli ve güvenilir bir ölçme aracı olduğu söylenebilir.

**Anahtar kelimeler:** Örgütsel Vatandaşlık Davranışı Ölçeği, Geçerlilik ve Güvenirlik, Sporcu Öğrenciler.

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## Introduction

To explain the relationship between sports and organizational citizenship behaviour (OCB) as the subject of the study, it is necessary to explain the concept of "organization" first. An organization is a collaborative system when two or more people consciously combine their efforts to fulfil a set goal. Organizations are also defined as groups consisting of efforts to achieve common goals through mutual harmony and cooperation of individuals who have come together to achieve goals (Akgun, Dec 2018). Sokmen et al. (2017) approached the organization from different perspectives, such as a social circle, a community, a family, and a business. In addition to the mentioned, it is also possible to say that the organization is the product of a team effort. The concept of team, used for business employees today, is one of the most basic formations of sports literature, even the essence of sports environments. Sports branches are carried out in two ways; individually and as a team in practice discipline. A team is a unit consisting of two or more people who interact and coordinate their work to achieve a specific goal (Simsek et al., 2014). To be a team, members must interact, work toward shared goals, adapt to environmental demands, and create a balance between individual needs and the needs of other team members (Carron et al., 2007) because the most important function of teamwork is to enable people to make an effort above their capacities and to increase their overall performance levels thanks to the positive power created (Balsak, 2012).

OCB is among the important topics in the literature field of management and organization. There are also studies aimed at determining the organizational citizenship behaviours of employees in sports enterprises. On the other hand, studies aimed at detecting the organizational citizenship behaviours of athletes are almost nonexistent. For this reason, studying organizational citizenship behaviour in athletes has been considered a necessity. OCB can be defined as an optional individual behaviour that is not directly or explicitly recognized by the official reward system and supports the effective functioning of the organization collectively (Organ, 1988). In more explicit terms, OCB is defined as the positive behaviours that an individual exhibits voluntarily for the benefit of others or the institution to which he is affiliated (Qiu, 2020). The characteristics of organizational citizenship behaviour include that the behaviour must be unplanned, occurs spontaneously, are not connected to a formal procedure, and has a different role quality (Altintas, 2006). According to Aoyagi et al. (2008), OCB is not a requirement of the current job description, but is behaviour that an individual performs voluntarily. Although the conduct carried out individually in the organization seems insignificant from the point of view of organizational functioning, accumulating such behaviours increases performance. By looking at the behavioural indicators, it is understood that there are behaviours aimed at making a positive contribution to the individual's colleagues and the workplace. Therefore, it is possible to see such behaviours in sports environments where sports are adopted as a

profession /job rather than as a hobby. If the effect of OCB on employees is in the direction of increasing productivity, the fact that it is seen in athletes may also indicate an increase in sporting performance.

In general terms, OCB has been explained in five dimensions. Altruism, conscientiousness, courtesy, civic virtue, and sportsmanship. Altruism is characterized by helping individuals who have problems with the organization. In addition to their work, it can also be explained as helping their colleagues, such as the contribution of employees to the socialization processes of newcomers, voluntarily helping other employees with work-related problems, supporting their friends who could not get the job done before the deadline or who could not come to work (Organ, 1988, 1990; Podsakoff et al., 2000). Conscientiousness refers to the fact that the members of the organization volunteer to perform a behaviour beyond the minimum role behaviour expected of them. Even if no one is watching, they are organization-oriented, helping behaviours such as arriving at work on time, finishing breaks on time, performing beyond formal roles, and following rules (Organ, 1988, 1990; Redman and Snape, 2005). Sportsmanship is defined as approaching the inconveniences caused by a shared working environment with tolerance without complaining. They are behaviours aimed at performing all work-related activities without complaining and showing tolerance (Organ, 1988, 1990; Podsakoff et al., 2000). Courtesy involves helping an individual avoid their problems, and this preventive behaviour distinguishes courtesy from altruism. They are behaviours such as motivating and encouraging a demoralized individual and informing and warning their colleagues about issues that may arise (Organ, 1988, 1990; Podsakoff et al., 2000; Güçel et al., 2012). On the other hand, civic virtue is the behaviour of individuals to feel responsible for events that may affect the organization, participate in meetings, and agree voluntarily with the decisions taken (Schnake and Dumler, 1993; Güçel et al., 2012). As can be seen, all the mentioned concepts are observed, like sports and sports environments.

When it comes to OCB, extra-role behaviours come to mind in general. The role consists of the necessary behaviour pattern in the current position, and the person spontaneously does their best to do more than its requirements. In this way, when employees voluntarily help their new coworkers learn things, the new coworkers become faster, better employees, benefiting the workgroup as a whole. This situation can also be applied to sports teams. For example, when more experienced athletes take the time to help their new teammates understand how training and games are conducted, the new teammate grasps faster, allowing training to be performed more smoothly and effectively. In addition, helping behaviour exhibited by athletes or employees can improve executive efficiency; when team members present recommendations for improving team performance (civic virtue) or

when they avoid complaining about trivial matters (sportsmanship), executive productivity can also be increased (Martinez and Tindale, 2015).

The people who are primarily responsible for the development of sports teams are the coaches. Coaches also determine the structure, dynamics, motivational climate of the team, and form of communication. In this regard, they spend a lot of time and effort creating effective teams. The determination of the organizational citizenship behaviours of the athletes will also guide the coaches in this aspect.

## **Materials and Methods**

### ***Study Sample***

The study participants are athlete students who have received education at universities in different cities of Turkey (Alanya, Antalya, Eskişehir, Kütahya, Adiyaman, and Kilis) during the 2020-2021 academic year and who play football, volleyball, basketball, and handball teams. 60 athlete students participated in the pilot scheme, 226 athlete students participated in the exploratory and confirmatory factor analysis, and 42 athlete students participated in the pre-test and post-test reliability analysis.

### ***Data Collection Tool***

#### ***Organizational Citizenship Behavior Scale***

It is a three-dimensional 13-item scale developed by Podsakoff et al. (1997), consisting of the dimensions of helping, civic virtue, and sportsmanship. The altruism sub-dimension consists of 7 items; the civic virtue sub-dimension consists of 3 items, and the sportsmanship sub-dimension consists of 3 reverse items. The Organizational Citizenship Behavior Scale is rated on the Likert scale with seven points ranging from (1) Strongly disagree to (7) Strongly agree. Factor loads of scale items range from .73 to .90. For instance, Cronbach Alpha internal consistency coefficients are .95 for the altruism sub-dimension, .96 for civic virtue, and .88 for the sportsmanship sub-dimension.

To conduct this study, the "Ethics Committee Report" dated XX/XX/XXXX and resolution numbered XXXX/XX was taken from XXXXXXXXX University Social Sciences and Humanities Scientific Research and Publication Ethics Committee. After the ethics committee's approval, the volunteer athlete students in the study group were contacted, and the purpose and content of the study were explained. The data were collected from the participants in the online environment from April-May 2021. The average response time of the related scale is 5 minutes on average. Athlete students who volunteered to participate in the study completed the relevant scales under the supervision of the researchers.

### ***Language Equivalence***

It was considered appropriate to adapt the scale without an organizational citizenship behaviour scale in team sports in the Turkish language and culture and the correspondence of the theoretical infrastructure. Capık et al. (2018) have established objective steps related to cross-cultural scale adaptation stages and the language and culture adaptation process. These are the translation, expert panel evaluation, back translation, and pilot implementation stages. These processes have also been followed in this study. Because the original language is English, the English-Turkish translation of the scale items was made by three academicians who are experts in sports psychology and have mastered both languages. After the translation process, the cultural concordance and comprehensibility of the articles were evaluated by three academicians different from the academicians who did the first translation. In the second stage, items were back-translated from Turkish to English by three experts whose second language is English, including bilingual experts, and no semantic loss was detected.

### ***Content Validity***

After the translation and back-translation process was completed, the scale was sent to the evaluation of 8 experts in the field of sports psychology via e-mail. Experts were asked to evaluate the suitability of the items to our language and culture, where English and Turkish scale items were included in a form. The content validity index (CVI) was used to evaluate the expert opinions. Following expert opinions, items with 1 and 2 points are classified as unacceptable, and items with 3 and 4 points are classified as acceptable. In evaluating the scale items, the number of experts who mark 3 and 4 is divided by the total number of experts, and the CVI scores related to the item are obtained. For this value, greater than .80 means an acceptable level (Davis, 1992). The CGI scores of the items belonging to the OCB scale are between .87 and 1.0. Therefore, in terms of scope validity, no item has been removed from the scale, only minor changes indicated by experts have been made, and the final version of the scale has been given. It was concluded that the scale's content validity was at a good level regarding its practicality and comprehensibility.

### ***Pilot Study***

To be able to evaluate the understandability of the scale, whose language and context validity studies have been completed, a pilot study was realized on a group of 60 people who have the characteristics of the sample group and were not included in the study. The Cronbach Alpha internal consistency coefficient of the Organizational Citizenship Behavior Scale in the reliability tests performed on the answers given by the pre-test group was found to be .67. The scale has a moderate reliability coefficient and the reliability level indicates that very reliable measurement results can be

obtained in determining the statistical attitudes of the scale (Alpar, 2013; Yaşar, 2014; Kılıç, 2016). was understandable and the scale was given its final form. The data obtained from the pilot study were excluded in the scope of the study.

### ***Statistical Analysis***

IBM SPSS 25.0 statistical package program and AMOS 23.0 statistical package program were used for statistical analysis of the study data. Exploratory Factor Analysis (EFA) was used to reveal the factor structure. Confirmatory Factor Analysis (CFA) was used to confirm the resulting structure. Internal consistency coefficient, total item correlation, and test-retest analyses were used for reliability.

If an error occurs due to translation in an adaptation study, a situation different from what it should be in reality may occur as a result of using CFA first and the model may show a wrong fit. In addition, a data set can be compatible with more than one CFA model, so it would be appropriate to perform EFA first to reveal cultural differences in adaptation. In such a case, if EFA is not performed, a second model will not be tested when the first model tested by the researcher fits. In this case, it becomes important to perform an EFA first in order to realize the possible error that may occur (Orçan, 2018).

## **Results**

### ***Structure Validity***

#### ***Exploratory Factor Analysis (EFA)***

Different factor structures have been found in different studies for the OCB scale sub-dimensions. In other words, the OCB scale factor structure may vary. Exploratory Factor Analysis (EFA) was performed to determine the scale's factor structure. The skewness-kurtosis values were examined to determine whether the data showed a normal distribution before the EFA was performed. Hair et al. (2010) stated that if the skewness is between -2 and +2 and the kurtosis is between -7 and +7, it can be assumed that the data shows a normal distribution. The skewness value of the data obtained was -.833, and the kurtosis value was 4.502, within the specified values. Before starting EFA, the data was assessed as suitable for factor analysis. The Kaiser Meyer Olkin (KMO) test was used for this purpose first. Finding the KMO value as .862 as a result of the analysis indicates that the data is suitable for exploratory factor analysis (Tabachnick and Fidell, 2013). Then, Bartlett's Test of Sphericity (Table 1) was used to determine the suitability of the correlation matrix for factor analysis (Approx. Chi-square: 1348,699, df: 78, p: .00). The p-value in Bartlett's Test of Sphericity

should be less than .05 (Alpar, 2014; Cevik et al., 2019). Accordingly, it can be said that the correlation matrix is suitable for factor analysis.

Table 1

KMO and Bartlett's Test of Sphericity Result

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,862
Bartlett's Test of Sphericity	Approx. Chi-Square	1348.699
	df	78
	Sig.	.000

The original form of the scale has a three-factor structure. For the scale, the validity and reliability were tested in Turkish; the principal component analysis was used in EFA. As a result of the analysis, a two-factor structure consisting of 13 items explains 57.51% of the total variance, with an eigenvalue of more than 1.00. The factor loads of the items in the scale vary between 0.60-0.88. The factor loads of the items related to the EFA result are given in Table 2.

Table 2

Factor Loads According to EFA Result

Rotated Component Matrix <sup>a</sup>		
	1	2
ocb4	,792	
ocb2	,777	
ocb1	,772	
ocb8	,770	
ocb7	,751	
ocb5	,747	
ocb10	,705	
ocb6	,678	
ocb3	,616	
ocb9	,601	
ocb12		,880
ocb13		,857
ocb11		,794

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.<sup>a</sup>

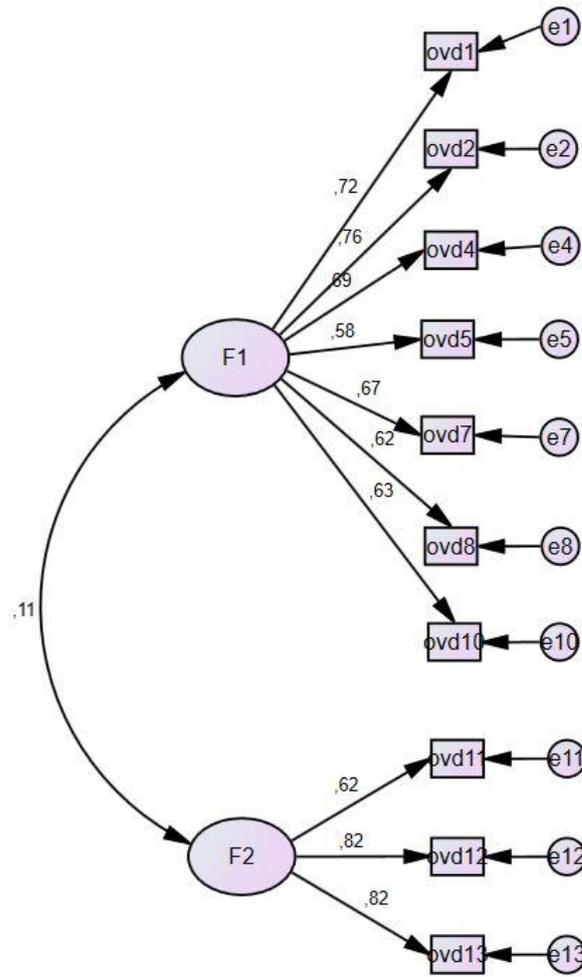
a. Rotation converged in 3 iterations.

While evaluating the factors, by the criteria proposed by Tabachnick and Fidell (2013), the loads with a value of 0.32 and above were considered significant. No item was removed from the scale due to cross-loading, loading an item on more than one factor. The 3 items belonging to the 'civic virtue' factor in the original form of the scale were loaded together with the 'helping' factor. For this reason, it was decided to combine these 2 factors, which have common meanings, under the same factor. Thus, a new factor consisting of 10 items was formed. The new factor created is called the 'conscientiousness' factor. The 'sportsmanship' factor, which contains 3 inverse items, remained the same, and a two-dimensional structure was adopted.

#### *Confirmatory Factor Analysis (CFA)*

The CFA was applied to verify the two-factor structure of the scale that appeared in the EFA for the structural validity of the OCB scale. According to the CFA criterion proposed by Matsunaga (2010), loads with .40 and above values were considered significantly acceptable. After the first CFA was applied, it was observed that loads of the 3 items in the "conscientiousness" sub-dimension were lower than .40. The relevant items were removed from the scale to increase the index compliance values. After the items were removed, CFA was performed for the second time ( $\chi^2=66.770$ ;  $df=34$ ;  $\chi^2/df=1.96$ ;  $GFI=0.92$ ;  $CFI=0.94$ ;  $RMSEA=0.07$ ;  $IFI=0.94$ ;  $TLI=0.92$ ). According to the CFA results of the scale used in this study, the model was found to be within acceptable reference ranges (Bozgün and Başgün, 2018; Hu and Bentler, 1999).

For this reason, the model has been evaluated as the final model. As a result of the analysis, the scale decreased from a 3-factor structure to a 2-factor structure. The number of items has decreased from 13 to 10. Loads of confirmatory factor analysis for items are given in Figure 1.



**Figure 1.** Loads of Confirmatory Factor Analysis

**Reliability Analysis**

*Internal Consistency Analysis*

Table 3

Cronbach Alpha Reliability Coefficient of the Scale

Scale	Cronbach Alpha Coefficient	N
Conscientiousness	.887	7
Sportsmanship	.804	3
Total	.673	10

According to the internal consistency evaluation criteria, if the scale's Cronbach Alpha value is between 0.00-0.40, it is unreliable. If it is between 0.41-0.60, it has low reliability. If it is between 0.61-0.80, it has medium reliability. And if it is between 0.81-1.00, it is evaluated as highly reliable (a sword, 2016). Considering these values, it can be said that the conscientiousness sub-dimension has high reliability with a value of .88, the sportsmanship sub-dimension has medium reliability with a value of .80, and the total value of the scale has medium reliability with a value of .67.

Table 4

Total Item Correlation

Scale Items	Edited Total Item Correlation
OCB1	.387
OCB2	.452
OCB4	.396
OCB5	.372
OCB7	.370
OCB8	.433
OCB10	.391
OCB11	.330
OCB12	.422
OCB13	.226

Total item correlation values of the scales range between .22 and .45 (Table 4). Ozcelik (2010) has stated that items with an edited total item correlation between .20 and .30 can be used on such scales. In this context, the values of the scale are within the specified ranges.

Table 5

T-Test Result of Paired Sample

		Correlations	
		Pre-Test	Post-Test
Pre-Test	Pearson Correlation	1	.974**
	p		.000
	N	42	42
Post-Test	Pearson Correlation	.974**	1
	p	.000	
	N	42	42

\*\* . The correlation significance value is at the level of 0.01.

Another proof of the scale's reliability is the test-retest method, which aims to examine the stability property. The scale was applied to a group of 42 people with an interval of 6 weeks; the results are given in Table 5. Table 5 shows a significant relationship at a high level ( $r=.97$ ) at  $p=.00$  between the pre-test and post-test.

## Discussion and Conclusion

This study it is aimed to adapt the 'Organizational Citizenship Behavior Scale developed by Podsakoff et al.(1997) to the Turkish language and culture. In the adaptation process, first language equivalence was provided, scope validity was calculated, and then structure validity analyses were performed. For reliability, the process was completed by using internal consistency analysis, total item correlation, and test-retest reliability. The original form of the scale has a three-factor structure. For the scale, the validity and reliability were tested in Turkish. The principal component analysis was used in EFA. As a result of the analysis, a two-factor structure consisting of 13 items explains 57.51% of the total variance and an eigenvalue of more than 1.00. The 3 items belonging to the 'civic virtue' factor in the original form of the scale were loaded together with the 'helping' factor. For this reason, it was decided to combine these 2 factors, which have common meanings, under the same factor. Thus, a new factor consisting of 10 items was formed. The new factor created is called the 'conscientiousness' factor. The 'sportsmanship' factor, which contains 3 inverse items, remained the same, and a two-dimensional structure was adopted. The CFA was applied to verify the two-factor structure of the scale that appeared in the EFA for the structural validity of the OCB scale. According to the CFA criterion proposed by Matsunaga (2010), loads with .40 and above values were considered significantly acceptable. After the first CFA was applied, it was observed that loads of the 3 items in the "conscientiousness" sub-dimension were lower than .40. The relevant items were removed from the scale to increase the index compliance values. After the items were removed, CFA was performed for the second time ( $\chi^2 =58.802$ ;  $df=33$ ;  $\chi^2/df=1.78$ ;  $GFI=0.93$ ;  $CFI=0.95$ ;  $RMSEA=0.069$ ;  $TLI=0.93$ ). According to the CFA results of the scale used in this study, the model was found to be within acceptable reference ranges (Hu and Bentler, 1999). For this reason, the model has been evaluated as the final model. As a result of the analysis, the scale decreased from a 3-factor structure to a 2-factor structure. The number of items has decreased from 13 to 10. The Cronbach Alpha value of the scale was calculated as 0.67, which indicates that the internal consistency is moderate in this case. The fact that the scale items are consistent with each other indicates reliability in terms of internal consistency, and it is seen that the scale provides this requirement.

As a result, it can be said that the "Organizational Citizenship Behavior Scale" is a valid and reliable measurement tool for the Turkish language and culture with 10 items and a 2-factor structure that emerged as a result of validity and reliability analyses.

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## **SPORCULARA YÖNELİK ÖRGÜTSEL VATANDAŞLIK DAVRANIŞI ÖLÇEĞİ**

1. Takım içinde arkadaşlarım görevlerinde geri kaldığında yardımcı olurum.
2. Uzman olduğum alandaki bilgi ve deneyimlerimi takım arkadaşlarımla istekli olarak paylaşıyorum.
4. Takım arkadaşlarımla oluşabilecek problemleri önlemeye yönelik adımlar atarım.
5. Görevinde sorun yaşayan takım arkadaşlarıma yardımcı olmakta istekliyim.
7. Takım içinde birilerinin moral ve motivasyonu düştüğünde onları cesaretlendiririm.
8. Takımın etkinliğini geliştirebilecek yapıcı önerilerde bulunurum.
10. Takım toplantılarına aktif olarak katılırım.
11. Durumumuzla ilgili olumlu taraflardan çok her zaman olumsuz taraflara odaklanırım.
12. Önemsiz konularla ilgili şikâyet etme konusunda büyük bir zaman harcarım.
13. Takım arkadaşlarımla yaptıklarında her zaman hata bulurum.

## **ORGANIZATIONAL CITIZENSHIP BEHAVIOR SCALE FOR ATHLETES**

1. I help when my friends on the team fall behind in their duties.
2. I share my knowledge and experience in the field that I am good at, with my teammates with good grace.
4. I make a stride to prevent problems that may occur with my teammates.
5. I willingly help my teammates who are having problems in their duties.
7. When someone in the team has demoralized and unmotivated, I encourage them.
8. I make constructive suggestions that can improve the effectiveness of the team.
10. I actively participate in team meetings.
11. I always focus on the negative sides more than the positive sides of our situation.

12. I spend a great deal of time complaining about trivial matters.

13. I always find fault with what my teammates do.



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