



AENSI Journals

Journal of Applied Science and Agriculture

ISSN 1816-9112

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

The Relationship between Organizational Culture and Employees Organizational Commitment in Sports and Youth Offices Kermanshah

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ARTICLE INFO

Article history:

Received 10 January 2014

Received in revised form 11

March 2014

Accepted 19 March 2014

Available online 1 April 2014

Keywords:

Organizational Culture,
Organizational Commitment,
Employees, Offices.

Abbreviations:

OCAI: Organizational Culture
Assessment Instrument

OCQ: Organizational commitment
questionnaire

ABSTRACT

Objective: The aim of this study was to investigate the relationship between organizational culture and employee's organizational commitment in sports and youth offices Kermanshah province. The research present, from view target terms of use methods, descriptive and from type of correlation is. Study population included all staff and youth sports offices of Kermanshah 180 are the total number of 118 subjects was selected. The survey consisted of two questionnaires measuring tool: organizational culture (OCAI) Cameron and Quinn (1999), organizational commitment questionnaire (OCQ) Meyer And Allen (1990). Research data, the kolmogoro-smirnov test, Pearson correlation and linear regression analysis were used. **Results:** Results and Discussions: The results showed that organizational culture (the culture of clan culture experts democracy, market culture, hierarchical culture), and there was a significant positive relationship between organizational commitment ($r=0/50$, $p<0/01$). Well as other findings of the study indicate that four cultural dimensions 25 percent variable of organizational commitment and youth sports offices of Kermanshah predicted. **Conclusion:** The study results are helpful in understanding the factors at incidence of employee engagement and organizational culture indicates a sporting organization. As a result, organizations can agree on the values and beliefs of the organization to adapt to change, according to the people who coordinate and align individual and organizational objectives to increase employee engagement did not help.

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To Cite This Article: Seyed Mirshad Majedi, Reza Shirzadi, Mohammad Nasiri, Hasan Abdi., The Relationship between Organizational Culture and Employees Organizational Commitment in Sports and Youth Offices Kermanshah. *J. Appl. Sci. & Agric.*, 9(2): 861-865, 2014

INTRODUCTION

Nowadays organizing, controlling and management are the most valid motivating forces in every country's sport organization. In fact 3 factors should be harmonized so that all involved departments can have the highest efficiency. These organizations are the most important factor of success in their country if they have suitable organizing and professional management (Akvstahrnandz, 2008). different factors are influential in improving the function level and young's and sport ministries that one of them is organizational culture the history of research about organizational culture dates back to 1920s. Never the less, this issue has been paid attention since 1980 as a prominent subject in some studies related to organization theory and management Champeaux (1996), believes that organizational culture refers to a set of complete and deep norms in an organization that completely affects on organization members (Champoux, 1996). Colyer (2000), in his research, about investigating the organizational behavior, described the organizational culture as a necessary predictor of organizational efficiency (Colyer, 2000), after that organizational there is its (Doherty and Chelladurai, 1999; Amis et al., 2004; Shilbury & Moore, 2006; Slack & Parent, 2006; Wees, 1996), expressed that organizational culture has powerful effect on function and organization's long term efficiency. they also pointed to the role of organizational culture in effective managing of sport inter organization conflict and also hep to organization's long term objectives in horizontal land reticule levels of hierarchy (Doherty & Chelladurai, 1999; Amis & Slack, 2004; Shilbury & Moore, 2006; Slack & Parent, 2006; Wees, 1996). His worthy noting that value of organizational culture management about sport management has been mentioned by some notable scientist. Researches also have said that: realizing the organizational culture and directing it is complexes (Shilbury & Moore, 2006). in most of organizations, researchers have showed that organizational culture, has very important role in staffs attitude and teamwork culture (Trice & Beyer, 1993), and improving organizational behavior and staffs behavior configuring, increasing people's corporation and commitment (Peters & Waterman, 1982),

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peoples job satisfaction (Choi, 2008), Strengthening and shaping employee behavior and organizational behavior (Kallithea, 1999), have and above mentioned cases can justify the necessity of studying this effective factor in organizations and specially youth and sport office. Choi et al (2010), in their research have investigated characteristics of psychometric in south korea baseball league and concluded that, OCAI has been applicable in country's sport organizations and showed the meaningful relationship between close culture (Choi et al, 2010). The model of CVF, was used as a frame for studying the organizational culture, by using a quantitative approach that was proposed originally by (Quinn & Rohrbaugh, 1981). This model leads to measure and extend organizational culture extension. CVF has been used in different areas like management and ... but hasn't been useful about sport (Choi et al, 2010). According to Cameron & Quinn (1999), The above mentioned model, Is considered as one of so important in management science (Cameron & Quinn, 1999). This model has had 4 major cultures (clan, adhocracy, market and hierarchy) that are assumed to establish cultural perspectives in organizational different situations and are based on two theoretic dimensions of A) tools and means, B) Ends, and above mentioned dimensions establish 4 different cultural varieties, that each of them shows a group of cultural values. in this four quarter, competing supposition are shown according to cultural values (Choi et al, 2010). Figure 1, has shown the product of any cultural perspective in CVF (Cameron & Quinn, 1999).

In this appendix, clan culture, concentrated on inters organization and talks about human supply and this cultural value is about staffs loyalty, commitment and group coherence. Adhocracy culture, has been planned based on innovation, flexibility and change and its cultural values are growth, creativity legibility and change and its cultural values are growth, creativity and variety. Market culture includes productivity values, function, achievement and objectives read and market competition is important. Hierarchy culture, concentrates on internal efficiency, monotones coordination and job efficient circulation. these researchers, have considered of dominate feature, organizational leading style, staff's management, organization coherences, strategic focus and achievement criteria as main nucleuses, Fall four cultural pres perceives (Choi et al, 2010). Sanjoghi et al (2011), in a research by the name of effective managing effect on organization culture and organization commitment in a defending organization concluded that effective management can be influential through extending entrepreneur culture and hierarchy in staffs commitment (Sanjoghi et al, 2011). Emani delshad (2006), also in a research in Iran's milk industry, found out that organizational culture has positive effect on staff's commitment (Emani delshad, 2006). Job ethics has different dimensions that one of its practical aspects is called commitment. This concept that flourishes in people involvement with organization has dedicated very high position in researches about organizational behavior in past decade. Commitment is a process that based on that peoples and organization's goal are adjusted and matched (Khoshbakhti, 2012). On the other hand, organizational commitment is one of the important motivate issues. According to that, one can get his identity from organization enters the organization and enjoy its membership (Ferdowsi, 2012). So, we can say that organizational culture and commitment on variables are effective and are affected. Commitment affects include its reverse effect on job giving up, being absence, being delay and its positive effects include job suits faction and function improving. Also organizational commitment and job progress have mutual relationship with some factors like organization justice, Organizational change and leading style organizational culture relates to some issues like performance, efficiency and productivity, leading style, making move less, job satisfaction and organizational learning as far as most of the clone researches about Organizational culture are clone in industrial places and there is no enough research about sport, then our knowledge about this domain is incomplete. On the other by paying attention to this area can improve youth performance and efficiency about sport and youth organizational. So, according to above-mentioned issues, is that researcher wants to final relationship between Organizational culture and Organizational commitment of Kermanshah sport office according to CVF?

Materials and Methods:

In the present article was applied, descriptive and cohesion from the view point of objective, method and study, respectively this study sample population includes all Kermanshah sport office staffs (180) persons. Samples of the study according to the number and referring to Morgan & Karaji table (1970) were 118 persons. Sampling method will be random clustering under study population sample is divided into 5 districts (1, 2, 3, 4 and 5) which every district is defined as a cluster one city was chosen randomly. Two questionnaires by the following content were for collection information.

a) Organizational culture questionnaire (OCAI)

This questionnaire was provided by (Cameron & Quinn, 1999) and has 24 questions which has 4 dimensions and every dimension has 6 questions as follow, clan culture (1-6), adhocracy culture (7-12), market culture (13-18) and hierarchy culture dimension measures questions (19-24). Results are ranked based on Likert five-valued scale that it assumes how descriptive as follow (the least 1 point... the best 5 points).

b) Organizational commitment questionnaire (OCQ)

This one was supplied by (Meyer & Allen, 1990), which has 24 questions in 4 format of micro-cables about Affective commitment (1-8), Continuous commitment (9-16) and Normative commitment (17-24) and results are stated as (I agree completely 5 points, I agree 4 points, ... I disagree completely 1 point).

RESULTS AND DISCUSSIONS

Descriptive analysis of research data showed that they were 102 men (86.44%) , 16 women (13.54%), 92 married (77.97%) and 26 single (22.03%).about respondents, 42.37% were in the age range of 31 to 40 years old and 5.93% were over 50. Also, more than 30.50% of respondent has job experience of 6-10 year working and about degree 49.15% were diploma Orjunior College.

Table1: The cohesion coefficient between Organizational culture and its dimension with Organizational commitment Kermanshah sport office

Index independent variable	Organizational commitment		
	N	R	Sig
Organizational culture	118	0/50	0/001
Clan culture	118	0/42	0/001
Adhocracy culture	118	0/44	0/001
Market culture	118	0/45	0/001
Hierarchy culture	118	0/42	0/001

Table 2: summary of staff's Organizational commitment regression model on Organizational culture

Model	Coherence coefficient (R)	Determination coefficient (R ²)	Balanced determined coefficient (A-R ²)	Standard error (SE)
1	0/5	0/25	0/25	7/25

Results show that according to first model 25% of staff's Organizational commitment variance is determined by their Organizational culture.

Table 3: Staffs Organizational commitment prediction regression coefficient based on their Organizational culture

model	variable	Non-standardized Coefficients (B)	SE	Standardized Coefficients (Beta)	t	sig
1	Fixed	59/18	3/005		19/69	0/001**
	Organizational culture	0/25	0/039	0/50	6/34	0/001**
	Clan culture	0/16	0/21	0/10	0/77	0/44
	Adhocracy culture	0/24	0/24	0/14	0/98	0/32
	Market culture	0/33	0/22	0/18	1/52	0/12
	Hierarchy culture	0/27	0/20	0/15	1/36	0/17

**p<0.01

Results Table 3, by considering the beta standardized coefficient according to the first model show that one deviation of change in staff's Organizational culture, leads 0/50 of deviation in their Organizational commitment.

Conclusion:

The main objective of present paper is to determine the relationship between Organizational culture (clan, adhocracy, market and hierarchical culture) and employee's organizational commitment in Sports and Youth Offices Kermanshah to CVF. Amis and Slack (2004), said that Organizational culture is required for measuring, Organizational efficiency Organizational performance and Organizational change as one of the most important required theory tools (Amis & Slack, 2004). Testees demographical investigation showed that men (86.44%) compose the big share and women (13.54%) compose the small share of staff's proportion, that there is feeling of lack of women presence in this case about age range, the most number (42.37%) of respondents were in the age range of 31-40 years old. That showed a mitt of young hood and experience and shows suitable stat of staffs age classification. About job experience results were different so that 30.50% of testers had worked about 6-10 year old and this shows that study's testis had practical qualification for expressing their idea about Organizational culture, any way using experienced people in every case can solve hard problems about education 49.15% of testers had diploma or junior college, that it is recommended to motivate them for getting higher academic degree as soon as possible results showed that between Organizational culture (clan, adhocracy ,market and hierarchical culture and staffs Organizational commitment there is a positive and meaning full relationship: it many any Organizational culture shows people attitude toward that Organizational this attitude will be effective on people's behavior in working place work force is the most valuable asset of every Organizational and Organizational success depends on the capable and effective person if Organizational members have common idea ,eventually they will loyalty the Organizational emotionally and it corresponds with researches of Gregory et al (2009), Emani Delshad (1385)(Gregory et al , 2009 ;Emani delshad , 1385).Another findings said that there is a meaning full and positive relationship between clan culture and staffs commitment to Organizational in clan culture work place is so friendly and people share in their jobs and it

cooks like a family somehow. Leaders and managers supervise fatherly, whatever connect, the Organizational is loyalty, customs, habits and beliefs. There is a lot of commitment between workers. The organization emphasizes a lot on long term benefits of human resource extension and cohesion and people's cohesion and moods and in this case you can create a sense of change and competition between organizations. So, we can conclude that when some employees are working overtime, is an evidence of presence of norm and emotional dependence which corresponds with findings of Shi and Houng (2010), Gregory et al (2009). Also there is a meaning full and positive relationship between adhocracy culture and staffs Organizational commitment temporary or adhocracy culture has the main duty in breeding entrepreneur innovation and focus on asking superiority and exploits innovation for getting benefits. One of the most important objectives of adhocracy culture is breeding flexibility ,adjusting and innovation in insecure situations or variable or range or when they have extra load one of the most importation conflicts of these organizations is producing products and new services and adjust with new opportunities' this kind puts a lot of emphasis on individualism , risk taking and future foretelling if any organization can grow up adhocracy culture ,will create an environment that staffs feel comfortable, enhances innovations and develops learning and creativity ,which eventually brings a lot of benefits for that organization. There for adhocracy or staffs capability and adystability with envision metal changes increases their commitment to the organization and consider that organization as a part of their identity , which corres ponds whit findings of Gregory et al (2009) ,Sanjoghiet al (2011)(Gregory et al , 2009 ; Sanjoghiet al , 2011).Another findings showed that there is a meaning full relationship between market culture and staffs Organizational commitment. Focused of this culture is put on outside and has stable circumferential conditions this culture sets versus tribe culture and will have at end toward market orientation and structural control. Prominent and important goals are benefit making through competitive merits of production. Orientation of this culture sets on something result. Finder and market oriented and their main focus is doing everything correctly. Staffs compete with each other and search a god and the long term focused of organization will be in competitive achievement and attaint to quantitative objectives leaders are stable minder and what connects staff with to gather is a focus on winning and long term benefits, competing operations and focus on attaining to success in reaching to objectives. In this complexes success means participating and penetrating in market the main focus of this culture is on Organizational strategic orientation of truism and attaining to ideal and far-fetch eel goals and leaders will have common point of view , they illustrate the future and show it for public and they give importance to this strategy when there is objective and perspective in organization, employees feel that their organization have had high identify and reputation and these finding correspond with Gregory et al (2009) and Choi etal(2008)(Gregory et al , 2009 ; Choi et al , 2008). Also other findings say that there is a positive and meaningful relationship between hierarchy culture and staffs commitment procedures tell everybody what should they do and managers are the best coordinators long term objectives include: stability, predictability and efficiency. A organization using this kind with have more stability, procedure continuation and adjust ability on it emphasizes on inter organization affairs and they work in an environment with relative stability and will take an continuous behavior of working such organization, with this rich culture that mutual relationship between peoples respected a lot and org success is owed to coherence cohesion and having performance with high productivity. Then hierarchy culture, stability and continuous procedure and correspondence of sport office staffs will increase. Their commitment to the organization and it corresponds with Shi and Hoang, 2010; gregory et al., 2009; and sanjoghi et al., 2011; Shi &Houng, 2010; Gregory et al., 2009; Sanjoghi et al, 2011). Another findings total that based on the first model, staffs organizational commitment25%variance is explained by their organizational culture. This research showed useful results in understanding effective factors in appearing staffs commitment including organizational culture in a sport complex. According to present of a direct and meaning full relationship between organizational culture and its dimensions with organizational commitment in young adult and sport office it is recommended to extend this method more and more apparently a mitt of organizational culture dimensions clan adhocracy market and hierarchy culture is important and will increase performance in that office.

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