

# The Effect of Participating in Official Recreational Activities on Organizational Citizenship, Organizational and Professional Commitment, Life Satisfaction and Achievement Perception

Faik ARDAHAN

Akdeniz University  
Recreation Department  
ardahan@akdeniz.edu.tr

## ABSTRACT

The purpose of the present study was to examine the effect of participating in official recreational activities on Organizational Commitment (OC) and Professional Commitment (PC), Organizational Citizenship Behavior (OCB), Life Satisfaction (LS), and Achievement Perception (AP) on the example of Antalya Governmental Hospital. To test the effect of recreational activities on OCB, OC, PC, LS, and AP in Antalya Governmental Hospital, the social committee organized some recreational activities according to the preferences of the employees. Trekking, Pilates, Folk dance, Music and Theatre were the most wanted activities. All these activities were done between September 2012 and March 2013.

To find out the values of variables, at the end of March-2013 questionnaire forms delivered all participants (n=45) and asked "how you felt at the beginning of September 2012 and what do you feel now?"

in the same questionnaire form. %93 of all participants (n=42,  $\bar{X}_{age}=38.45\pm 5.35$ ) answered all questions clearly. The questionnaire form contained demographical questions and Organizational and Professional Commitments scale which was developed by Meyer et al. (1993), Organizational Citizenship Scale which was developed by Podsakoff et al. (1990), Life Satisfaction Scale which was developed by Diener et al. (1985) and Achievement Scale which was developed by Bilgin and Kaynak (2008). Since, in the process of assessing data the descriptive statistic methods, correlation test and t test have been used and results have been assessed according to significant level 0.05 and 0.01.

As a result of this study, there is statistically meaningful and positive effect of participating in official recreational activities on OCB, OC, PC, AP, and LS. Participating in official recreational activities increases the level of OCB, OC, PC, AP, and LS of employees.

**Keywords:** Organizational Citizenship, Organizational and Professional Commitment, Life Satisfaction, Achievement, Recreation

## LITERATURE REVIEW AND CONCEPTUAL FRAMEWORK

In the last four decades, the reasons for participating in recreational activities have drawn attentions of scientists and business owners. The demand and the supply for leisure activities and the revenue of this sector have been growing rapidly. Recreation, the main subject of this study, can be thought as a function of leisure. Recreation, be derived from Latin word "recreate" which has meaning as renewal, pleasure, refresh, rest, amusement and discover (Ibrahim and Cordes, 2002). There are many definitions of recreation. The most common is that recreation is the total activities which are chosen of one's own will in his/her leisure, which can be done alone or with a group, in indoor or outdoor, which gives physically and/or mentally well-being, refreshing, pleasure and renewal to a person (Ibrahim and Cordes, 2002; Turgut, 2012).

There are many reasons for wide spreading of recreation. These are urbanizing, increasing in leisure, in the spendable income of person's and families, growth in population and mobility of population, uncontrolled migration, changing facilities in technology and communication, increasing possibilities in transportation, the effects of advertisements and propaganda, changes in cultural structure, in ecology consciousness, new healthy concept,

increasing demand for entertainment, changes in values, in traditional family structure, in marriage and type of socializing, expanding in living alone or away from family (Turgut, 2012; Kalkan, 2012). There are many reasons for doing, joining or demanding recreational activities (whether official or not, whether free of charge or not, whether indoor or outdoor, whether alone or with a group, whether casual or serious leisure,...). These can be summarized as; physical and mental rehabilitation and fitness, to relax, physical activity, to be a fighter and to revolt, to improve oneself and to learn new skills, to achieve self realization, to be with friends, to spend time with family, to meet the famous one which will be a participant in this activity, to help others and take social responsibility, to observe people, to nonnock and get out of boredom, to escape from routine, crowd, family and responsibility, belonging to a group to have new social relations and to make new friends, to achieve and compete with oneself and others, to improve social status and take social power, recognition and be recognized (Tezcan, 1982; Burnett 1994; McKenzie 2000; Onder, 2003; Cordes and Ibrahim, 2003; Karakuçuk, 2005; Yılmaz, 2007; Ardahan, 2011b).

There are many benefits of participating in recreational activities. These can be ordered as; feeling relaxed and refreshed, learning group dynamics, feeling more important, making friends and socialization, meeting new people, belonging to a group and a team, learning and improving skills, getting self confidence, making individual decisions, improving problem solving and decision making style, learning risk management, taking responsibility of self and others, helping others, spending time with friends and with family, getting environmental consciousness, improving and getting physical and mental fitness, feeling happier, healthier and powerful, feeling the nature and neighborhood deeply, feeling ready for new challenges, improve personal borders, and being generous to diversity and a fault, improving intrinsic motivation, extending extrinsic motivation and decreasing amotivation situation (Burnett 1994; Weissinger and Bandalos 1995; McKenzie 2000; Cordes and Ibrahim, 2003; Yerlisu Lapa et al. 2010, Ardahan 2011b). To perceive these benefits of recreation, a person can buy any recreational activity whether free of charge or not from a group, a professional business, non governmental organization like universities, municipalities, clubs and foundations or organize his own activity by himself. In addition to this, some medium or large size business to get these benefits organize its own official recreational activities in which employees can participate in working hours or out of working hours or at the weekends alone, with family members or social friends. And some organizations accept organizing these type business applications, called "official recreation" as a component or part of the business design to establish expected or predicted benefits like togetherness, closeness on its employees whether from outsourcing or employing expert's fort the recreation service or enlist an employer's cooperation. In the near past, many businesses were organizing celebrations for their anniversaries, social meetings and some official education programs in hotels by using didactics technique, but now they are using some outdoor education system by using recreational activities like outdoor activities as trekking, orienteering, rock climbing, outdoor camps, art activities and art camp, some cultural activities as theatre to improve and strengthen their leadership, problem solving and decision making capacity, organizational commitment, inter personnel or organizational communication and corporate governance, belonging to organization (Cordes and Ibrahim 2003; Karaküçük 2005; Ardahan and Ipeker 2013; Ardahan 2013). These activities are mostly done in a business which runs total quality management process as a component of business design by a quality circle team activity (Kavrakoğlu, 1999). From this perspective, recreational activity is not a goal, but it is an instrument or a way to establish and improve expected and predicted behaviors by using different experience (Cordes and Ibrahim 2003; Ardahan and Ipeker 2013).

The satisfaction which has many sub classifications as professional satisfaction, job satisfaction, social satisfaction, wage earner satisfaction, economic satisfaction and LS can be defined as "the global judgment of a person's life" or "individual's emotional acts out of life and as a general attitude towards life" or "the realization level of expectations" (Diener 1984; Diener et al. 1985; Pavot and Diener 1993; Luthans 1994; Schemerhorn et al. 1994; Sung-Mook and Giannakopoulos 1994; Eroglu 1996; Ardahan 2011a, 2011b, 2012b;). There are four kinds of satisfaction that a person gets by working. These are economic satisfaction, job satisfaction, social satisfaction and professional satisfaction. All these have direct or indirect effect to LS or will be affected from LS (Ardahan, 2010).

Job satisfaction can be defined as a positive or negative emotional or/and pleasurable state resulting from the valuation of one's job, job experiences, the working condition. It is affected from physical and psychological needs, expectations and value of a person, work attributes as responsibility, complexity, autonomy, the opportunity to use abilities and to learn new ones, wage level, employee rights, role clearings, position, role of pay, preferment, personnel improvements. Economic satisfaction can be defined as person's feelings about the total of monetary earnings which are obtained from the job. Social satisfaction can be defined as a total of social capital and relations which were created between employees. Professional satisfaction can be defined as the person's idea about his carrier and occupation (Agho et al. 1993; Pool, 1997; Chet et al. 1998; Ardahan, 2010). All these satisfactions will affect and will be affected by a person's all life. The level of economic satisfaction, social satisfaction and professional satisfaction of an employee affect person's intrinsic motivation, job satisfaction and LS.

The factors affect LS can be ordered as finding life meaningful, having positive personality, having close friends, pleasure taken from daily life, reaching goals, quality of life, economic security, confidence in physical health, mental and physical wellness, positive relationships with family, relatives, colleagues and others, having a child (for the person's who wants to have a child), having meaningful marriage, helping others, satisfactory income, participating in recreational activities, domestic and national activities, reading, learning, working, watching movies and matches, occupation (Augusto et al. 2006; Ardahan 2011a, b; Bruce et al. 1976; Palmer et al. 2002; Schmitter et al. 2003; Ngai 2005; Sung-Mook and Giannakopoulos 1994).

Achievement can be defined as reaching and/or realizing goals by using all resources efficiently and productively and has common meaning for individuals, organizations, societies and states. Definition also includes all the relation in work life, sport, cultural life, mental and physical healthy, family and social life (Ardahan and Ipeker, 2013). Furthermore, achievement is a need and conscious drive which can be explained by intrinsic and extrinsic motivation (McClelland, 1985).

Achievement conscious drives and needs motivates the individual/organization to reach and realize its goal by using well-qualified effort and endeavor. And it is the resource of power which is necessary to cope with mental, psychological and physical borders, difficulties and negative condition, when faced. Achievement need identify individual/organization with its goal and when reached or realized, it is one of the important factors which will increase job satisfaction, professional satisfaction of an individual and will increase the worthy of organization credit to other organization, its employees and public (Kaya and Selçuk, 2007). In another word, in the achievement searching, positive growths, reaching and realizing the goals affect individual's LS, PC and OC. At the same time, achievement desire is an extrinsic motivation which is supported by reward system of organization, by others in the individual and social life. Besides these, it can be claimed that individual who has high LS level has high achievement perception, too (McClelland, 1961).

One of the basic requirements in organizations for realizing achievement is to establish and improve the level of the Organizational Citizenship Behavior, Professional and Organizational Commitments perceptions of employees. All these concepts are valid for all kinds of business and in all sectors and affect business productivity and efficiency (Top, 2012).

OC can be defined as the employee's willingness to have a strong desire and acceptance to stay with the organization's values and its major goals, to use high levels physical and mental effort support organizational goals and to use high levels effort on behalf of the organization (Porter and Lawler 1968). It involves feelings toward to the organization which they are employed and/or the degree of how much they were identified with the organization (Bakhshi et al. 2011). OC has three sub dimensions as Allen and Meyer (1990) defined; the first, the employee's emotional commitment to organization (feeling strong volunteer support to organization's values and its major goals, identification with and involvement in organization), the second; continuance commitment to organization (the costs and the benefits whether the employee quit the organization or not) and the third; normative commitment to organization (refers to the employee's feeling of obligation to remain with the organization, having same mission with organization) (Meyer and Allen, 1984; Allen and Meyer 1990; Meyer et al. 1993; Mowday, 1998; Celik 2007; Aslan 2008; Bakhshi et al. 2011; Top 2012).

For many individuals, it is accepted that the work is vitally important in their life. As Whalley (1987) declared, career or profession has different meanings than occupation. Career or profession is used to define the settled social roles and social positions. Besides this, career is one of the determinant factors which affect individual's abilities, physical and cognitive development, paradigm, habits, vision, behaviors, preferences, individualism perception, personality and identity (Ilhan 2008). Furthermore, career is one of the important links between individual and society (Hall, 1975; Kemerlioglu 1990). At the same time, career or profession is commonly one of the social differential factors which determine individual's reputation in the society, identity items and professional position (Aytac 2003). So, PC and professional satisfaction is really important in their career. From the PC perspective, career or profession concepts are used instead of occupation (Meyer et al. 1993). PC can be defined as the degree of individuals work performance which affects their self-esteem (Aslan, 2008) or the meaning of career in his/her life depending on specialization which was taken in training and professionally experienced (Baysal and Paksoy 1999). Meyer et al. (1993) classified PC in three sub dimensions like in OC, the first, the employee's emotional commitment to profession (the degree to identification with career, and willing to keep on the current career), the second; continuance commitment to profession (the costs and the benefits whether the employee continue to the same career or not, high cost of abdicating the current career) and the third; normative commitment to organization profession (realization possibility of the individual's goals with this career and sharing and giving the educational investment or career rewards to the society. When emotional and normative commitments to profession increase, professional satisfaction, job satisfaction and LS increase, too. Besides this, when continuance commitments to profession increase, job satisfaction increases, too (Baysal and Paksoy 1999; Aslan 2008). OCB which was defined first by

Bateman and Organ (1983) which interrogated by researchers who are interested in management, organization and/or business sciences draw inspiration from communal and forensic citizenship.

OCB may not always be directly and officially rewarded or recognized by the company, through salary increments or promotions for example, though of course OCB may be reflected in favorable supervisor and co-worker ratings, or better performance appraisals.

Organ (1988) defined OCB as the total arbitrary behaviors of volunteered workers which are out of in role behaviors which are not considered directly and/or totally in formal reward and punishment system but to promote and motive the employees to facilitate effective functioning of the organization. Furthermore, VanYperen, Van den Berg and Willering (1999) concluded that an organization is not constructed not only formal structure, the informal structure of an organization has more effectiveness on the in role structure and facilitate effective functioning of the organization, and they defined OCB as the total arbitrary behaviors of volunteer component, predictions of accuracy and justice. In another word, as Turnipseed (2002) defined OCB as a behavior beyond to get off punishments or to get rewards which were defined in employment contract. While punishment and reward were system defined in employment contract, OCB is called as pro-social behaviors, the total behaviors which were done by voluntarily and intrinsic motivation to realize organizational goals (George and Brief, 1992). In addition to this, OCB is defined as "good soldier" who helps others voluntarily, open innovation, has pro-social behaviors, away unnecessary conflict and arguing, complete all tasks on time by Smith, Organ and Near (1983), Turnipseed (2002), Bateman and Organ (1983).

The correlation between OCB and job satisfaction was firstly concluded by Organ (1988) and he found out that this correlation was very strong. For that reason, OCB and job satisfaction has meaningful effect on LS and achievement perception. There are many internal and external factors which effect individual's job satisfaction and LS. Besides this there is a strong and linear relation between job satisfaction and LS (Bamundo and Kopelman 1980; Chacko 1983; Wilensky 1960). In addition to this, Blackhurst et al. (1988a, 1988b) concluded that PC has positive effect on LS, it makes LS increased. Besides this, London et al. (1977) found out that there was a positive correlation between job satisfaction and participating in recreational activities. Richard and John (1988) concluded that the individuals who are interested in recreational fisheries has more job satisfaction than the individuals who were not interested in this activity and Groves (1981) defined that participating official recreation increases job satisfaction.

## METHODS

**The Aim of this study** was to examine the effect of participating in official recreational activities on Organizational Commitment (OC) and Professional Commitment (PC), Organizational Citizenship Behavior (OCB), Life Satisfaction (LS) and Achievement Perception (AP) on the example of Antalya Governmental Hospital. This research is restricted by the participants in Antalya Government Hospital.

**The Sampling group** of this study consists of 45 employees who had participated in official recreational activities between the dates September 2012 / May 2013. All participants joined to outdoor activities, 10 of 45 participants joined to plates, 13 of them to folk dance, 20 of them to music and 8 of them to theatre activities. %93 of the 45 participants answered the questionnaire forms clearly.

To find out the values of variables, at the end of March-2013, it was asked to all participants (n=45) "how you felt at the beginning of the September-2012 and what do you think know?" in the same questionnaire form for all scales and %93 of the participants (n=42) answered clearly. The questionnaire form contains demographical questions and Organizational and Professional Commitments scale which was developed by Meyer et al. (1993), Organizational Citizenship Scale which was developed by Podsakoff et al. (1990), Life Satisfaction Scale which was developed by Diener et al. (1985) and Achievement Scale which was developed by Bilgin and Kaynak (2008). Since, in the process of assessing data the descriptive statistic methods, correlation test and t test have been used and results have been assessed according to significant level 0.05 and 0.01. A five-point Likert scale was used and the range covers (1: definitely no, 5: definitely yes).

**Validity of scales:** OCB scale (Cronbach's Alpha=0.895), PC scale (Cronbach's Alpha=0.810), OC scale (Cronbach's Alpha=0.897), AP scale (Cronbach's Alpha=0.689) and LS scale (Cronbach's Alpha=0.862). Cronbach's Alpha values of OCB, PC, OC, AP and LS are in the limit of validity.

**Assumption of this study:** As Cordes and Ibrahim (2003), Karaküçük (2005), Ardahan and Ipeker (2013) declared that in the last three decades, many medium or big size business/organizations in private, public and/or non governmental sector prefer the educational (in-service training) programs by using or including recreational activities especially outdoor recreation, and the demand for this kind of training program is increasing. Recreational education programs also increase personal motivation toward the organization, the work and it establish and repair the organizational communication. As explained above, there are many factors affect individuals' LS, OCB, OC, PC and AP. LS can be affected by organizational and the others factors, but OCB, OC, AP and PC just affected by majority

organizational factors like “general economic and political structure of the government hospital management”, “salary and payment systems”, “persons’ expectation from management”, “organizational motivation factors”, “working hours and conditions”, “official motivational factors”, “managers and their leadership attitudes and behaviors”, “organization design”, “terms of reference”, and “personnel structure and size”. Because of these organizational factors were not changed, control group was not strongly necessary and so it was not allocated in this study. So the changes represent the importance of participating in official recreational activities and the importance of this study.

### FINDINGS

Demographic information of participants was given in Table 1. As it seen Table 1, majority of participants is female, has monthly income about 1200 € or below, married, has university degree or higher education level, working as nurse or health officer. They have all preferred trekking activities, and their mean age was about  $\bar{X}=38.45\pm 5.347$  and length of employment of participants in this hospital is about  $\bar{X}_{\text{year}}=13.60\pm 6.398$  and their employment time in this occupation is about  $\bar{X}_{\text{year}}=17.64\pm 6.132$ .

**Table-1: Demographics Information of Participants**

| <b>Gender</b>                  | <b>n</b>  | <b>%</b>     | <b>Marital Status</b>                 | <b>n</b>    | <b>%</b>        |
|--------------------------------|-----------|--------------|---------------------------------------|-------------|-----------------|
| Male                           | 6         | 14,3         | Married                               | 3           | 78,6            |
| Female                         | 36        | 85,7         | Single                                | 9           | 21,4            |
| <b>Income (monthly)</b>        | <b>n</b>  | <b>%</b>     | <b>Education Level</b>                | <b>n</b>    | <b>%</b>        |
| 800 € and below                | 5         | 11,9         | High school and below                 | 1           | 2,4             |
| 801-1200 €                     | 29        | 69,0         | University and high                   | 4           | 97,6            |
| 1201-1600 €                    | 2         | 4,8          | <b>Occupation</b>                     | <b>n</b>    | <b>%</b>        |
| 1601-2000 €                    | 2         | 4,8          | Doctor                                | 2           | 4,8             |
| 2001 € and high                | 4         | 9,5          | Nurse/Healthy Officer                 | 3           | 85,7            |
| <b>Recreational Activities</b> | <b>n</b>  | <b>%</b>     | Civil servant and others              | 4           | 9,5             |
| Trekking                       | 42        | 100,0        | <b>Total</b>                          | 4           | 100,0           |
| Plates                         | 6         | 14,3         | <b>Some means of Demographics</b>     | <b>Mean</b> | <b>St. Dev.</b> |
| Turkish Folk Dance             | 10        | 23,8         | Age                                   | 38.45       | 5.347           |
| Music                          | 3         | 7,1          | Length of employment in this hospital | 13.60       | 6.398           |
| Theatre                        | 1         | 2,4          | Employment time in this occupation    | 17.64       | 6.132           |
| <b>Total</b>                   | <b>42</b> | <b>100,0</b> |                                       |             |                 |

The statistical comparisons of LS, AP, OC, PC and OCB of the participants before and after participating in recreational activities were given in Table 2. As it seen in table, there is statistically meaningful difference between before and after level of participant's LS, AP, PC, OC, OCB level. Participating official recreational activities increase the level of participant's LS, AP, PC, OC and OCB.

**Table-2: Organizational Citizenship Behavior, Life Satisfaction, Achievement Perception, Organizational and Professional Commitment Before (BE) and After (AF) Participating in Recreational Activities**

| OCB, LS, AP, OC and PC                     | Before Recreational Activities |          | After Recreational Activities |          | t            |
|--|--------------------------------|----------|-------------------------------|----------|--------------|
|  | Mean                           | St. Dev. | Mean                          | St. Dev. |              |
| <b>Life Satisfaction</b>                   | 2,98                           | 0,61     | 3,48                          | 0,57     | -<br>6,959*  |
| <b>Achievement Perception</b>              | 3,30                           | 0,68     | 3,74                          | 0,58     | -<br>6,275*  |
| <b>Professional Commitment</b>             | 3,19                           | 0,57     | 3,60                          | 0,54     | -<br>15,460* |
| Emotional commitment to profession         | 3,50                           | 0,83     | 3,94                          | 0,66     | -<br>8,798*  |
| Normative commitment to profession         | 2,72                           | 0,78     | 3,21                          | 0,87     | -<br>9,600*  |
| Continuous commitment to profession        | 3,35                           | 0,86     | 3,66                          | 0,80     | -<br>6,990*  |
| <b>Organizational Commitment</b>           | 2,69                           | 0,71     | 3,08                          | 0,66     | -<br>7,487*  |
| Emotional commitment to organization       | 2,96                           | 0,80     | 3,27                          | 0,76     | -<br>6,440*  |
| Normative commitment to organization       | 2,33                           | 0,82     | 2,79                          | 0,81     | -<br>7,539*  |
| Continuous commitment to organization      | 2,77                           | 0,96     | 3,17                          | 0,88     | -<br>4,073*  |
| <b>Organizational Citizenship Behavior</b> | 3,74                           | 0,48     | 4,02                          | 0,43     | -<br>7,933*  |
| Altruism                                   | 3,80                           | 0,61     | 4,04                          | 0,63     | -<br>5,023*  |
| Courtesy                                   | 4,11                           | 0,71     | 4,34                          | 0,61     | -<br>3,535*  |
| Conscientiousness                          | 3,93                           | 0,71     | 4,21                          | 0,59     | -<br>6,817*  |
| Sportsmanship                              | 3,73                           | 0,36     | 3,99                          | 0,55     | -<br>2,689*  |

|              |      |      |      |      |             |
|--------------|------|------|------|------|-------------|
| Civil Virtue | 3,12 | 0,90 | 3,49 | 0,75 | -<br>5,244* |
|--------------|------|------|------|------|-------------|

\*  $p < 0.05$

The correlation of LS and AP with PC, OC and OVB were given in Table 3. It was found statistically meaningful correlations between LS and AP, OC, PC, OCB and AP and OC, PC, OCB before and after participating official recreational activities.

**Table-3: Correlation between Life Satisfaction, Achievement Perception and Organizational Citizenship Behavior, Organizational and Professional Commitment Before (BE) and After (AF) Participating in Recreational Activities**

|  | Life Satisfaction |         | Achievement Perception |         |
|--|-------------------|---------|------------------------|---------|
|  | BE                | AF      | BE                     | AF      |
| <b>Life Satisfaction</b>                   | 1                 |         | 0,487**                | 0,407*  |
| <b>Achievement Perception</b>              | 0,487**           | 0,407*  | 1                      |         |
| <b>Professional Commitment</b>             | 0,364*            | 0,273*  | 0,518**                | 0,516** |
| <b>Organizational Commitment</b>           | 0,514**           | 0,393** | 0,530**                | 0,564** |
| <b>Organizational Citizenship Behavior</b> | 0,359*            | 0,141*  | 0,649**                | 0,609** |

\*  $p < 0.05$ , \*\*  $p < 0.01$

## CONCLUSION

It was found in many studies that participating in recreational activities (whether official or not, whether free of charge or not) has positive effect on participants physical and mental health, well-being, social relations, job life and LS (Ardahan, 2011a, 2011b, 2012b; Baker and Palmer, 2006; Cordes and Ibrahim, 2003; Kalkan, 2012; Rodriguez et al. 2008; Toros et al. 2010). The conclusions of these studies support the current study's results. In another word, it can be stated that participating official recreational activities increased the person's LS, physical and mental healthy level. Furthermore, participants feel themselves refreshed, rest, ready to long week, make themselves more fighter, goal-focused, make willing to take other's and social responsibilities, increase their problem solving capacity and empathy capacity (Ardahan, 2011b; Cordes and Ibrahim, 2003; Kalkan, 2012). Participating in official recreational activities have positive effects on participant's AP. It can be concluded that increased AP level will have positive effect on participant's family and social life and increase AP level in their job life (Ardahan and Ipeker, 2013; Cordes and Ibrahim, 2003). These conclusions overlap the current study's results.

It was found that as AP increases, OCP increase, too. In another word, when achievement level of a person expand, LS and OCB of a person expand depending on AP. In addition to these, there are statistically meaningful positive correlation between AP and the other four sub factors of OCB, except sportsmanship.

Bateman and Organ (1983), Williams and Andersen (1991), Schappe (1998), VanYperen et al. (1999), Feather and Rauter (2004), Gürbüz and Yüksel (2008) concluded that "to achieve a goal which is defined by self or others", "to present and bring oneself into notice", "to fight with trouble", "to put good show", "to be ready and volunteer to try to cope with a situation or physical, psychological and mental difficulties and barriers", "to do and focus on all these goals without any prize expectation", "to be volunteer to take responsibility, profession and job dedication" have positive effect on OCB and job satisfaction. This conclusion overlaps with the results of current study.

In many researches, it was concluded that, if a person's PC, OC and LS increases, depending on these changes, productivity of that person increases, too (Allen and Meyer, 1990; Aslan, 2008; Çelik, 2007, Meyer and Allen, 1984; Top, 2012). In another word, when employees feel themselves more productive and efficiency, they will be more successful than before. This conclusion overlaps with the statistical positive correlation between AP and PC and OC found in current study. Furthermore, participating in official recreational activities has positive effect on AP. It can be

concluded that when a person's AP level increases PC and OC of this person will increase, too.

Bateman and Organ (1983), Williams and Andersen (1991), Schappe (1998), VanYperen et al. (1999), Feather and Rauter (2004), Gürbüz and Yüksel (2008) concluded that "the perseverance to achieve a goal which is defined by self or others", "the desire to fight with trouble", "to put good show", "to present and bring oneself into notice", "to be ready and volunteer to try to cope with a situation or physical, psychological and mental difficulties and barriers", "to do and focus on all these goals without any prize expectation" have positive affect on PC, OC and AP of a person. In addition to these conclusions, other results of some studies as; the high PC and OC will cause high LS (Blackhurst et al. 1988a, 1988b), participating in official recreation increases employees job satisfaction and LS (Groves, 1981). All these conclusions can be considered together to explain the positive correlation between AP and PC, OC, LS in the current study. In addition to these conclusions, other results of some studies as; the high PC and OC will cause high LS (Blackhurst et al. 1988a, 1988b), official recreation increases employees job satisfaction and LS (Groves, 1981), participating in recreational fishing increases participants' job satisfaction (John, 1988; Ardahan and Turgut, 2013). All these conclusions can be considered together to explain the positive correlation between AP and PC, OC, LS in the current study.

As a result of this study, it can be stated that participating in official recreational activities which were used as an instrument and were organized by an organization (whether free of charge or not) have statistically positive effect on participant's AP, PC, OC, LS and OCB. For that reason, for organizations in private sector, public sector and/or non governmental sector, organizing official recreational activities (whether free of charge or not) which an employee can participate with his family members and/or social friends will effect positively and increase the emotional link and commitment between employee and organization, between employee and profession, between employee and colleague, will strengthen the poor or negative communication and governance in the organization, and also will increase the employee's willingness and readiness to join and to support organizational process.

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