

THE RELATION BETWEEN THE PERCEPTION OF ORGANIZATIONAL SUPPORT AND COMMUNICATION SKILLS OF SPORTS SERVICE BUSINESS EMPLOYEES

A RELAÇÃO ENTRE A PERCEPÇÃO DE APOIO ORGANIZACIONAL E AS HABILIDADES DE COMUNICAÇÃO DE FUNCIONÁRIOS DA EMPRESA DE SERVIÇOS ESPORTIVOS

LA RELACIÓN ENTRE LA PERCEPCIÓN DEL APOYO ORGANIZATIVO Y LAS HABILIDADES DE COMUNICACIÓN DE LOS EMPLEADOS DE EMPLEADOS DE SERVICIOS DEPORTIVOS

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ABSTRACT: The aim of this study is to evaluate the relationship between the perception of organizational support and communication skills of sports service business employees. The study group of the research consists of volunteer individuals working (n = 274) working in private sports enterprises (manager, coordinator, trainer / trainer) in Istanbul Province. The data were collected online by using the questionnaire technique. Organizational support scale and communication skill scale, perceived as data collection tools, were used. Correlation and regression analysis were used as statistical process. As a result, it is seen that the employees of the sports service business have moderate executive support and also show a good communication skills. While there was a weak, medium, and high positive relationship between the perception of organizational support and communication skills, it was determined that perceived organizational support was a predictor of communication skill.

KEYWORDS: Sports. Service business. Communication skills.

RESUMO: O objetivo deste estudo é avaliar a relação entre a percepção do apoio organizacional e as habilidades de comunicação dos funcionários de empresas de serviços esportivos. O grupo de estudo da pesquisa consiste em indivíduos voluntários trabalhando (n = 274) em empresas esportivas privadas (gerente, coordenador, treinador / treinador) na província de Istambul. Os dados foram coletados via internet, utilizando a técnica do questionário. Foram utilizadas a escala de apoio organizacional e a escala de habilidade de comunicação, vistas como ferramentas de coleta de dados. A correlação e a análise de regressão foram utilizadas como processo estatístico. Como resultado, constata-se que os funcionários da empresa de serviços esportivos têm um apoio executivo moderado e demonstram uma boa capacidade de comunicação. Embora houvesse uma relação fraca, média e alta positiva entre a percepção do apoio organizacional e as habilidades de

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comunicação, foi determinado que a percepção do apoio organizacional era um preditor da habilidade de comunicação.

PALAVRAS-CHAVE: Esportes. Serviços. Habilidades de comunicação.

RESUMEN: *El objetivo de este estudio es evaluar la relación entre la percepción de apoyo organizacional y las habilidades comunicativas de los empleados de empresas de servicios deportivos. El grupo de estudio de la investigación; Consiste en personas voluntarias que trabajan (n = 274) que trabajan en empresas deportivas privadas (director, coordinador, formador / formador) en la provincia de Estambul. Los datos se recopilaron en línea mediante la técnica del cuestionario. Se utilizaron la escala de apoyo organizacional y la escala de habilidades comunicativas, percibidas como herramientas de recolección de datos. Se utilizaron análisis de correlación y regresión como proceso estadístico. Como resultado, se ve que los empleados del negocio de servicios deportivos tienen un apoyo ejecutivo moderado y también muestran una buena capacidad de comunicación. Si bien hubo una relación positiva débil, media y alta entre la percepción de apoyo organizacional y las habilidades comunicativas, se determinó que el apoyo organizacional percibido fue un predictor de la habilidad comunicativa.*

PALABRAS CLAVE: Deportes. Negocio de servicios. Habilidades de comunicación.

Introduction

In order to provide customer satisfaction, continuous improvement, and systematic applications in the rapidly changing and developing service sector, organizations must first adopt and implement both institutional development and quality service understanding. Service employees are the most significant resources of organizations for successful performance and continuity of businesses. Therefore, organizational continuity and efficiency can be realized through employees. Organizations need to use and support their employees effectively to achieve their goals and ensure their continuity in the competitive world (TOPALOĞLU, 2010).

Although organizational support can be perceived by the employees of the businesses that produce goods and services in different fields, it is understood that it has not yet become an institutional perception that covers the entire organization. Today, change and growth in sports service organizations are rapid, while uncertainty and competition are at a high level. Therefore, the importance that organizations place on employee satisfaction can make employees feel valuable, talented, and productive (KÖSE; GÖNÜLLÜOĞLU, 2010). This situation creates the concept of organizational support. Organizational support includes employees' beliefs about the value and importance that the company gives them (AKALIN,

2006). Organizational support is one of the necessary resources to meet emotional needs such as respect and value, which are important for employees (ARMELI; EISENBERGER; LYNECH, 1998). Organizational support has become a very important concept for service enterprises to achieve their goals and to provide sustainable quality service. Good communication is the key to the perception of organizational support by the employees. Therefore, this is directly related to the communication skills of the employees. Communication skill aims to examine and analyze individuals' perspectives and definitions of events and to integrate them into a whole (ÖZER, 2006). Dökmen (2016) expressed communication skills as all of the individual's behaviors and abilities in order to establish a communication link. Organizational and administrative changes reveal the importance of individual and organizational communication. Individuals with high communication skills can cope with the problems encountered in their social and professional lives and achieve success due to their productive relationships with other people. The idea that the level of perceived organizational support is a determining variable in the development of communication skills of the employees in sports service organizations reveals the problem of the research. This study aims to examine the level and direction of the relationship between the perceived organizational support and communication skills of the employees of the sports service business.

Method

Research Model

In line with the purpose of the research, the quantitative research method, the correlational model, was used in the study. The correlational research design investigates whether two or more variables change together (KARASAR, 2016).

Study Group

In this study, the convenience sampling method, one of the non-random sampling methods, was used. The study group consists of volunteers (n=274) working in private sports enterprises (manager, coordinator, trainer/coach) in Istanbul.

After an examination, the incomplete and incorrectly filled questionnaires were not taken into consideration, and a total of 273 questionnaires were evaluated in this study.

Table 1 – Descriptive Statistics of Participants

Variables	Groups	N	%
Gender	Female	104	38,1
	Male	169	61,9
	Total	273	100,0
Age	22-26	14	5,1
	27-31	78	28,6
	32-35	73	26,7
	36-40	51	18,7
	41 and above	57	20,9
	Total	273	100,0
Educational Level	High school	17	6,2
	Undergraduate	202	74,0
	Postgraduate	54	19,8
	Total	273	100,0
Professional Experience	1-5 Years	76	27,8
	6-10 Years	83	30,4
	11 years and above	114	41,8
	Total	273	100,0

Source: Prepared by the author

As can be seen in Table 1, it was determined that 38.1% of the participants were female and 61.9% were male; 5.1% were 22-26 years old, 28.6% were 27-31 years old, 26.7% were 32-35 years old, 18.7% were 36-40 years old, and 20.9% were 41 years old and older; 6.2% were high school graduates, 74% were university graduates, and 19.8% had postgraduate degrees; 27.8% have 1-5 years, 30.4% 6-10 years, 41.8% 11 or more years of professional experience.

Data Collection Tools

Data were collected using personal information form, communication skill scale, and perceived organizational support scale. The personal information form created by the researcher consists of 4 questions: gender, age, education level, and professional experience. The questionnaire technique was used as a data collection method.

To determine the perceived organizational support, the perceived organizational support scale consisting of 8 items, developed by Eisenberger *et al.* (1986; 1997), a short form developed by Lynch, Eisenberger and Armeli (1999), and adapted into Turkish by Kanbur (2015) was used. The perceived organizational support scale is a single dimension scale.

During the analysis, perceived organizational support items "The organization shows very little concern for me." and "If given the opportunity, the organization would take advantage of me." (Item 6 and item 7) were reverse coded. Kanbur (2015) reported that the

Cronbach Alpha Coefficient of the scale was 0.89 and that the scale was highly reliable. The scale consists of 8 items in a 5-point Likert structure. In the total score distribution of the perceived organizational support scale, the 0-8 score range is considered very low, the 9-16 score range low, the 17-24 score range moderate, the 25-32 score range high, and the 33-40 score range very high.

The "communication skill scale" developed by Ersanli and Balci (1998), consisting of 45 items and three sub-dimensions, was used to determine participants' communication skill levels. The items 1, 3, 6, 12, 15, 17, 18, 20, 24, 28, 30, 33, 37, 43, and 45 are formed the Cognitive sub-dimension, items 5, 9, 11, 26, 27, 29, 31, 34, 35, 36, 38, 39, 40, 42, and 44 are formed the affective sub-dimension, and items 2, 4, 7, 8, 10, 13, 14, 16, 19, 21, 22, 23, 25, 32, and 41 are formed the behavioral sub-dimension of the communication skill scale. The maximum score that can be obtained from the scale is 225 and the minimum score is 45. The maximum score that can be obtained from each subscale is 75 and the minimum score is 15. High scores indicate good communication skills. Internal consistency of the scale, Cronbach Alpha Coefficient was found to be 0.72. The scale was designed as a 5-point Likert scale (ERSANLI; BALCI, 1998).

Table 2 – Reliability Analysis of Scales

	Number of Items	Cronbach Alpha Coefficient
The perceived organizational support scale	8	,781
The communication skill scale	45	,962

Source: Prepared by the author

As can be seen in Table 2, the Cronbach's Alpha coefficients of the scales show that the overall scale is reliable. The data provided by the participants to the relevant scale show an acceptable level of consistency within itself.

Data Analysis

The data obtained from the personal information form, communication skill scale, and perceived organizational support scale was computerized and analyzed using IBM SPSS25.0 package software. As a result of the normality analysis, it was determined that the data showed normal distribution. Correlation and regression analyze were used as statistical analyses.

Findings

Table 3 – Normality Analysis of Scales

Dimensions	N	Skewness	Kurtosis	p
Cognitive	273	-,475	-,121	,151
Affective	273	-,289	-,327	,059
Behavioral	273	-,587	,043	,222
Communication Total	273	-,432	-,240	,200
Perceived Organizational Support	273	-,266	-,460	,101

Source: Prepared by the author

As can be seen in Table 3, it was determined that the participants' communication skill scale scores and the perceived organizational support scale scores deviate from normality at significant levels. The Kolmogorov-Smirnov test is only one of the methods used to examine the normality of data distribution. Büyüköztürk (2007) interprets the values in the range of ± 1 as not having excessive deviations from normality. When the distribution normality curves of the study data were examined, it was determined that there were no extreme deviations, and the skewness - kurtosis coefficient was in the range of ± 1 so that the data showed a normal distribution.

Table 4 – Descriptive Statistics of Scores Obtained from Scales

	N	Min	Max	X \pm Sd
Cognitive	273	40,00	5,00 ⁷	62,67 \pm 7,17
Affective	273	41,00	5,00 ⁷	62,39 \pm 7,73
Behavioral	273	40,00	5,00 ⁷	61,97 \pm 7,69
Communication Total	273	134,00	30,00 ²	191,36 \pm 22,09
Perceived Organizational Support	273	16,00	6,00 ³	27,37 \pm 3,67

Source: Prepared by the author

As can be seen in Table 4, it was determined that the cognitive sub-dimension mean of the communication skill scale was 62.67 ± 7.17 , affective sub-dimension mean was 62.39 ± 7.73 , behavioral sub-dimension mean was 61.97 ± 7.69 , and communication skill total was $191.36 \pm 22, 09$ and perceived organizational support was 27.37 ± 3.67 .

Table 5 – The Relationship between Perceived Organizational Support and Communication Skill

		Cognitive	Affective	Behavioral	Communication Total
Perceived Organizational Support	r	,138	,222	,665	,365
	p	,028*	,002*	,000**	,011*

n: 273; *P<0,05; **P<0,01

Source: Prepared by the author

As can be seen in Table 5, when the direction and level of the relationship between the perceived organizational support and communication skill level were examined, it was determined that there was a weak positive correlation between the perceived organizational support and the cognitive sub-dimension of the communication skill scale ($r=.138$; $p=.028$), a weak positive correlation between the perceived organizational support and the affective sub-dimension of the communication skill scale ($r=.222$; $p=.002$), a moderate positive correlation between the perceived organizational support and the communication skill total score ($r=.365$; $p=.011$), and a high level of positive correlation between the perceived organizational support and the behavioral sub-dimension of the communication skill scale ($r=.665$; $p=.000$).

Table 6 – Regression Analysis for the Prediction of Communication Skill

	β	t	p	r^2	
Perceived Organizational Support				187	035 ,098 003
Cognitive	1,504	1,528	028		
Affective	1,949	1,740	002		
Behavioral	1,440	1,457	000		
Communication Skill	2,653	1,984	004		

n: 273; *P<0,05; **P<0,01

Source: Prepared by the author

As can be seen in Table 6, the model presents a significant relationship between the participants' perceived organizational support and communication skills ($R=.187$, $R^2=.035$, $p<0.005$). When the standardized regression coefficient was examined, it was seen that perceived organizational support explained the cognitive sub-dimension with (β)= 1.504 , $t=1.528$, $p=.028$ values, explained the affective sub-dimension with (β)= $1,949$, $t=1,740$, $p=.002$ values, explained the behavioral sub-dimension with (β)= $1,404$, $t=1,457$, $p=.000$ values, explained the overall communication skill score with (β)= $2,653$, $t=1,984$, $p=.004$ values, and explained 3.5% of the total variance. ($F_{(4,268)} = 3.098$, $p < .05$).

Discussion

It was determined that the communication skill levels of the employees of the sports service business and the sub-dimensions that constitute the communication were generally at a good level, and the perceived organizational support was at a moderate level. In a similar study, Akgül (2020) stated that basketball referees have high communication skills. In another study conducted by Dalli, Ünlü and Pekel (2017), it was determined that the communication skill levels of the sports management department students were at a good level. Şahin and Reyhan (2017) stated that the perceived organizational support of the coaches is at a very high level. In general, studies on perceived organizational support and communication skills support the research findings.

While there was a positive and weak relationship between the perceived organizational support and the cognitive and affective sub-dimensions of the communication skill level of the employees of the sports service business, there was a positive moderate relationship between the perceived organizational support and communication skill total score and a high-level positive relationship between the perceived organizational support and the behavioral sub-dimension. In general terms, it was determined that there are positive weak, moderate, and high-level significant relationships between perceived organizational support and communication skill dimensions and general score.

This situation can be explained by the fact that the perceived organizational support of the employees is effective in their speaking, listening, and empathy skills. In particular, in service businesses, an effective communication skill can be explained by employee motivation, organizational trust, value, and organizational culture. Kowalski (2000) stated that there is a mutual interaction between organizational culture and intra-organizational communication phenomena. No study has been found in the literature that examines the relationship between the perception of organizational support and communication skills of sports service employees. However, there are studies on communication skills and perceived organizational support that has been conducted on different participants outside the scope of the study (AKGÜL, 2020; DALLI; ÜNLÜ; PEKEL, 2017; PEKEL, 2020; DURMUŞ, 2020; IŞIK; HAJIYEVA, 2018; ALTINÖZ *et al.*, 2013).

There was a significant relationship between the organizational support perception of the participants and their communication skills. It was found that perceived organizational support predicted the cognitive, affective, behavioral, and communication skills overall scores and explained 3.5% of the total variance. In other words, it is understood that the perceived

organizational support is a significant variable in the improvement of communication skills of sports service employees.

Information sharing among employees is ensured through regular and effective communication for the systematic progress of the operation in organizations. Effective communication in the preparation and delivery of service programs is considered a significant factor in achieving business goals. Communication is of great importance in providing an efficient and quality service, which is determined by the behavior and approaches of the employees. Therefore, organizations should support the practices that aimed to develop communication skills that are necessary for the formation of harmony and cooperation among employees. Also, it is considered that it should be ensured that this support is perceived by the employees. In the study conducted by KOÇOĞLU (2013), it was stated that organizational support has a fully mediating variable effect on the relationship between the collectivist organization perceptions of academic staff towards their organizations and knowledge management effectiveness.

When the literature was examined, no study was found that examined the effect of perceived organizational support on communication skills.

Conclusion and Recommendations

As a result, it has been determined that the employees of the sports service business have a medium level of organizational support perception and a good level of communication skills. While there were weak, moderate, and high positive relationships between the perception of organizational support and communication skills, it has been determined that perceived organizational support is a predictor of communication skills.

If the organizations can establish a good communication network regarding the support they provided to their employees, the quality of the service programs can increase. Perceiving the support given to employees can contribute to employee motivation.

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