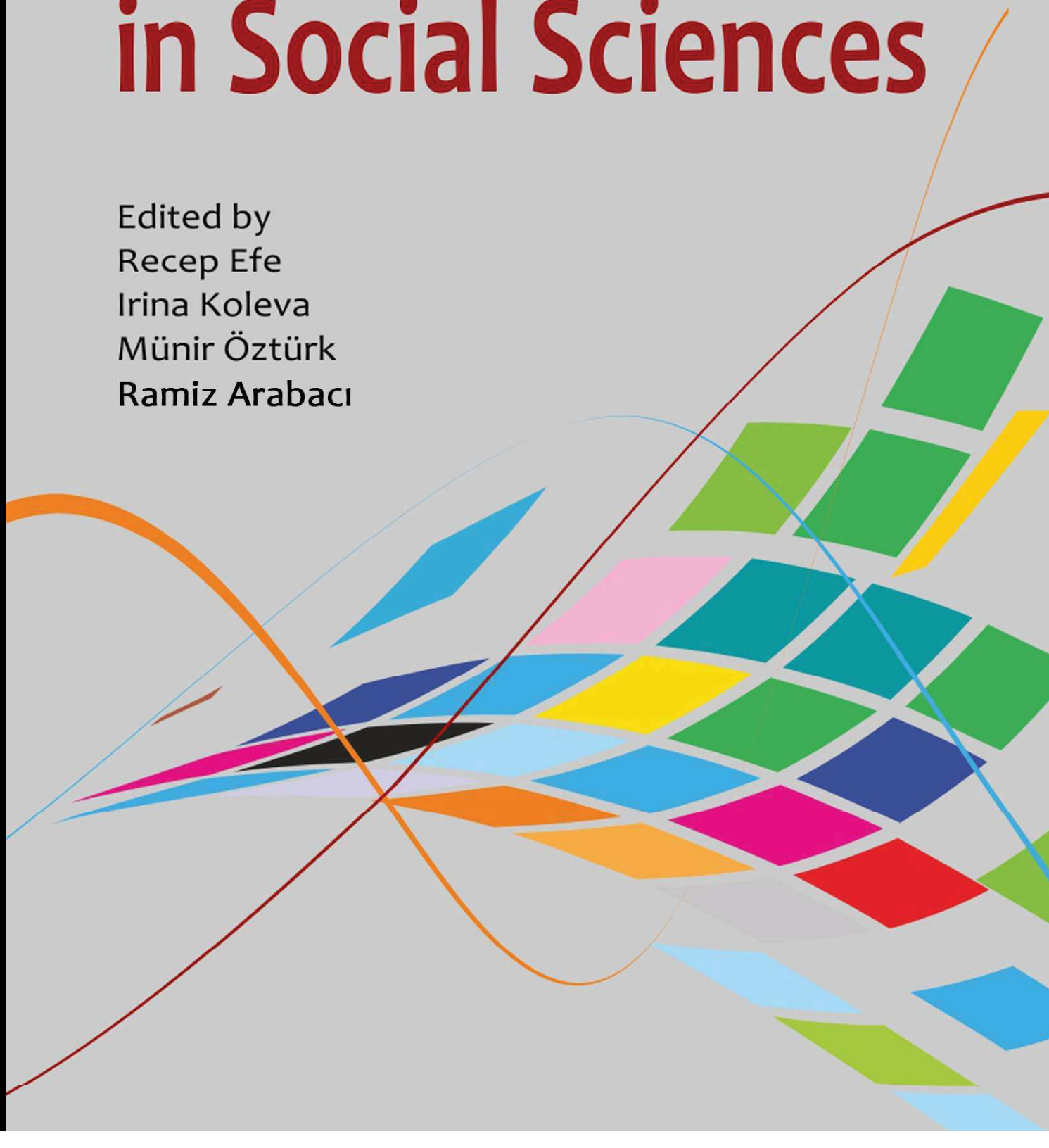
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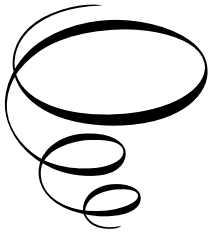
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CHAPTER THIRTY-FOUR

THE EFFECTS OF LEADERSHIP STYLES AND ORGANIZATIONAL SUBCULTURES ON ORGANIZATIONAL CITIZENSHIP BEHAVIOUR: THE CASE OF THE MINISTRY OF YOUTH AND SPORTS TURKEY*

YELIZ ERATLI ŞIRIN
AND FATMA PERVIN BILIR

Introduction

Nowadays, with the changes and varieties in human needs, sports organizations have gradually expanded and become more complicated. Thus, it has become important to form a youth and sports management that can manage change correctly, and that can also predict the future in addition to managing today. With the developments in science and technology, it has become imperative to meet the needs that have arisen in the field of sports management, and it has also become imperative for sports organizations to adapt a sports management which is human centered, democratic, participant, dynamic, caring about efficiency, and based on quality in services and the management (Bilir 2005).

Being successful in the field of sports depends to a great extent on determining sports policies, and creating management and employee staff that can work efficiently and effectively. Managers who are in the management levels of a sports organization have important functions in the application process. Sport managers who have very important roles in

* This study is an excerpt from the author's doctoral dissertation titled "Effects of percieved leadership styles and organizational subcultures on organizational citizenship behaviour at ministry of youth and sports."

carrying out sports policies, nationally and internationally, in line with the interests of the country, and in parallel with the contemporary understanding of sports, are people who carry out sports services and activities in sports institutions or organizations in line with pre-determined objectives and principles (Yetim 1996). Institutions within the context of sports management are seen to develop day by day, in line with the needs of the society. During this development, if institutions want to continue their activities properly and efficiently, they need organizational culture tendencies and leadership styles with contemporary management approaches, in order to overcome the competition they will face, today and in the future. At the same time, an organization's reaching an institutional structure is associated with all of its employees' displaying organizational citizenship behaviours, because the organization's structure and the managers' professional attitudes and behaviours have positive or negative influences on the staff they manage. The structure of the institution, the attitudes and behaviours of managers to their employees, and their employees' attitudes and behaviours towards them, are reflected on the service quality of the institution and the intended population it serves (Şahbudak 2016).

This study examines the effects of leadership and organizational sub-cultures of the Ministry of Youth and Sports (MYS), which is the top organization in sports management structure of the state in Turkey. Managing and leading sports, and the department of sports services, which are affiliates of the Ministry, on organizational citizenship behaviours, was planned to contribute to the subject determined as the problem. The leadership style, determining sub-cultures, and organizational citizenship associations, can enable the provision of data to new applications within the sports management system.

Leadership

The primary objective of forming groups in society is to enable people who have to live together to spend less energy than they have to spend by themselves, with the help of cooperation and unity, and thus, to have maximum gain. In a group formed by more than one person coming together, a leader is needed to form cooperation, and to distribute duties, and a need for being managed and led arises. The concept of leadership is a concept that has developed as a result of this need. Leadership is the process of influencing people and activating them in line with pre-determined objectives and targets (Güney 2000). According to another definition, leadership is the process of a person's influencing and directing

other people's behaviours and activities through volunteerism, in order to determine the specific aims of a person or a group, and to realize these aims under specific terms (Bakan 2004). A great number of approaches have been developed about leadership so far. Theoreticians working on leadership approaches have first focused on the innate personal characteristics of a leader, that is what a leader is, and have put forward the approach of characteristics. Later, because of lacks in the approach of characteristic behaviour, which puts forward that the leader's behaviours are effective in explaining the process of leadership, and which focuses on 'what and how' a leader does, has come into being. Since the behavioural approach ignored the role played by situational factors, the contingency approach, which advocates that the most suitable leadership behaviour can change according to conditions and situations, has appeared (Ogbonna and Harris 2000).When the changes in the field of management revealed that traditional approaches in leadership styles were not sufficient, new leadership approaches were developed. In transactional leadership, which depends on mutual transaction, when the viewers carry out their duties, they are faced with reward, and when they don't, they are faced with punishment (Morçin 2013). Bass (1985) states that transactional leadership depends on three basic methods in application. These are: conditional rewarding, which includes determining what needs to be done for the fulfillment of duties or the acceptance of viewers; management with exceptions (active/passive), in which the leader watches the employees, intervenes immediately when there are mistakes, prevents deviating from the objectives, finds out the problematic fields, and improves them (Howel and Avolio 1993), and 'complete freedom' leadership, in which the leader is never around in the organizational environment when needed, always postpones problems, and avoids making decisions (Bass and Avolio 2000). Transformative leaders accept leadership as a process which stimulates and inspires their followers, and develops their own leadership skills (Bass and Riggio 2006). Bass (1985) and Bass and Avolio (1994) classified transformative leadership in four categories (Kim 2012). These categories are: (i) idealized influence (charisma). The leader, who is a perfect role model for his followers, makes correct decisions for the organization and gains the trust and respect of his followers; (ii) Intellectual Impulse, which encourages a group for innovation and creativity to change their beliefs or views (Hallet al. 2002); (iii) Individual support. The leader acts according to the skills, information, and individual differences of his followers, and enables them to be promoted to where they can demonstrate their maximum performance (Van Dierendonck 2011).

Organizational Culture

The concept of organization, which is derived from *organon* in Greek, that is the word organ, can be expressed as a division of labour and coordination system, order and structure which enables individuals to realize the aims they cannot realize on their own, by coming together with other individuals, and by combining their efforts, knowledge and skills as a group (Şimşek and Şerif 2008). Culture was first defined by Edward B. Taylor in 1871 as 'a complicated whole formed by the information, beliefs, art, moral, traditions and many more skills and habits of people living within a society' (Kaya 2008).

The phenomenon of culture has various definitions. In general, culture is defined as 'all of the feelings, thoughts, language and art elements valid in a society continuing as traditions' (Erkmen and Bozkurt 2011). Hofstede (1991) defines culture as mental programming that differentiates one group of people from another group. According to Hofstede, programming starts with the family and continues in school, family groups, the working environment, and the society people live in (Köseet al. 2001). Schein (1992) defines culture as the pattern of basic assumptions which are learned while solving problems encountered during the external integration and internal adaptation of a group, which are accepted as valid and correct, since positive results are taken each time, and which are perceived by the new members of the group as the most correct way to think, feel, and win. In studies conducted in Turkey, organizational culture has been defined by Eren (1998) as 'the group of key values, standards, norms, beliefs, and understanding, shared by the members of a group'. A great number of researchers have addressed different factors of organizational culture. Schein (1997) has grouped organizational culture in three stages, and has stated that the first stage includes behaviours and ways of doing work that we can understand and feel with our five senses, language, technology, and other concrete objects. Below this stage, there are values such as right-wrong, and good and bad, followed by assumptions. Assumptions are assessed as thoughts, feelings and beliefs that we accept unconsciously without questioning. According to Schein, values are cultural elements that lead the way in solving the problems in the organizations, and they guide behaviours. Assumptions are thoughts, feelings and beliefs that are accepted unconsciously without questioning (Schein 1992). Hofstede views values as the lowermost layer and the core of culture. According to Hofstede, values are preferring a state within an organization to another state. Hofstede states that rituals, heroes, and symbols, which can be observed based on values, also occur as a result of

the reflection of organization culture (Hofstede 1991). Based on these views, culture in an organization is argued to consist of basic assumptions, values, norms, ways of behaviour, applications, ceremonies, rituals and traditions (Danışman and Özgen 2008, Schein 1992, Sutham and Sarit 2005). Organizations are mini-societies with their own distinctive culture and sub-culture models (Morgan 1998). Values shared by a majority of the members of the organization make up the dominant culture within the organization. Although some of these values are values shared by the organization in general, some others can be differentiated from the general values. These differentiated aspects form the sub-cultures. Thus, in addition to dominant cultures, there are also sub-cultures, which develop based on the common problems, interaction and experience in every society. Organizational culture occurs as a result of sub-cultures. Similarity and difference levels of sub-cultures determine the homogeneity or heterogeneity of a culture (Schein 1984). Considering the concept of organizational culture in terms of organizational sub-cultures is important in terms of understanding the dynamics within an organization. In organizational culture studies, the importance of being aware of sub-cultures, and taking possible sub-cultural diversity into consideration, has been put forward (Danışman and Özgen 2008, Hofstede 1998). Various studies have shown sub-cultures to exist together, although organizations have specific cultures (Hofstede 1998, Erdem and Çukur 2007, Hofstede et al.1990). Within this context, organizational culture will be addressed with a differentiation approach, rather than an integrative point of view.

Organizational Citizenship Behaviour

The concept of organizational citizenship behaviour (OCB) was first addressed by Chester Bernard in 1930, and in his 1938 study, Bernard used the ‘extra role behaviour’ concept for the first time (Çetin 2004). Although a term used by Organ et al. in 1983, Katz and Kahn defined the difference between ‘role performance’ and ‘innovative and spontaneous behaviour’ in the 1970s and 1980s (Ebrahimpouret et al. 2011). According to Organ (1997), organizational citizenship is a behaviour the roots of which are in the individual’s wishes and desires, and although it is not directly honoured by an official organizational reward system, it develops the organization’s functional efficiency. In this definition, voluntary behaviours are behaviours which are not clearly stated in the business deals of the employees within the organization, they are not obligatory as business or role behaviours, they do not require punishment if neglected, and they occur mostly as a result of personal choices (Organ 1997).

Organizational citizenship behaviours are related to behaviours which contribute to the efficiency of the organization, they are hardly noticed, and mostly they are addressed with social-based behaviours. The main point that needs to be emphasized here is the fact that organizational citizenship behaviour is based on voluntary acts. Thus, such behaviours are behaviours which are not within job descriptions, they are not required by the rules and functioning of the institution, and they are not expected from managers and other colleagues (Chellandurai 2006). When the literature is reviewed, it can be seen that there is not a consensus on the dimensions of the concept of organizational citizenship behaviour, and more than 30 citizenship dimensions can be seen to be defined in different studies (George and Brief 1992, Özdevecioğlu 2003, Podsakoff et al. 1996, Podsakoff et al. 1990). On the other hand, studies by Organ are widely accepted by researchers. According to Organ, organizational citizenship behavior has been defined as having five factors (Organ 1988). These are altruism, conscientiousness, courtesy, sportsmanship, and civic virtue behaviors. Altruism and courtesy include personal OCBs (OCB-Person), conscientiousness, and sportsmanship, and civic virtues include organizational OCBs (OCB-Organization) (Şeşen 2010).

Altruism refers to a person's sensitivity to his social environment, and it occurs in the form of the behaviour of voluntarily helping other employees (Glomb et al. 2011). Courtesy is defined as voluntary behaviour to prevent job-related problems or events (Podsakoff 2000). Conscientiousness expresses behaviours such as helping the organization as a whole (Organ 1988), obeying the rules, being punctual, and the effective use of resources (Koster 2006). Sportsmanship requires behaviours that prevent workers from showing behaviours that can cause tension, conflict and disagreement in the work environment, and from behaviours of complaining to their superiors or colleagues (Gürbüz 2008). The dimension of civic virtue expects employees to participate actively in meetings, to be interested in the policies of the organization, to give ideas about organizational strategies, to keep up with organizational changes, to watch for possible changes and opportunities to the organization, to report suspicious activities in the work place, and to be prepared for possible dangers (Podsakoff 2000).

Association between Leadership, Organizational Culture and Organizational Citizenship Behaviour

Leadership is one of the most important predecessors of OCB, due to its direct and indirect influence on OCB. There is a strong association

between leadership and employees' tendencies to show OCB, and within this process, the quality of the association between each employee and the leader is as important as leadership style (Podsakoff et al. 1996). Because of the trust and respect for the leader, it is believed that transformative, charismatic, or transactional leadership behaviours are believed to have a great effect on the followers, and they are believed to cause more motivation than estimated (Podsakoff et al. 1990). Leadership is a combination of three interacting elements, which are leader, follower, and situation. The follower and the situation are the elements which are almost stable; it is the leader who has to bring change among these two elements for smooth development of the organization (Duta 2011). Appropriate leadership style can have a very significant effect on the followers, and can motivate them to increase their inputs for formal, prescribed duties, as well as extra-role behaviours. One such positive work-place behaviour is OCB, which is the result of a high-quality relationship between the leader and the follower (Brouer et al. 2009).

Organizational norms and values can also affect the lives of members. The primary reason for this, is the fact that the norms and values of an organization find out suitable types of behaviour and provide the necessary moral justifications for management and application (Çetin 2004). Based on these definitions, a person who is a member of a different organization can show organizational citizenship behaviours, as long as he/she internalizes and shares the norms. Podsakoff et al. (2000) groups the determiners of organizational citizenship behaviours into individual characteristics; duty, organizational characteristics, and leadership behaviours. Due to variable addressed under-organizational characteristics, organizational culture is a variable, assessed among the determiners of organizational citizenship behaviours (Blakely 2003).

Method

Research Design: This study employed a quantitative research methodology and designed a correlational research model to empirically examine the relationship between leadership, organizational subculture, and OCB. The employees of the ministry of youth and sports, and its sub organization, youth and sports general directorial in Turkey, make up this study. 300 employees selected from the defined universe, with random sampling methodology, makes the sampling group. The sample was split for gender, 60.7 percent male (n = 182) and 39.3 percent female (n = 118); women were in the minority. More than half of the employees are between 25-35 years old, which shows that young employees are the majority in the

population. When the educational level is taken into account, 71% are undergraduate, and 16% have graduate degrees. The majority of the employees are regular employees (81%).

Data Collection

Multifactor Leadership Questionnaire (MLQ5X-Short). The Multifactor Leadership Questionnaire (Bass 1985) consisted of 36 items which assess three leadership styles, i.e., transformational, transactional, and laissez-faire leadership. The response format is Likert type, that varies from 'strongly disagree' for 1, to 'strongly agree' for 5. Transformational leadership style encompasses three sub constructs. These three dimensions include: charismatic leadership/inspirational motivation, idealized influence, and intellectual stimulation. Transactional leadership's two dimensions include contingent rewards, management by exception-active-passive. Laissez-faire leadership style is appraised with items without any specific dimension (Bass 1985).

Organizational Citizenship Behaviour Scale. The Citizenship Behaviour Scale (originally developed by Organ 1988, and adapted by Basım and Şeşen 2006) is used in the present study. It has 19 items measuring the five traits of organizational citizenship behaviour: sportsmanship behaviour, civic virtue, conscientiousness, courtesy, and altruism behaviours. The responses are acquired on a 5-point rating scale ranging from 'strongly agree' (5) to 'strongly disagree' (1). The present study alpha coefficient of 0.93 is achieved.

Organizational Culture Scale. The Organizational Culture Scale developed by Danışman and Özgen (2003) was used. The scale has 52 items and nine factors. As a result of factor analysis applied on the data obtained from the study, the scale was found to have nine factors. The Ward method, one of the hierarchical clustering methods, was used to find out the sub-cultures within the institution, to present the similarities of the factors, and to classify these factors into correct categories, based on these similarities.

Statistical Analyses

Factor, reliability, clustering, and regression analysis were used for statistical analysis in the study. The scales were measured with 5-Likert type (1 = Absolutely disagree, 5= Absolutely agree). Since the scales used in the study were used with different samples, factor analysis was conducted on the data to find out whether the data determined the factors

on the sample of this study. The Principal Components Method was used in the descriptive analysis to show the factor load values and factors (dimensions).

Results of Factor and Reliability Clustering Analysis

Multi-factor leadership scale: Six dimensions were found as a result of the factor analysis. These dimensions were: charismatic and inspiring; leadership/inspiring motivation (these two dimensions were grouped under the same factor; intellectual stimulation; individual support; reward-driven; management with exceptions active, and; leadership that allows total freedom/management with exceptions passive (grouped under the same factor). The KMO test was found as 0.81 ($p < 0.001$). Bartlett's value was found as $\chi 2\ (351) = 2628.049$ ($p < 0.001$). Reliability of the factor loads of items were between 0.60 and 0.84.

Organizational culture scale: The principal components analysis technique was used to find out the cultural dimensions, while the varimax method was used for factor rotation. A five-factor structure was found as the result of factor analysis. The dimensions were: tendency for professionalism; tendency for hierarchy; tendency for supportiveness; tendency for normativeness and tendency for competence. The Alpha coefficients of these five factors are: the Kaiser-Meyer-Olkin (KMO) test result was 0.81 ($p < 0.001$) and Barlett's value was found as $\chi 2\ (406) = 2849.046$ ($p < 0.001$). Reliability of the items was between 0.60 and 0.83.

Organizational Citizenship Behaviour Scale: According to results of the factor analysis, which was conducted on 5-factor scale, the questions about the organizational citizenship behaviour scale were found to group under three factors. When the factor loads were examined, it was found that the statement V1 "I do the work of an employee who has the day off" was found to be ambiguous, and it was found to cluster in the dimensions of altruism and courtesy, and civic virtue, with positive loads close to each other. Thus, this statement was deleted from the statement data set and it was not included in further analysis. Of the dimensions in the scale that included a total of 18 items, the dimensions of sportsmanship and altruism and courtesy were found to be within the same factor, while the civic virtue dimension and the conscientiousness dimension were found to be within the same factor. The Kaiser-Meyer-Olkin (KMO) test result was found as 0.92 ($p < 0.000$) and Barlett's value was found as $\chi 2\ (153) = 2440.257$ ($p < 0.001$). Reliability of the items was between 0.67 and 0.89.

Sub-cultures were found as a result of the clustering analysis performed on the organizational culture scale: In order to find out the

sub-cultures within the institution, the Ward method was used in the study to find out the similarities of the factors found (tendency for professionalism, tendency for hierarchy, tendency for supportiveness, tendency for normativeness, and tendency for competence), and to classify these factors in correct categories based on these differences.

Table 1: Clustering Analysis Results

Number of clusters	Level of Similarity	Level of Distance	Integrating the clusters	New Clusters	Number of observations in the new clusters
1 4	9.50	0.410	Professionalism-Supportiveness	1	2
2 3	73.07	0.539	(Professionalism-Supportiveness)-Competence	1	3
3 2	66.60	0.668	(Profess-Support-Competence) Normativeness	1	4
4 1	5.62	0.688	(Prof-Supp-Perf-Norma) Hierarchy	1	5

According to Table 1, the sub-cultures as a result of clustering analysis showed that the employees formed three sub-cultures, according to the cultural dimensions. The tendencies of competence, professionalism and supportiveness were found to have average values very close to each other, and they were grouped under one dimension and defined as 'tendency for professionalism'. The other dimensions of normativeness and hierarchy formed separate groups.

Results

Table 2. Descriptive statistics related to demographical information of the participants

Variables	Sub-variables	N	%
Gender	Male	182	60.7
	Female	118	39.3
Employment Type	Regular	243	81
	Contractual	57	19
Age	Under 25 years	42	14

	26–35 years	177	58
	36–45 years	62	20
	46-55 years	16	5
	56 and over	3	1
Education	Primary education	41	13.6
	High school	210	70
	Graduate	41	13.7
	Post Graduate	8	2.7
Years working in institutions	1under year	70	23.3
	1- 5 year	154	51.3
	6-10 year	32	10.7
	11-15 year	16	5.3
	15+ year	28	9.3

Depending on the values in Table 2, women have the minor population with the rate of 39%. More than half of the employees are between 25-35 years old, which shows that young employees are the majority in the population. When the educational level is taken into account, 71% are undergraduate, and 16% have graduate degrees. The majority of the employees are regular employees (81%).

Table 3: Results of Regression Analysis

	Altruism			Civic virtue			Sportsmanship		
Transformational leadership									
	Std. β	**(p)**	**F/R^2**	**Std. β**	**(p)**	**F/R^2**	**Std. β**	**(p)**	**F/R^2**
Intellectual stimulation	0.176	0.033	F=15.953 R^2=0.139 p<0.001	0.131	0.117	F=12.264 R^2=0.111 p<0.001	0.081	0.328	F=14.820 R^2=0.131 p<0.001
Individualized consideration	0.110	0.174		0.097	0.238		0.116	0.153	
Charismatic	0.130	0.141		0.142	0.113		0.202	0.023	
Transactional leadership									
Contingent reward	0.300	0.000	F=21.065 R^2=0.124 p<0.001	0.291	0.000	F=23.029 R^2=0.134 p<0.001	0.280	0.000	F=16.796 R^2=0.102 p<0.001
Management-by exception-active	0.116	0.042		0.072	0.007		0.091	0.114	
Laissez-Faire leader	-0.115	0.046	F=4.016R^2=0.013 p<0.05	-0.098	0.089	F=2.919 R^2=0.010 p>0.05	-0.079	0.173	F=1.863 R^2=0.006 p>0.05

Organizational Subculture									
Professionalism Subculture	0.188	0.001	F=10.877R^2=0.035 p<0.001	0.341	0.000	F=39.330 R^2=0.117 p<0.001	0.282	0.000	F=25.707 R^2=0.079 p<0.001
Hierarchy Subculture	-0.041	0.540	F= 0.498 R^2=0.002 p>0.05	-0.023	0.698	F=0.151 R^2=0.001 p>0.05	-0.023	0.690	F=0.159 R^2=0.001p>0.05
Ruling Subculture	0.187	0.001	F=10.744 R^2=0.035 p<0.001	0.195	0.001	F=11.731 R^2=0.038 p<0.001	0.150	0.009	F=6.867 R^2=0.023 p<0.001

According to Table 3, regression analyses show transformational leadership dimensions to have strong effects on working organizational citizenship behaviour ($p < 0.001$). The three predicted variables mentioned accounted for approximately 14% of the total variance in the altruism dimension scores ($R = 0.373$, $F = 15.953$, $R^2 = 0.139$ $p < 0.001$); approximately 11% of the civil virtue dimension variance ($R = 0.333$, $F = 12.264$, $R^2 = 0.111$ $p < 0.000$). Approximately 13% of the sportsmanship dimension variance explains significantly ($R = 0.361$, $F = 14.820$, $R^2 = 0.131$ $p < 0.001$). Regression analyses show transactional leadership dimensions to have strong effects on working organizational citizenship behaviour ($p < 0.001$). The three predicted variables mentioned, accounted for approximately 12% of the total variance in the altruism dimension scores ($R = 0.352$, $F = 21.065$, $R^2 = 0.124$ $p < 0.001$). Approximately 13% of the civil virtue dimension variance ($R = 0.366$, $F = 23.029$, $R^2 = 0.134$ $p < 0.001$); approximately 10% of the sportsmanship dimension variance explains significantly ($R = 0.319$, $F = 16.796$, $R^2 = 0.102$ $p < 0.001$). It is found that laissez faire leadership significantly predicts the dimension of altruism ($R = 0.115$, $F = 4.016$, $R^2 = 0.134$ $p < 0.05$). On the other hand, no significant relation was found for laissez faire leadership to predict dimensions of civil virtue ($R = 0.098$, $F = 2.919$, $R^2 = 0.010$, $p > 0.05$), and sportsmanship ($R = 0.319$, $F = 1.863$, $R^2 = 0.102$ $p < 0.001$). It is found that professionalism subculture significantly predicts the dimension of altruism ($R = 0.188$, $R^2 = 0.035$, $F = 10.877$, $p < 0.001$); civil virtue ($R = 0.341$, $R^2 = 0.117$, $F = 39.330$, $p < 0.001$); and sportsmanship ($R = 0.282$, $R^2 = 0.079$, $F = 25.707$, $p < 0.001$). The simple linear regression analysis turns out that the attitude toward hierarchy subculture doesn't significantly predict altruism ($R = 0.041$, $R^2 = 0.002$, $F = 0.498$, $p > 0.05$), civic virtue ($R = 0.023$, $R^2 = 0.001$, $F = 0.151$, $p > 0.05$), or sportsmanship ($R = 0.023$, $R^2 = 0.001$, $F = 0{,}159$, $p > 0.05$). It is found that ruling tendency significantly predicts the dimension of altruism ($R = 0.187$, $R^2 = 0.035$, $F = 10.744$, $p < 0.01$); civil virtue ($R = 0.195$, $R^2 = 0.038$, $F = 11.731$, $p < 0.01$), and sportsmanship ($R = 0.150$, $R^2 = 0.023$, $F = 6.867$, $p < 0.009$).

Conclusions

The first of the most important results of the study was that transformational and transactional leadership behaviours were a significant factor in the display of extra role behaviours between employees and the leader. Employees whose managers show informative and participative management, away from bureaucracy, with a transformative and transactional leadership style, were found to tend to show more OCB.

According to the results of the study, three different sub-cultures were found in MYS. According to the results, professionalism cultural tendencies were defined as the tendency for hierarchy and tendency for normativeness. With regard to the effects of organizational sub-cultures on organizational citizenship behaviours, it was found that in the MYS, cultural sub-dimensions of professionalism and normativeness predict the dimension of altruism higher when compared with other sub-dimensions. Sub-cultures which have professionalism and normativeness are effective on extra self-sacrificing role behaviour. The primary finding of the study is that during the process of explaining OCB, an environmental factor, such as organizational culture on the one hand, and personal factors, such as leadership on the other hand, together have a significant effect on the organizational citizenship behaviours of employees, beyond their formal job descriptions.

In line with these findings, the organizational structure of MYS, which is the institution managing and leading sports in Turkey, can be defined as: "MYS is an organization in which managers show transformational and transactional leadership, which has sub-cultures around tendencies of professionalism and normativeness, and which has a high tendency of showing extra role behaviours in these environments."

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