

THE JEKYLL AND HYDE OF EMPLOYEE SPORT PARTICIPATION

BASIC RESEARCH QUESTION

How does intense outside of work activity, such as participation in sport buffer the effects of organisational culture on positive and negative work behaviors?

KEY PAPER(S)

Mael, F., & Ashforth, B.E. (1992). Alumni and their alma mater: A partial test of the reformulated model of organizational identification. *Journal of Organizational Behavior*, 13, 103-123.

Wu, C-H, Liu, J., Kwan, H.K., & Lee, C. (2016). Why and when workplace ostracism inhibits organizational behaviors: An Organizational Identification Perspective. *Journal of Applied Psychology*, 101 (3), 362-378.

Cameron, K., & Quinn, R. (2011). *Diagnosing and changing organizational culture: Based on the competing values framework*. (3rd ed.). San Francisco, CA: Jossey-Bass.

MOTIVATION/PUZZLE

Employee sport participation is widespread and under the umbrella term of 'Leisure Activity.' Leisure activities can improve happiness, which in turn can improve work efficiency and quality of life. The media is abundant with benefits of physical activity. Public health guidelines even recommend a certain amount of physical moderate activity of moderate intensity per week. Yet, despite the positive relationship found between physical activity and health, there is limited evidence regarding the relationship between physical activity and employee performance.

THREE CORE ASPECTS OF ANY EMPIRICAL RESEARCH PROJECT

THE IDEA

The core idea in this thesis is that sport participation has negative effects as well as the already established positive effects. In the thesis, I explore the link between personal identity and organisational identity and their interaction with employee performance. To do so, I hypothesise:

H1: A flexible (clan/adhocracy) culture is positively associated with OI (Organisational Identity) while a rigid (hierarchy/market) culture is negatively associated with OI.

H2: A strong OI is positively associated with a stronger positive relationship with TP (Task Performance), and OCBs (Organisational Citizenship Behaviours), and a stronger negative relationship with CWBs (Counterproductive Work Behaviours).

H3: The extent to which an employee engages in sport (ESP) Employee Sport Participation, is positively associated with the strength of PI (Personal Identity) through sport.

H4: The strength of PI positively moderates the relationship between OI and outcomes, such that a strong PI is associated with a stronger positive relationship of IO with TP, and OCBs, and a stronger negative relationship of OI with CWBs.

THE DATA

For Study 1, archival data will be collected to discover organisations involved in sports (i.e., The results of "Queensland Corporate Games" in Brisbane for the last three years; 2015, 2016, 2017). Then, public company reports will help identify potential organisations. Organisations will be contacted and the sample of employees found through purposive (convenience sampling). Through organisational-wide data, I aim to identify culture type according to the CVF (Competing Values Framework; Cameron & Quinn, 2011).

Study 2, will involve asking the same group of employees from various firms to complete surveys regarding organisational identification (OI Scale; Adapted from Mael & Ashforth, 1992), personal identification (PI Scale; adopted from Bradley, 1997).

Study 3, will involve the same sample's supervisors. I will ask the supervisors to answer surveys regarding their employees' TP (Task Performance Scale; Williams & Anderson, 1991), as well as measures of employees' OCBs and CWBs using scales developed by Spector (2006).

Alana Dorris (PhD Program)

ADVISORS: NEIL ASHKANASY

THE TOOLS

Study 1 will use hierarchical regression to look for a statistically significant relationship between type of Organisational Culture based on a 2x2 framework (flexible/rigid) and Organisational Identity (OI). (Testing Hypothesis 1)

Study 2 and 3 will also use hierarchical regression to look for a statistically significant positive relationship between OI and TP and OCBs, and to look for a statistically significant negative relationship with CWBs (Counterproductive Work Behaviours). (Testing Hypothesis 2)

Study 2 will also use hierarchical regression to look for a statistically significant positive relationship between ESP (Employee Sport Participation) and strength of PI (Personal Identity) through sport. (Testing Hypothesis 3)

Study 2 and 3 will use Moderation to look at whether the strength of PI moderates the relationship between OI and performance outcomes. It is hypothesised that Strong PI is associated with a stronger positive relationship of IO with TP and OCBs, and a stronger negative relationship of OI with CWBs (Testing Hypothesis 4).

TWO KEY QUESTIONS

WHAT'S NEW

Despite the plethora of claims regarding the benefits of active leisure participation, there is a lack of literature to date on how the interaction of dual identities (organisational and personal) can predict performance outcomes.

SO WHAT

A strong personal Identity (PI) can buffer the otherwise negative consequences of a rigid organisational culture, decreasing employee CWBs, while increasing employee wellbeing, and employee performance (task performance, and OCBs), improving an organisation's overall performance.

ONE BOTTOM LINE

THE CONTRIBUTION

The study describes and explains how multiple identities (organisational and personal), supported or not supported by an outside of work activity (i.e., ESP), and a working environment (i.e., type of organisational culture), can influence employee and organisational outcomes. As a result, importance of valuing employees' multiple identities will be more transparent to organisational firms. Today, most employees are involved in many roles (i.e., mother, worker, pianist etc) which can compensate for another identity. This study uses ESP as an example of a compensatory behaviour that can buffer the effects of organisational identification (OI) and moderate employee performance, thus effecting overall employee wellbeing and overall organisational performance.

OTHER CONSIDERATIONS

"Risk" assessment

"No result" risk: Low-if performance outcomes cannot be explained through identity; The result is as significant as the reverse.

"Competitor" risk: Low-if study one was completed by a competitor, it would only add validity to my results and strengthen the findings of this thesis. Study two cannot be completed by a competitor due to the analysis technique.

Is **Collaboration** needed/desirable?

Idea: no, Data: no, Tools: no

Target Journals: Journal of Organizational Behavior, Applied Psychology, Journal of Management

Other Considerations:

Validity and reliability of data analysis methods

Sample size

No financial cost due to data being publicly available-(i.e., company reports)