



AENSI Journals

Journal of Applied Science and Agriculture

ISSN 1816-9112

Journal home page: www.aensiweb.com/jasa/index.html

The Relationship of Organizational Culture With Sense of Duty and Sportsmanship Among Managers and Staffs of Fars Province Youth Sport Offices

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ARTICLE INFO

Received 12 December 2013

Received in revised form 12

March 2014

Accepted 24 March 2014

Available online 1 April 2014

Keywords:

Organizational Culture Sense

Duty Sportsmanship Fars Province

Youth Sport

ABSTRACT

Background: Today the recognition of the organizational culture in relation to the organizations and due to the given approaches for its recovery is an imperative and necessary task. **Objective:** The main purpose of the study is to determine the relationship between the organizational culture with sense of duty and sportsmanship of managers and staffs of Fars Province youth sport offices. Due to the Kerjesi and Morgan Table (1970) the number of 191 ones among 369 people were selected as the sample of the community that they were totally taken up as randomly clustering method. The attitudes and comments of the managers and staffs of the youth sport offices of Fars Province were asked in relation to determine and analyze the related information through a questionnaire. In order to measure the sub-scales of the organizational citizenship behavior and sense of duty and sportsmanship, Padsakoff questionnaire (1986) was applied that its validity was confirmed by the management experts. **Results:** The results of the study showed that there is a significant positive relationship between the organizational culture and sense of duty and sportsmanship of managers and staffs of Fars youth sport offices; as an approach it can employ experts of Fars Province sport department along with high potential sense of duty and sportsmanship that it can also increase the organizational culture in this regard.

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To Cite This Article: Ahmad Torkfar, Fazel Taherizadeh., The relationship of organizational culture with sense of duty and sportsmanship among managers and staffs of Fars Province youth sport offices. *J. Appl. Sci. & Agric.*, 9(2): 822-836, 2014

INTRODUCTION

Today the recognition of the organizational culture in relation to the organizations and due to the given approaches for its recovery is an imperative and necessary task. A suitable organizational culture can be a high potential stimulant for the efficacy of the whole staffs that this subject can make and boost the behaviors of the organizational culture. The appearance of the citizenship behaviors in private organizations can lead to the increase of the income and reliability of the whole organizations that it can influence on the country's macro-economical affairs in this regard. In the other hand, the appearance of these organizational citizenship behaviors in governmental organizations' level and public organizations plays a key role in this case. By looking at the successful organizations, the existence of these factors can be their successful parameters in this pavement. The results of different researchers such as Edgar Schein 1992, Williams and Dobson 1989 and Peters Waterman 1960 have been devoted to the agent of the organizational culture as a successful factor. (Samouri Mohajeri 2001). Zareiee (2000) considered the organizational culture as a collection of the common values of people into the organizations affecting on the behavior and thinking way of these members. Vermin *et al* (2011) in the evaluation of a Netherland market staffs found that the impact of the job satisfaction on the customer satisfaction is a bilateral stream making the efficacy of the working potential. In the past, researchers have paid attention to in role behaviors in their own studies trying to explain the staffs' tasks in future organizational charts. But, at present many specialists call the Out Role Behaviors; the related term points to those functions that have been constructed autonomously having informal nature in this regard. These behaviors are not subjected to the field of people's tasks and they only consider the Organizational Citizen and people having out role tasks; people who participate actively in working units publishing the struggling affairs into the whole organizations. They help others in fulfilling the related tasks trying the high potential cooperation into the organizations. (Kazemi and Vahed Chokdeh, 2005). Batman and Orange (1983) for the first time used the term "organizational citizenship" and defined it as the most effective approaches for recovering the correlation, cohesion and efficacy of the organization. (Hood Son, 2006). In despite of the Organ (1998), the organizational

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citizenship behavior, the voluntary behaviors are guaranteeing the personnel having formal organizational responsibilities in this regard. The behaviors that have not been directly designed by a formal praising system but it can facilitate the efficacy of an organization. (Huang and Liu, 2010). The publish of these behaviors can increase the public trust towards the organizations raising the commitment among the organizations' experts and these organizations can *get along* with people; hence, it is necessary to optimize these behaviors and their appearing factors; in order to reach to this purpose, it should recognize the roots of these behaviors and their multi dimensions relationship trying to measure the organizational citizenship behavior and organizational culture; this makes to figure the effectiveness of organizational culture on organizational citizenship behavior out. The studies have shown that staffs fulfilling beyond their own tasks and showing organizational behavior belong to high potential efficacy group doing their tasks superior than other workers having low level of these affairs. (Podsakoff and Mackenzie, 1997).

Due to the intervening role of culture with an organizations member, the organizational citizenship behavior can play a key role in the progression of the physical training targets indicating new paths towards the sport of the youth people in this regard (Mohanty *et al.*, 2012). According to the mentioned issues, it can be stated that this ministry should play a responsible role in relation to survive its own long life. Therefore, the suitability between managers and staffs should be done in the shadow of the organizational culture. The main aim of the study is to respond the question whether there is a relationship between the organizational culture with sense of duty and managers' sportsmanship of Fars Province staffs youth sport department?

Research methodology:

The present study is an applied research in terms of application and it also is a descriptive way in relation to data collecting method based on the structural equations; in terms of the method, it carries out the relationship between the variables as a correlation type of study (Hooman, 2009).

Community and statistical sample:

The whole managers and staffs of Fars youth sport office including females and males have consisted of the community of the research by the number of 369 people. To determine the volume of the sample, Morgan and Krejcie tables (1970) was applied. Due to the above mentioned table, 369 statistical communities are reduced to 191 people. According to the distribution of the statistical community, sampling method is an accidental clustering way.

Data collection method:

The completion method of the study is a filed based way that it can be carried out by a researcher of Fars Province youth sport office. In order to analyze the quantity-based information and the use of the attitudes and comments of the whole managers and staffs, Podsakoff questionnaire was applied in this case (1986). at first, the related questionnaire was asked from the statistical community having demographical information in response framework including: age, gender, education, degree of education, employment status and town of working location.

In the section of organizational citizenship, the same questionnaire was applied. This questionnaire includes 24 questions that two dimensions of the sense of duty are carried out:

Questions 39-43: sense of duty and questions 44-48: sportsmanship has been evolved in this regard.

Validity and reliability:

Validity of Podsakoff questionnaire (1986):

This questionnaire has been applied by Amir Eshagh and Shah Alam (2009) out of the country and Royal (2010) but it has been also used in Iran by Mohammadreza Chaleshtari (2008) and Alireza Sarami (2011). The validity of the questionnaire Podsakoff (1986) is 0.81.

Statistical methods:

The descriptive and inferential methods were also used in order to determine the information. In descriptive measuring scale, it is carried out the study of distribution, percent and diagram. In order to determine the correlation of organizational culture and organizational citizenship behavior, Pearson correlation was used efficiently. After being confident of the correlation, the research hypotheses were tested using Lisrel software. It should be mentioned that SPSS-18 was also used in order to determine the research side results.

Findings:

a- Descriptive findings:

Table 1: gender of research samples

Gender	Distribution	Percent
Male	132	69.5
Female	57	30
Without response	1	0.5

In table 1, the majority of the participants were male because the participated people should be male in the field of the sport and generally the degree of males' sport activities is higher than females. This issue in the related research showed that about 70% of the statistical degree is male and the left ones about 30% are females in this study.

Table 2: educational major of research samples

Education major	Distribution	Percent
Male	99	52.1
Female	79	41.6
Without response	12	6.3

As it specified in table 2, the results showed that many people working in physical training field have non-physical educations so that among the distributed questionnaires about 52% had reported physical training major in the study.

Table 3: status of educational degree of research statistical samples

Education	Number	Percent
Diploma	46	24.75
AD	32	16.8
BA	95	50
Higher than BA	15	7.9
Without response	2	0.55
Total	190	100

As it specified in table 3 a half of the research samples had BA educational major. Diploma degrees have been devoted to the study considerably.

Table 4: status of responses to research main variables

Variables	Mean responses	Deviation	Min	Max
Sense of duty	3.65	0.53	2	5
Sportsmanship	2.69	0.56	1	4.40

As it mentioned in table 4, the highest mean is subjected to the elements of sense of duty ($M = 3.65$) and the lowest degree is related to the sportsmanship ($M = 2.69$).

Table 5: between organizational culture and sense of duty

Elements	Organizational culture	
Respect	Correlation coefficient	*0.047
	Significance limitation (bilateral)	0.01
	Number	186

The significance level shows 0.01* in the study.

Table 5 indicates that there is a significant relationship between the organizational culture and sense of duty of managers and staffs of Fars Province youth sport offices. So, the hypothesis of the research is confirmed (impact coefficient = 0.64 and $t = 6.69$).

Table 6: between organizational culture and sportsmanship

Elements	Organizational culture	
Sportsmanship	Correlation coefficient	-0.071
	Significance limitation (bilateral)	0.033
	Number	186

In table 6, there is a significant relationship between the organizational culture and sportsmanship of managers and staffs of youth sport offices of Fars Province and the research hypothesis is not confirmed (impact coefficient = 0.30 and $t = 2.68$).

Model of structural equation:

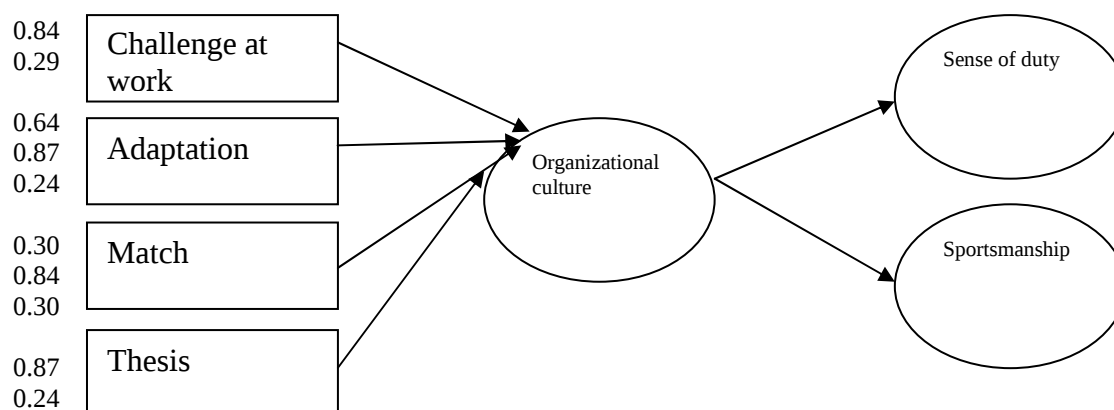


Fig. 1: pattern of structural equations related to organizational culture with sense of duty and sportsmanship

As it shown in figure 1, the pattern of structural equations regarding to organizational culture with sense of duty and sportsmanship in managers and staffs of Fars Province offices, it is showed that the organizational culture has the highest positive impact significantly on the sense of duty (regression coefficient= 0.64). The lowest impact is related to sportsmanship with regression coefficient of 0.30 in this regard.

Discussion and conclusion:

Many studies have not been carried out in relation to the elements of organizational culture and subscales of organizational citizenship behavior but many other evaluations have been studied in relation to these elements separately so far. Asgharian (2011) and Mahanty *et al* (2012) in their researches concluded that the organizational culture is effective on the sense of duty. Hence, it can be deducted that the organizational culture can have a positive and direct impact on the organizational function and the organizations' leaders can take it as one of the most important specifying factor in this regard. Mohanty *et al* (2012) in their study titled the impact of organizational culture on the sense of duty concluded that the experience of the culture is subjected to the job location and many people try to evolve it into their setting in this case. We also concluded that the culture can be considered as an effective factor in the sense of duty factors itself. We agree with Mohanty *et al* that it can be boosted by the organizations' leaders the process of the organizational citizenship behavior into the whole organization. Asgharian (2011) in his study titled the study of the organizational culture impact on the formation of the sense of duty subscales and sportsmanship on the organizational citizenship behavior concluded that in terms of the experts' comments the organizational culture is an effective facto in the formation of staffs' behavior. The results of the coefficients represent the same fact in this regard. The results of the present study are coincident with Asgharian research (2011). In this study due to the structural equations modeling test and organizational citizenship behavior the whole loading indices are significant.

Of course it should be mentioned that the study of the dimension has got similar results in this case because Asgharian and the ministry of education also concluded that we have got various aspects of the youth sport offices; then, it seems that this subject is sophisticatedly has to be evaluated in next future studies potentially. The discriminative side of the study with Asgharian's study is that the hypothesis of sportsmanship dimension is not confirmed in the structural equations modeling test and the zero hypothesis is confirmed as a significant case in this pavement; but, since we are seeking to proof the relationship between the organizational culture and subscales of the organizational citizenship behavior, we take the results regarding to the sportsmanship dimension into Pearson correlation test to be able to confirm it potentially. In other words, there is a significant relationship between organizational culture and sportsmanship of Fars Province youth sport offices. In the representation of the importance of the organizational culture many researchers have been taken the same topic pointing to the positive impact of the organizational culture and other elements. The researches of Tondnevis *et al* (2005), SeydAmeri (2008), Bahrololoom (2008), Ghoodarzi *et al* (2009), Asadi *et al* (2009), Abootorabi (2009), Dehghan (2010) and Vaise (1995) it is pointed to the fact that the organizational culture can be considered as a facilitating factor on ever element of the process; they also concluded that the organizational culture can have an positive impact. The obtained results showed an approach to facilitate the next researches along with suitable setting around the whole staffs; this also makes an increasing supports of the creative thinking ways in this regard. By making a high potential atmosphere among the staffs actively, raising the feeling of possession and responsibility and response of the whole staffs can make an easy way for providing and meeting the whole requirements in this path. Applying high expertise people in the offices of Fars youth sport affairs as well as considering regular basis systems can lead to the increase of organizational culture among managers and staffs of the same youth sport offices potentially.

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