

Impacts of Sportsmanship and Altruism on Casual Employees' Performance: Case Study of Kenya Public Universities

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Abstract: *The main purpose of this study was to ascertain the impact of sportsmanship and altruism on casual employees' performance, a case study of Public Universities in Kenya. Questionnaires were used as data collection tool and a sample population of 225 was taken from five public universities with a response rate of 73%. The data was analysed using SPSS version 16.0. The reliability test of the instrument was tested by using alpha Cronbach and ranged between 0.711 and 0.723. The findings of the study showed that sportsmanship significantly correlated positively with casual employees' performance ($r^2 = 0.064$, $p < 0.05$; $\beta = 0.253$, $p < 0.05$) similar with altruism which correlated significantly with casual employees' performance ($r^2 = 0.320$, $p < 0.05$; $\beta = 0.566$, $p < 0.05$). On mediating the impacts of work environment on casual employees' performance with sportsmanship and altruism, the coefficient of determination R^2 showed a positive change. This therefore indicates that work environment mediates significantly positively with sportsmanship and altruism constructs on casual employees' performance in Kenyan public universities.*

Keywords: *Sportsmanship, Altruism, performance*

I. Introduction

Every organization in this era must be able to cope with changes that are occurring regardless of whether it is an international organization or even local. Employees' performance ensures the survival and development of the organization in an extremely competitive environment (Emami et al., 2013). Employees' performance is basically the results gained and completion by employees at workplace that keeps up organizational plans though aiming for the expected outcomes (Anitha, 2014). In broad sense, performance is viewed as valued outputs of a production system in the form of goods or services (Swanson & Holton, 2009). Researchers have often conceptualized and operationalized helping as a second-order latent factor. Helping others refers to cooperative and spontaneous behaviours that involve providing assistance to others or preventing the occurrence of work-related problems and contributing to interpersonal harmony (Cirka 2005). The organizational citizenship behaviour (OCB) literature indicates that employees can provide help to others in various ways, such as replacing an absent colleague and helping another colleague to carry out a difficult task. Helping others or receiving help from others fosters cohesiveness among employees and satisfactory relationships with co-workers. Significant importance is placed on factors that are unique such as culture and human resource in the organizations. In the context of social behavioural science, concepts such as organizational citizenship behaviour have gained significant prominence to establish its far-reaching implications on an individual performance and organizational performance. The current study attempts to examine the relationship sportsmanship, altruism and casual employees' performance in Kenyan public universities.

II. Methodology

Sample and Data Collection

The sample for the study consisted of five selected Public Universities in Kenya. Casual workers in the five were included in the study ranging from those who had worked from one year and above. The total sample size considered for the research work was 225. The total population of the institutions under study was randomly selected. Out of the 310 questionnaires distributed, 225 questionnaires were finally collected representing 73% response rate.

Measures

A set of standardized tools were used for data collection on sportsmanship altruism and performance. All these scales were presented in the form of questionnaires to all participants. Each questionnaire consisted of statements or questions answered on a five-point scale, varying from strongly disagree (1), disagree (2) neither agree (3) agree (4) to strongly disagree (5).

Analysis

Data analysis was done using SPSS. The data was checked for errors through data screening and the scale reliability test was applied to check the reliability of the scale developed to undertake the present research. The value of Cronbach's alpha coefficient for sportsmanship, performance and altruism were above the acceptable levels (table 4) as recommended by Cronbach (1951) and Nunnally (1978) who states that the values of 0.70 or above for the reliability coefficient are considered acceptable. The study tested three hypothesis: Ho₁: Sportsmanship does not affect casual employees' performance in the Public Universities in Kenya. Ho₂: Altruism does not influence casual employees' performance in Public Universities in Kenya. Ho₃: Work environment does not mediate casual employees' performance in the Public Universities in Kenya.

III. Results And Discussion

Survey Design and Sample Description

The study was conducted in five Public Universities in Kenya, which was a representation of public Universities in the country. The sampled universities were; University of Nairobi, Kenyatta University, Jomo Kenyatta University of Agriculture and Technology, Multi-Media University College and Co-operative University College (table 1). A total of 310 questionnaires were administered but only 225 questionnaires were responded to representing 73% response rate.

Table1: Sampled Universities

University	Frequency	Percentage
Nairobi	48	21.5
Kenyatta	93	41.7
Jomo Kenyatta University of Agriculture & Technology	54	24.2
Multi-Media	14	6.3
Co-operative University College	14	6.3
Total	225	100

Pilot Test

This pre-test was aimed at establishing the validity, reliability and internal consistency of the designed questionnaires so as to improve the total outlook and content of the final questionnaire. A total of 31 questionnaires which represent 10% of the intended population were administered in five Universities (University of Nairobi, Kenyatta University, Multimedia, Jomo Kenyatta University of Agriculture and Technology and Co-operative University College of Kenya) as shown in table 2.

The study used the likert scale ranked from (1) to five (5) following "strongly disagree to strongly agree" respectively to determine whether Organizational Citizenship Behavior (sportsmanship, altruism,) have an impact on casual employees performance. Data was analysed by using SPSS version 16.0 and data reliability was measured using Cronbach's alpha coefficient. According to Cronbach (1961) a likert scale model should be assessed via Cronbach's Alpha to determine the reliability of the survey. Cronbach's alpha is the most used method to check the reliability and validity test, whereby the acceptable value is required to be more than 0.6 for the scale to be reliable. Table 3 shows the achieved Cronbach's Alpha during the pre-testing. The results show that the researchers' scales were highly reliable.

Table 2: Questionnaire distribution among universities during the pilot test

	Frequency	%
JKUAT	10	32.3
KU	6	19.4
UoN	5	16.1
MMU	5	16.1
CUCK	5	16.1
Total	31	100.0

Table 3: Summary of reliability analysis during pre-testing

s/n	Objective addressed	Cronbach's Alpha before	Achieved Cronbach's Alpha
1	Performance	0.711	0.765
2	Sportsmanship	0.814	0.833
3	Altruism	0.810	0.810
7	Work environment	0.365	0.764

Data screening

Data screening for all the variables was conducted before conducting the analysis. Missing data were estimated by using the mean substitution method, outliers were checked out and screening for normality of the data was checked by skewness and kurtosis. Accordingly to Coakes, the distribution of the data is exactly normal if the values for Skewness and Kurtosis are zero (Coakes et al., 2010). However, according to Hair et al., (2010) if the values for Skewness range between -1 to 1 and for kurtosis range between -1 to 1, then the normality is assumed. As shown in table. Based on the results shown in table 4 the data is normally distributed.

Table 4: Summary Descriptive and normality test

	N	Mean	Std. Deviation	Skewness		Kurtosis	
				Statistic	Std. Error	Statistic	Std. Error
Performance	225	3.4578	1.14924	-.270	.162	-1.097	.323
Sportsmanship	225	2.2400	1.09593	.784	.162	-.166	.323
Altruism	225	3.6756	.94329	-.211	.162	-.842	.323
Work Environment	225	2.8711	1.38109	.347	.162	-1.164	.323

Demographic Characteristics of the Participants

The descriptive statistics related to gender, period worked, education and the plans held by the 225 participants is given in detail in Table 5. Among the 225 casual workers, 97 (43.5%) of them were male and 125 (56.5 %) were female, meaning that most of the casual workers in these universities are ladies. When the period worked is analysed, it can be seen that 12 of the casual workers have been working below two years; 86 of them had worked between 3-5 years; 89 of them had worked for 6-8years and 35 of them had worked for 9 years and above. This shows that the majority of them have been working on casual basis for the period ranging from 3-5 years and 6-8 years. 22(9.9%) workers who participated in the study were university graduates; 19(8.5%) of them had higher diploma; 45(20.2%) had a diploma; 91 (40.8%) had certificates and 46 (20.6%) had form four certificates and below. Finally, on their plans in these institutions, 211(98.6%) indicated that they would like to stay and were hoping to be employed on permanent basis; 2(.9%) indicated that they would like to leave and 1(.5%) had no plans. In addition, some studies have argued that sportsmanship reflects the willingness to ‘(stay) with the organization despite hardships or difficult conditions’ (Coleman and Borman 2000, p.34).

Table 5: Demographic characteristics of participants

Characteristics	Category	Frequency	%
Gender	Male	97	43.5
	Female	125	56.5
Period worked-Tenure	Below two years	12	5.4
	3-5years	86	38.7
	6-8 years	89	40.1
	Above 9 years	35	15.8
Education	Degree	22	9.9
	Higher Diploma	19	8.5
	Diploma	45	20.2
	Certificate	91	40.8
	Below form four	46	20.6
Plans	Stay and be employed	211	98.6
	Leave	2	.9
	No plan	1	.5

Source: Author, 2016

Reliability Analysis and Factor extraction

Reliability analysis and Factor extraction for both dependent and independent variables were determined. The five factors measuring organizational performance were assessed for their loadings and reliability. The result indicated that out of the five factors considered under this variable (performance), only three were considered for further analysis. The factors used had higher loadings between 0.816 and 0.859 with a satisfactory Cronbach's mean of 0.809, giving an indication that the variables used for the dependent variable also represent a complete structure measuring these constructs (Table 6).

Table6: Reliability and Factor extraction for Dependent and independent variables

	Communality	Loading	Cronbach α
Employees' Performance			0.809
Being aware of the organizational objectives	0.665	0.816	
Innovativeness	0.738	0.859	
Targets	0.666	0.816	
Sportsmanship			0.759
It is not common to see employees complaining	0.667	0.816	
Employees never pay attention to matters that are negative rather matters that are positive	0.685	0.828	
Never find fault in what the organization does	0.551	0.742	
Work Environment			0.764
If the rooms have openings on the outside	0.661	0.813	
If there are dedicated areas for breaks	0.448	0.669	
If filling systems and cleanliness maintained	0.664	0.814	
Altruism			0.819
Helping without demanding from others	0.662	0.814	
Voluntarily help new workers to adopt	0.749	0.866	
I always act as peace maker when other disagree	0.660	0.812	

According to Cronbach (1951) and Nunnally (1978) the values of 0.70 or above for the reliability coefficient are considered acceptable. Sportsmanship was explained by five factors but of the five only three were retained so as to improve on the internal consistency (table 6). Work environment was explained by five factors but of the five only three were retained so as to improve on the internal consistency.

Table7: Total variance explained for Employees Performance

<i>Performance</i> Component	Initial Eigen values			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.069	68.960	68.960	2.069	68.960	68.960
2	.523	17.449	86.410			
3	.408	13.590	100.000			
Sportsmanship Component	Initial Eigen values			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	1.903	63.423	63.423	1.903	63.423	63.423
2	.634	21.117	84.540			
3	.464	15.460	100.00			
Altruism Component	Initial Eigen values			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.071	69.036	69.036	2.071	69.036	69.036
2	.536	17.871	86.907			
3	.393	13.093	100.000			
Work Environment Component	Initial Eigen values			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	1.770	59.012	59.012	1.770	59.012	59.012
2	.739	24.637	83.649			
3	.491	16.351	100.000			

Extraction Method: Principal Component Analysis.

Table 7 shows the total variance explained for both independent and dependent variables. Based on total variance explained in table 7, only one factor was extracted accounting for 68.96% of the variance in the casual employees' performance. This was therefore used in the subsequent analysis to represent performance. On sportsmanship, only one factor was extracted and it explains for 63.423% of the variations in sportsmanship and therefore used as the main factor representing sportsmanship. Focusing on altruism, only one factor was extracted that greatly explains on altruism and it explains for 69.036% of the variations in altruism. The same also applied to work environment where only one factor was extracted and it explains for about 59% of the variations in work environment and therefore used as the main factor representing work environment.

Correlation Analysis

The correlation analysis output in table 8 shows that there is a positive significant correlation between sportsmanship and casual employees performance ($r = 0.253, p < 0.01$) which indicates 25.2% positive relationship of sportsmanship with casual employees' performance. Sportsmanship occurs when an employee is willing to avoid voicing complaints about trivial matters and to set about being an example for others (Organ *et al.*, 2006). In addition, some studies have argued that sportsmanship reflects the willingness to '(stay) with the organization despite hardships or difficult conditions' (Coleman and Borman 2000, p.34). The results further shows that there is a strong positive significant correlation between altruism and casual employees' performance ($r = 0.566, p < 0.01$). According to Mossholder *et al.* (2011), helping behaviour (altruism) refers to taking a voluntary actions to help co-workers with work related problems and issues. In other related studies, Mir Sepasi *et al.*, (2010) also found a positive and significant relationship between altruism and job performance. In Weinstein and Ryan's (2010) study, it was shown that helping offered by helpers who have an internal perceived locus of causality results in high levels of well-being experienced by both the helpers and the recipients. Raver *et al.*, (2012) showed that individual helping behaviour predicts team helping behaviour, which, in turn, determines helping norms in the team. Also in their study, Rosopa *et al.*, (2013), demonstrated that employees exhibiting more helping behaviour are perceived as having more favourable personality characteristics, and receive higher advancement ratings and more reward recommendations.

Table 8: Correlation Analysis

	Performance	Sportsmanship	Altruism	Work Environment
Performance	1			
Sportsmanship	.253**	1		
Altruism	.566**	0.162*	1	
Work Environment	.454**			1

** Correlation is significant at the 0.01 level (2-tailed).

* Correlation is significant at the 0.05 level (2-tailed).

The findings further shows that there is a positive significant correlation between work environment and casual employees performance ($r = 0.454, p < 0.01$). These results are consistent with similar studies showing an association between work environment and job performance (Mohapatra & Srivastava, 2003; Naharuddin & Sagi, 2013). This therefore indicates that management in Kenyan Universities should consider improving work environment of casual employees so as to promote their performance.

Regression Analysis

As displayed in table 9 the regression model was statistically significant for both sportsmanship and altruism as it explained for approximately 6.4% and 32% of the variance in the casual employees' performance ($r^2 = 0.064, p < 0.05; r^2 = 0.32, p < 0.05$) respectively. Based on the exchange theory, Deckop *et al.*, (2003) showed that an employees' helping behavior is motivated by how much help the employee has received from co-workers. Similarly, other studies of helping behavior using exchange theory also revealed that employees engage in helping behavior because they believe that they will receive help from co-workers in an unspecified future date (Liu *et al.*, 2011, Stamper and Dyne, 2001).

Table 9: Regression Model

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
Sportsmanship	.253a	.064	.060	1.11445	.064	15.205	1	223	.000
Altruism	.566a	.320	.317	.94964	.320	105.057	1	223	.000
Work Environment	.454a	.206	.202	1.02650	.206	57.774	1	223	.000

a. Predictors: (Constant), Sportsmanship, Altruism, work environment

Hypothesis 1(Ho1) stated that sportsmanship has no effect on casual employees' performance in Public Universities in Kenya. Test results in table 10 shows that sportsmanship had significant beta coefficients ($\beta = 0.253$, $p < 0.05$). This therefore led to rejection of the null hypothesis and concluded that sportsmanship had a significant effect on casual employees' performance in Kenyan public Universities. The standardized Beta value of 0.253 implies that there is up to 0.253 unit increase in casual employees' performance for each unit increase in sportsmanship (table 10). The standardized Beta value of 0.454 implies that there is up to 0.454 unit increase in casual employees' performance for each unit increase in work environment (table 10).

Table 10: Coefficients of Regression Analysis on Sportsmanship

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.864	.169		16.912	.000
	Sportsmanship	.265	.068	.253	3.899	.000
	(Constant)	0.924	.255		3.619	.000
	Altruism	.689	.067	.566	10.256	.000
	(Constant)	2.374	.158		15.011	.000
	Work environment	.377	.050	.454	7.601	.000

a. Dependent Variable: Performance

Table 10 shows the regression coefficients for both sportsmanship and altruism. The standardized Beta value of 0.566 implies that there is up to 0.566 unit increase in casual employees' performance for each unit increase in altruism. Hypothesis 2 (Ho) stated that Altruism has no effect on casual employees' performance in Public Universities in Kenya. From the results presented in table 10, it indicates that altruism has a significant effect on casual employees' performance ($\beta = 0.566$, $p < 0.05$). The null hypothesis was thus rejected and concluded that altruism has a strong effect on casual employees' performance. In a similar study, Lelei *et al.*, (2015) stated that there was up to 0.482 unit increase in employees' performance for each unit increase in altruism. Their study further elaborated that altruism was positively and significantly associated with employee performance ($r = 0.831$, < 0.01). According to Mossholder *et al.*, (2011), helping behaviour describes an employees' voluntary actions aimed at helping another co-worker with task-related issues. The occurrence of helping behavior must involve the presence of the helper and the recipient.

Mediating impact of work Environment on employees' performance

Hypothesis 3 (Ho) stated that work environment has no mediating effect on casual employees' performance in Public Universities in Kenya. Both correlation and regression analysis were employed to ascertain if there is any association between casual employees' performance and work environment.

Results of hierarchical regression analysis

The mediating impact of work environment on casual employees' performance was determined by regressing sportsmanship and altruism with employees' performance. Table 11 shows the mediating effects of work environment on casual employees' performance in Kenyan universities. Model 1 indicates the outputs before mediation and model 2 output after mediation. The results show that after adding the mediating factor (work environment), sportsmanship and altruism shows an increase in R^2 . This indicates that work environment mediates the constructs of sportsmanship and altruism significantly positively. Roelofsen (2002) has reported that improving working environment results in a reduction in a number of complaints and absenteeism and an increase in productivity. The indoor environment has the biggest effect on productivity in relation to job stress and job dissatisfaction

Table 11: Mediating effects of work environment on casual employees' employees performance- results of hierarchical regression analysis

Model	Variable	Constants	Standardized Coefficients		Beta	t	Sig.	R^2	Sig
			B	Std.Error					
1	Sportsmanship	2.864	0.265	0.068	0.253	3.899	0.000	0.064	0.000
	Altruism	0.924	0.689	0.067	0.566	10.256	0.000	0.320	0.000
2	Sportsmanship	2.191	0.122	0.066	0.117	1.858	0.065	0.218	0.000
	Altruism	0.899	0.551	0.076	0.452	7.232	0.000	0.357	0.000

IV. Conclusion

Based on the findings of this study, the following conclusions were made:

1. Sportsmanship significantly affects casual employees' performance in Kenyan public universities ($r^2 = 0.064$, $p < 0.05$; $\beta = 0.253$, $p < 0.05$).
2. Altruism significantly affects casual employees' performance in Kenyan public universities ($r^2 = 0.320$, $p < 0.05$; $\beta = 0.566$, $p < 0.05$).
3. Work environment mediates significantly positively with sportsmanship and altruism constructs on casual employees' performance in Kenyan public universities.

V. Recommendations

1. To improve on their productivity, Kenyan public universities should consider encouraging and promoting the two constructs of organizational Citizenship behaviour sportsmanship, Altruism in the cadre of casual employees.
2. Kenyan public university's management should promote a conducive work environment for their casual employees as this will enhance positive performance.

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