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# Examining the Relationship among Organizational Justice, Athlete Satisfaction, Team Commitment, and Organizational Citizenship Behavior in College Athletes\*

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## Abstract

The purpose of this study was to examine the structural relationship among organizational justice, athlete satisfaction, team commitment, and organizational citizenship behavior toward college athletes. To achieve this purpose, this study employed a convenience sampling method via a questionnaire dissemination. A total of 285 responses were collected from college athletes. Among those, 21 responses were excluded as they were not completed, leaving 264 usable data. The data was computed in SPSS 28.0 and AMOS 28.0, and analyzed with correlation analysis, reliability analysis, confirmatory factor analysis, and structural equation modeling analysis. Overall, organizational justice had a positive influence on athlete satisfaction, team commitment, and organizational citizenship behavior. Athlete satisfaction had a positive influence on team commitment and organizational citizenship behavior. However, there was no relationship between team commitment and organizational citizenship behavior. These findings provided empirical foundational data on the impact of organizational justice on psychological and behavioral outcomes and the overall efficiency and effectiveness of organizations, with a focus on college athletes who played a central role in the context of college sports setting.

**Keywords:** Organizational Justice, Athlete Satisfaction, Team Commitment, Organizational Citizenship Behavior

**Major classifications:** Sport Management, Sport Organizational Behavior

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## 1. Introduction

According to prior research, factors including the work environment and the motivation of organizational members have been posited as crucial prerequisites for the efficient management of organizations. Funk, Alexandris, and McDonald (2023) mentioned that motivation is a complex influence, drive, desire, state of tension, or other actions that induce and sustain voluntary behavior towards achieving a goal. In other words, motivation encompasses the voluntary drive (desire and impulse to satisfy) and energy for action, the direction and goals towards which an individual's behavior is aimed, and the focus and

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effort to achieve those goals. Ultimately, since motivation significantly impacts the effective management of organizations, the motivation of organizational members is evaluated as a 'reliable indicator' exerting the most important influence on organizational management (Slack, Byers, & Thurston, 2021).

Understanding 'what motivates organizational members in their work environment?' and 'why organizational members choose certain behaviors to satisfy their needs and desires?' is a task that must be addressed in organizational management. Organizational members are stimulated in their motivation process when relative fairness in rewards for their efforts and outcomes is recognized, ultimately laying the foundation for enhancing organizational efficiency and effectiveness (Chelladurai, 2014).

In this context, from the perspective of equity theory, individuals evaluate the fairness of outcomes within the context of the expected level of effort invested towards achieving a goal and the rewards for that effort. In other words, individuals perceive 'social fairness' in the rewards they receive for their efforts and outcomes, and motivation occurs when the fairness of their rewards is recognized in comparison to the rewards of others. Ultimately, the evaluation of fairness is determined by relativity through an individual's internalized standards rather than by absoluteness (Jonker, Rozeboom, & Anderson, 2023). This concept has become the basis for explaining organizational justice. Organizational justice posits that organizational members assess the fairness of the process of efforts towards achieving organizational goals and the fairness of the rewards for such efforts. In other words, organizational justice refers to how rationally and fairly all systems within an organization, rewards for efforts and outcomes, and decision-making processes are being executed for its members. Prior studies related to organizational justice have revealed that justice is a significant factor that directly affects variables such as job satisfaction, organizational commitment, and organizational citizenship behavior, based on equity theory, and these findings have produced a considerable amount of practical knowledge related to organizational justice (Jonker et al., 2023).

The sports organizations are no exception. Recently, there has been an expanding recognition of the importance of organizational justice for the efficient management of sports organizations. Various studies related to the role of organizational justice in the efficient management of sports organizations have been conducted by numerous researchers. However, the reality is that there is a lack of research focused on organizational justice, which is very closely related to the motivation of organizational members, from the perspective of efficient management in sports organizations. In fact, there is a shortage of research related to the organizational justice of college athletes and their attitudes and behaviors towards the team. Consequently, it was determined that there is a need for research on how college athletes perceive organizational justice and the role and outcomes such organizational justice has for the efficient operation of the team. Therefore, this study begins with the questions, 'Do college athletes perceive that they are being fairly evaluated and treated in team activities?' and 'What outcomes does such an evaluation of fairness bring to the team?' Therefore, the purpose of this study is to provide empirical foundational data on the impact of organizational justice on motivation and the overall efficiency and effectiveness of organizations, with a focus on college athletes who play a central role in college sports. Specifically, this study would explore the structural relationships between variables such as college athletes' perceptions of organizational justice, athlete satisfaction, team commitment, and organizational citizenship behavior.

## **1.1. Research Hypotheses**

### **1.1.1. Relationship between organizational justice and athlete satisfaction**

Organizational justice, as perceived by organizational members, has been considered an important variable in research fields such as organizational psychology, organizational behavior, and human resource management. According to research across various fields, organizational justice as perceived by organizational members is closely related to job satisfaction. Examining research in the field of sports organizations, Hwang (2017) and Park, Nam, and Lim (2017) found that organizational justice perceived by sports center employees significantly impacted job satisfaction among organizational outcomes. Jung and Kong (2017) stated that organizational justice perceived by golf course employees significantly impacts job satisfaction. Research by Ha and Ha (2023) showed that organizational justice perceived by Taekwondo demonstration players positively affected their satisfaction.

Similarly, studies targeting hotel employees by Choi (2018) and Moon and Namkung (2020) also reported that organizational justice directly influences job satisfaction. Additionally, empirical research across various fields has demonstrated that organizational justice perceived by organizational members is an important factor with a positive influence on job satisfaction (Cho, 2022; Jun, 2023; Mo & Kang, 2023).

Furthermore, studies on the perception of organizational justice and athlete satisfaction demonstrate that organizational justice is an important variable affecting athlete satisfaction. The study on the relationship among organizational justice, athlete satisfaction, and organizational commitment toward college athletes by Ha (2018) also revealed that organizational

justice directly influences athlete satisfaction. Consequently, the higher the organizational justice perceived by athletes, the greater their satisfaction with their team activities. Based on the empirical background, the following hypothesis is established regarding the relationship between organizational justice perceived by college athletes and athlete satisfaction.

**H1:** Organizational justice among college athletes has a positive impact on athlete satisfaction.

#### **1.1.2. Relationship between organizational justice and team commitment**

Numerous studies across various fields have directly elucidated the relationship between organizational justice and organizational commitment. Specifically, research involving golf caddies (Jung & Kong, 2017), hotel employees (Moon & Namkung, 2020), sports center employees (Roh, Kim, & Kong, 2019) have shown that organizational justice significantly influence organizational commitment. Additionally, a multitude of studies have demonstrated that the perception of organizational justice by athletes is a critical precursor to forming and enhancing psychological ties, internalization, and identification with the sports teams evidenced by empirical results (Ha, 2018; Ha & Ha, 2015; Ha & Ha, 2023). More specifically, in studies targeting college athletes (Ha, 2018; Ha & Ha, 2015; Ha, 2015; Ha & Ha, 2023), organizational justice was found to have a positive impact on team commitment. Based on these empirical findings that organizational justice impacts on team commitment, the following research hypothesis is established.

**H2:** Organizational justice among college athletes has a positive impact on team commitment

#### **1.1.3. Relationship between organizational justice and organizational citizenship behavior**

By examining various research on the relationship between organizational justice and organizational citizenship behavior (Chang & Seon, 2022; Choi, 2023; Kim & Yu, 2023; Ko & Kim, 2023), which covered sectors like the public institutions, tourism administration, nursing administration, and small private companies, it is clear that organizational justice had a positive relationship with organizational citizenship behavior. That is, organizational justice served as significant precursors to organizational citizenship behavior. When organizational members receive fair evaluation and treatment in distribution and procedure, organizational citizenship behaviors such as pro-social actions and voluntary participation emerge even in the absence of formal rewards or compulsory regulations. Such behaviors ultimately have a positive effect on organizational efficiency and effectiveness. Based on the theoretical foundation of these prior studies, the following research hypothesis is proposed to explain the relationship between organizational justice and organizational citizenship behavior.

**H3:** Organizational justice among college athletes has a positive impact on organizational citizenship behavior.

#### **1.1.4. Relationship between athlete satisfaction and team commitment**

Job satisfaction is recognized as a very important concept in organizational studies because it positively affects organizational efficiency and the achievement of organizational goals (Slack et al., 2021). That is, job satisfaction is perceived as an appropriate indicator that can predict organizational efficiency and performance, meaning it acts as a factor that significantly influences behavior aimed at achieving the organization's goals and tasks by stimulating the motivation of organizational members. Therefore, job satisfaction has always been of interest to researchers as an important research topic in the study of organizational behavior.

Looking at athlete satisfaction as a similar concept of job satisfaction, athlete satisfaction can be described as the emotional cognitive response of athletes to the degree to which their expectations of their athletic life are perceived and met (Ha, 2018). The results of Ha's (2018) study indicated that athlete satisfaction was shown to significantly impact team commitment toward college athletes. Ha and Ha (2023) found that player satisfaction has a significant relationship with team commitment college Taekwondo demonstration players. That is, satisfaction with athletic life, satisfaction with relationships among athletes, and satisfaction with needs met through athletic life enhance team commitment, which is necessary for maximizing team activities or team performance. Based on the results of these prior studies, the following research hypothesis is established.

**H4:** Athlete satisfaction among college athletes has a positive impact on team commitment.

#### **1.1.5. Relationship between athlete satisfaction and organizational citizenship behavior**

According to prior research across various fields, job satisfaction has been identified as a significant precursor to meaningful organizational citizenship behavior. These existing studies have focused on senior sports instructors (Park, 2023), public institution employees participating in sport activities (Lim, Lee, & Jeon, 2023), and Taekwondo dojang coaches (Yoon, 2021), yielding empirical results that job satisfaction among organizational members positively influences organizational citizenship behavior.

This implies that higher levels of job satisfaction are likely to lead to organizational citizenship behaviors, which are beneficial actions for the organization beyond formal job duties (Lim et al., 2023). In the case of college athletes, if they

positively evaluate their sports environment and are satisfied with their athletic life, they are more likely to engage in organizational citizenship behavior. For example, if there is sportsmanship in relationships with team members, then individuals will act with consideration for each other. Specifically, they will voluntarily and actively participate in the team's development and behave conscientiously in all aspects. These prosocial behaviors ultimately contribute to the efficient operation and performance of the team. Based on this evidence, the following research hypothesis can be formulated.

**H5:** Athlete satisfaction among college athletes has a positive impact on organizational citizenship behavior.

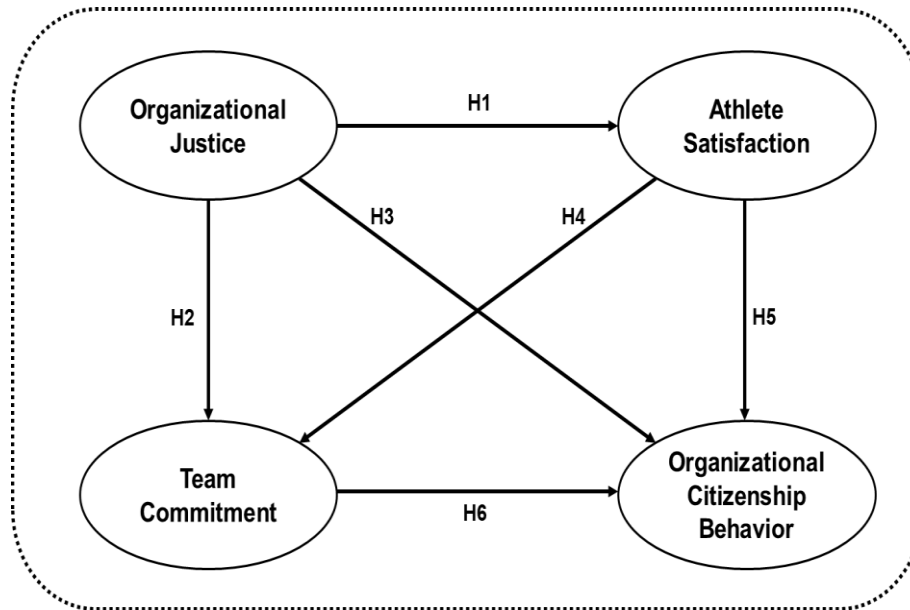
#### 1.1.6. Relationship between team commitment and organizational citizenship behavior

Organizational citizenship behavior is continuously a subject of interest in organizational behavior research due to its relevance in the productivity of organizational members, the effectiveness of achieving organizational goals, and the pursuit of new goals and tasks through internalization. Previous research has explored the role of organizational commitment in effective organizational management and concluded that organizational commitment plays a crucial role as a precursor to inducing organizational citizenship behavior (Cho, An, & Cho, 2023).

Within sports organizations, organizational citizenship behavior presented significant implications for the efficient management of organizations related to organizational commitment (Kim, 2021). Studies in the sports sector, such as those involving public sports center employees (Kim & Jung, 2023), freelance sports instructors (Kim, Han, & Park, 2023), senior sports instructors (Son, 2020), and private sports center employees (Jang & Choi, 2022), have consistently concluded that higher levels of organizational commitment lead to higher levels of organizational citizenship behavior. Based on the results of these prior studies, the hypothesis sets for this research is as follows.

**H6:** Team commitment among college athletes has a positive impact on organizational citizenship behavior.

Derived from the aforementioned structural relations from the hypotheses based on empirical studies, the hypothesized research model was developed.



**Figure 1:** Hypothesized Research Model

## 2. Research Method

### 2.1. Participants

The sample was collected from college athletes at four universities located in southeastern region of South Korea. A convenience sampling method was used to collect the data for this study. Total 285 questionnaires were distributed and

returned. Among them, 21 questionnaires were discarded because they were not reliable and applicable. There were 264 usable questionnaires. Table 1 represented demographic characteristics of the sample.

**Table 1:** Demographic Characteristics

Demographic Information	Classification	Frequency(N=264)	Percent(%)
Gender	Male	220	83.3
	Female	44	16.7
School Year	Freshman	80	30.3
	Sophomore	68	25.8
	Junior	64	24.2
	Senior	52	19.7
Age	18	23	8.7
	19	56	21.2
	20	59	22.3
	21	60	22.7
	22	45	17.0
	Over 23	21	8.1
Sports Participation	Soccer	53	20.1
	Baseball	52	19.7
	Badminton	30	11.4
	Taekwondo	30	11.4
	Judo	29	11.0
	Track and Field	21	8.0
	Tennis	14	5.3
	Fencing	11	4.2
	Basketball	8	3.0
	Archery	8	3.0
	Korean Wrestling	5	1.9
Handball	3	1.2	

## 2.2. Instrumentation

The survey instrument for this study was slightly modified to enhance inadequacies of the existing scales. The existing scales didn't fit the context for this study. Thus modifications were deemed necessary. A panel of experts, including two professors and two doctors in the sport management program was asked to examine thoroughly the questionnaires in order to determine the content validity.

Three items of distributive justice and three items of procedural justice were proposed to measure the scale of organizational justice, which were adapted from Ha (2018) and Ha and Ha (2015). Athlete satisfaction consisted of nine items measuring task performance satisfaction (3 items), coaching satisfaction (3 items), and interactional satisfaction (3 items). Items assessing task performance satisfaction, coaching satisfaction, interactional satisfaction were modified from Ha (2018) and Ha (2020). Three items were used to measure team commitment. The items were modified from the work of Ha (2018). Three items were modified from the work of Son (2020) and Jang and Choi (2022) to measure organizational citizenship behavior. All items except demographic profiles (gender, age, and school year) were measured with use of a seven-point Likert scale ranging from 1 (strongly disagree) to 7 (strongly agree).

## 2.3. Data Analysis

The data were analyzed with frequency analysis, descriptive analysis, correlation analysis, reliability analysis, confirmatory factor analysis (CFA), and structural equation modeling (SEM) using the SPSS 28.0 version and AMOS 28.0. First, frequency analysis was used to determine the demographic profiles of the sample. Second, means and standard deviations of all variables were calculated with use of descriptive statistics. Third, the correlation value between all variables was estimated with the use of Pearson correlation coefficient analysis to identify if there existed multicollinearity between all variables. Fourth, reliability analysis through Cronbach's Alpha coefficient was estimated to determine the internal consistency of the items for each

variable. Fifth, confirmatory factor analysis was performed to examine construct validity, which was analyzed through convergent validity and discriminant validity. Lastly, structural equation modeling was conducted to identify the relationships among organizational justice, athlete satisfaction, organizational commitment, and organizational citizenship behavior of college athletes.

### 3. Results

#### 3.1. Analysis of Correlation and Reliability

Table 2 represented correlation values and Cronbach's  $\alpha$  coefficient of each variable. The correlation values among all variables were examined. All correlation values ranging from .359 to .682 were significantly correlated yet distinct, indicating that there did not exist significant levels of multicollinearity because the correlation values among all variables were less than .85 (Kline, 2023). The reliability of each variable was measured with Cronbach's  $\alpha$  coefficient. Cronbach's  $\alpha$  coefficients of all variables were larger than cut-off value of .70, ranging from .923 to .962 (Nunnally & Bernstein, 1994). The results of Cronbach's  $\alpha$  coefficients were revealed that the items of each variable were internally consistent.

**Table 2:** Results of Correlation Values and Cronbach's  $\alpha$

Factor	1	2	3	4	5	6	$\alpha$
1. Distributive Justice							.923
2. Procedural Justice	.476**						.962
3. Task Performance Satisfaction	.377**	.440**					.924
4. Coaching Satisfaction	.404**	.359**	.541**				.933
5. Interactional Satisfaction	.480**	.531**	.587**	.514**			.955
6. Team Commitment	.441**	.574**	.489**	.418**	.682**		.951
7. Organizational Citizenship Behavior	.378**	.412**	.468**	.426**	.465**	.426**	.924

\*\* $p < .01$

#### 3.2. Confirmatory Factor Analysis

Confirmatory factor analysis with use of the measurement model was conducted to examine the construct validity, which consisted of the convergent and discriminant validity. The results of overall model fit indices for the measurement model revealed acceptable model fit to the sample data ( $\chi^2$  [48] = 67.400;  $p < .05$ ;  $\chi^2/df = 1.404$ ; GFI = .959, NFI = .982, CFI = .995, and RMSEA = .039) (Browne & Cudeck, 1993; Hu & Bentler, 1999). Construct validity was supported by the standardized factor loading, average variance extraction (AVE), and composite reliability for convergent validity and the estimated correlation among variables and the comparison between AVE and the squared correlation of the corresponding variables (Fornell & Larcker, 1981; Hair, Babin, Anderson, & Black, 2019; Kline, 2023). The results of the standardized factor loadings of each latent variable indicated that all ranged from .865 to .973 were larger than .707. All AVE values (.739 - .872) were higher than the cut-off value of .50. The composite reliability was ranged from .894 to .953, which was greater than the recommended threshold of .70. In addition, the estimated correlation among variables were from .446 to .668, which was less than the recommended threshold of .85. The AVE for each variable was larger than the squared correlation of the corresponding variables. These provided the evidences of convergent validity and discriminant validity. Therefore, it could be concluded that the results of CFA were appropriate for consecutive analysis.

#### 3.3. Analysis of Research Hypotheses

The proposed structural model used in this study was tested to examine the relationships among organizational justice, athlete satisfaction, team commitment, and organizational citizenship behavior of college athletes. The model was over-identified with 48 degrees of freedom, 78 sample moments, and 30 parameters. The results of model fit indices indicated the model fit to the sample data was a satisfactory fit within the recommended thresholds ( $\chi^2$  [48] = 67.400,  $p < .05$ ,  $\chi^2/df = 1.404$ , GFI = .959, NFI = .982, CFI = .995, RMSEA = .039).

Table 3 revealed the results of the path coefficient values between all latent variables within the proposed structural model. Organizational justice was significantly related to athlete satisfaction ( $\beta = .627, t = 11.407$ ), team commitment ( $\beta = .294, t = 4.786$ ), and organizational citizenship behavior ( $\beta = .171, t = 2.331$ ). Athlete satisfaction positively contributed to team commitment ( $\beta = .483, t = 7.803$ ) and organizational citizenship behavior ( $\beta = .439, t = 5.405$ ). However, there was no statistically significant relationship between team commitment and organizational citizenship behavior ( $\beta = .051, t = .659$ ).

**Table 3:** Results of correlation values, means, standard deviations, and Cronbach's  $\alpha$

	Path	$\beta$	SE	$t$	
H1	Organizational Justice → Athlete Satisfaction	.627***	.063	11.407	Accept
H2	Organizational Justice → Team Commitment	.294***	.098	4.786	Accept
H3	Organizational Justice → Organizational Citizenship Behavior	.179*	.077	2.331	Accept
H4	Athlete Satisfaction → Team Commitment	.483***	.085	7.803	Accept
H5	Athlete Satisfaction → Organizational Citizenship Behavior	.439***	.073	5.405	Accept
H6	Team Commitment → Organizational Citizenship Behavior	.051	.051	.659	Reject

\* $p < .05$  \*\* $p < .01$  \*\*\* $p < .001$

#### 4. Discussion and Conclusion

The purpose of study is to explore the structural relationships between organizational justice perceived by college athletes, athlete satisfaction, team commitment, and organizational citizenship behavior. The study intends to propose ways in which the role of organizational justice perceived by college athletes can contribute to enhancing athlete satisfaction, team commitment, and organizational citizenship behavior. The discussion on the results presented in this study is as follows.

Firstly, it was found that organizational justice as perceived by college athletes positively influences athlete satisfaction. This suggests that the more athletes perceive the rewards they receive for their efforts and the criteria and processes used to determine these rewards as fair, especially in comparison to their peers, the higher their satisfaction with the coaching and training methods, the coach's leadership ability, the social and human relationships between the coach and team members, and the overall satisfaction with the sports and training process. This implies that regardless of how efficient and effective a coach's training and educational methods may be, if fairness between the athlete and coach is not established, trust in the coach's training content and methods may decrease, leading to reduced effectiveness of the training. Ultimately, this can result in lower satisfaction with the training and guidance provided by the coach, as well as with the relationship with the coach.

In the study by Ha (2018) on the impact of organizational justice on athlete satisfaction among college athletes, it was found that both distributive justice and procedural justice have a significant effect on athlete satisfaction. Similarly, a study targeting members of a college Taekwondo demonstration team showed that organizational justice positively affects the satisfaction of the demonstration team members (Ha & Ha, 2023; Ha & Shin, 2021; Shin & Ha, 2023). Furthermore, in the research conducted by Seo and Kim (2015) on badminton players, it was revealed that the higher the fairness perceived by the athletes, the higher their satisfaction levels. These results from previous studies show similar or identical contexts to the findings of this study, thus supporting the results of this research.

Second, it was revealed that organizational justice as perceived by college athletes positively influences team commitment. This means that when the efforts contributed to the team and the outcomes thereof are rewarded through a fair distribution based on just procedures and criteria, the emotional and psychological bond, attachment, and sense of belonging towards their team are strengthened. In other words, if athletes perceive the fairness as unjust, their commitment to the team decreases. According to the study by Ha and Ha (2015) on American team sports college athletes, organizational justice has a close relationship with team commitment, which can be seen as similar to the results of this study. However, the study by Ha (2018) on Korean college athletes showed that organizational justice does not influence team commitment, presenting a contradictory result to this study. The difference in these findings may be attributed to cultural and environmental differences. However, as related research is still insufficient, further studies are necessary to derive more valid and convincing outcomes.

Third, it was found that organizational justice as perceived by collegiate athletes has a positive impact on organizational citizenship behavior. In other words, the higher the level of organizational justice perceived by athletes, the more likely they are to engage in voluntary, altruistic, and conscientious behavior for the benefit of the team. The study by Shin and Kwon (2021) on athletes' perceptions of organizational justice towards sports referees, the study by Ko and Kim (2021) on the organizational justice of sport center employees, and the study by Park (2021) on organizational justice among youth sports

club employees showed that as organizational justice was secured, organizational citizenship behavior became more active, supporting the results of this study. When synthesizing the results of this research with prior studies, it implies that not only athletes but also employees of various sport organizations are more likely to engage in prosocial behavior for their organization when they perceive that their organization operates fairly.

Fourth, it was found that athlete satisfaction as perceived by collegiate athletes positively influences team commitment. That is, the higher the satisfaction with individual skills, relationships with teammates and coaches, and coaching guidance among collegiate athletes, the stronger the psychological bonds such as attachment, dedication, and importance to the team. According to the results derived from studies on badminton players (Seo & Kim, 2015), college athletes (Ha, 2018), college Taekwondo demonstration team members (Ha & Ha, 2023), and ice skaters (Kim & Lee, 2018), it appears that higher satisfaction with the coach's guidance method and ability, as well as smooth communication between coaches and athletes, leads to increased commitment to the team, aligning with the results of this study. Furthermore, although not specifically targeting athletes, the results of prior studies that elucidated the causal relationship between satisfaction and commitment in various organizations indicate that job satisfaction is a significant precursor to enhancing organizational commitment (Choi & Jung, 2020; Moon & Byun, 2019), supporting the findings of this study. Efforts, sacrifices, and dedication, as their satisfaction with their relationship to the organization increases. This implies that not only athletes but also employees of various sport organizations exhibit higher organizational commitment, represented by strong identification with the organization, emotional attachment, and a willingness to make.

Fifth, it was shown that athlete satisfaction as perceived by college athletes has a positive effect on organizational citizenship behavior, supporting the results of previous studies (Park, 2023; Yoon, 2021; Lim, Lee, & Jeon, 2023). In other words, the more athletes feel satisfied with their training conditions and their relationships with coaches and other team members, the more likely they are to engage voluntarily in organizational citizenship behaviors that contribute to the team. That is, as athlete satisfaction increases, athletes tend to foster closer relationships with other team members and engage in prosocial behaviors, such as organizational citizenship behaviors, aimed at achieving team performance.

Lastly, it was shown that team commitment as perceived by college athletes does not have an impact on organizational citizenship behavior. However, studies targeting freelance sports coaches by Kim, Han, and Park (2023), public sport center employees by Kim and Jung (2023), private sport center employees by Jang and Choi (2022), and elderly physical education instructors by Son (2020) have shown that organizational commitment positively affects organizational citizenship behavior, presenting results contrary to those of this study. These differences could possibly be attributed to the distinct psychological bonds and perceptions of commitment between athletes within an educational institution like a university and employees in sport organizations, where there is a professional relationship and payment involved. Furthermore, since the culture and environment between team sports and individual sports may differ, there could be differences in the relationship between team commitment and organizational citizenship behavior depending on the environment. However, in this study, team sports and individual sports college athletes were not put into separate categories but combined as the participants of the study. Therefore, the lack of significance for this relationship might be attributed to this limitation. Given the current scarcity of research targeting college athletes, caution must be exercised in interpreting the results of this study, and further research is needed to derive more objective and valid outcomes.

The results of this study can be considered as providing useful data for the successful management of college sports teams, but it has also shown some limitations, hence suggesting the need for further related research. This study was conducted with subjects drawn from four universities, making it difficult to generalize the results. Therefore, research involving athletes from a wider range of universities should be conducted to derive more objective and generalizable outcomes. Additionally, since this study targeted college athletes in a country, it is expected that the sport environment and culture may differ from those of college athletes in other countries. Thus, conducting comparative studies between nations could yield meaningful results. This study was conducted without distinguishing between team and individual sports; however, it is recommended that future studies incorporate the distinction between team and individual sports as moderating variables.

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