

Designing a Scale of Organizational Culture for the Branches of Egyptian Sports Federations

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Abstract: The organizational culture is examples of values and beliefs, norms and behavior patterns shared by members of the organization, which describes the meaning and value of the organization for its members and determine their binding rules and create harmony and coherence among them. Represent the magnitude of the impact of organizational culture caused by leaders and managers on the organization and the daily work environment through the decisions that are taken and behaviors that are applied and practice. The research objective was designing a scale to identify the organizational culture in the branches of Egyptian sports federations (BESFs), The researchers used the descriptive curriculum and design scale included 5 items (employee empowerment- collective action and practices - creating change and adaptability - customer focus- goals and vision) and contains 29 phrases were presented to the experts to determine the suitability for measuring of the scale of organizational culture and underwent of statistical treatment to identify the ability to measuring the organizational culture. The sample in this study included 75 directors in the branches of Egyptian sports federations (BESFs) and the study was implemented in 2010, The most important results that the scale has been validity and stability acceptable, the degrees of validity came between 0.68 and 0.85 and the researchers used test R test to identify the stability of the scale (0.85). We need to disseminate organizational culture between different groups working in BESFs, so we can get new cadres capable to work in a spirit of teamwork and the development of innovative and creative abilities.

Key words: Organizational culture • Executive directors • Egyptian sports federations

INTRODUCTION

The organizational culture is one of the significant supports and constraints to the success or failure of the organization. It is normal that each organization is characterized by a culture distinct from the others and for which members of the organization feel that they belong to one society differ and distinct from other [1]. The organizational culture adopted by employees has a strong direct effect on their behavior, tasks and their relations to their superiors, subordinates, colleagues and customers. The values and beliefs that reflect the level of solidarity and integration among the organization members, hence, these values reflects the ability of the organization to find fundamental values all efforts can directed to at all levels, teamwork is the most important elements effects individuals work in the organizational culture [2].

Modern and contemporary management need to modify the pattern of decision-making, improve and develop the methods and procedures of determining the priorities and objectives, this can only be through the

creation of appropriate cultural climate within the organization which allows for creative thought to appear and growth [3].

Organizational culture is the models of values, beliefs, standards and behavior patterns where organization members are highly shared in, which indicate the meaning and value of the members in the organization, determine the binding rules, create harmony and coherence between them [4], employees believe in the importance of organizational culture has apposite impact on goals achievement in sport associations. Where these organizations need a culture helps to enhance their innovation abilities and excellence, Organizational culture may reflects the reason for the success of some organizations and the failure of others, thus organizational culture may be a source of strength or a source of weakness [5]. Therefore the organization with a strong culture has a clear vision, rules, laws and work principles to achieve its goals [6]. Organizational culture is one of the critical areas in the study of the organizations' activities and one of the distinctive modern administrative methods in the management of change and development,

it is the referential framework, model of behavior and the relations for employees to imitate and determine their functional behavior and thus effects on the level of group, individuals work and achievement and thus achieve the organizations goals [7, 8], the more individual culture go along with organization culture the more functional satisfaction and increased organizational commitment we have [9], the current organizational culture affects the employees performance and can be used to create competitive advantage between workers and there is a clear difference in the definition of organizational culture among experts, as well as there is no agreement among them on how to identify and measure them [10].

The performance of workers in the branches of Egyptian sport federations is an important factor to complete the work and achieve goals. The laws and regulations governing youth and sports associations in Egypt, rule no.1, refers to the publicize of sports federations in sports games in order to organize and coordinate the game among its members, make it popular and upgrading its technical level, it is one of the private entities with public benefit and have legal personality [11] and rule no. 30 of the sports federation's basic rules and regulations stated that the board of the federations should appoint an Executive director manages for federations's affairs, also rule no. 46 of the same bylaw stated that the federations has the right to establish branches in all provinces and the branch commission shall appoint an executive director to manages the affairs of the branch, as the executive director play a great rule in the achievement of goals and manage the branches affairs because of his qualities and management capabilities that properly help him in his task.

The objective of this study is design a scale of organization culture to identify the influence of organization culture on the performance of the branches of Egyptian sport federations and its employees and familiarity with the organizational culture which has an important role in the employees relation and correlation through common set of values and beliefs, it also forms the source of our shared vision of the organization future goals [12], also it indicates the strong and weak points in their work which gives an indication of how to develop rehabilitation programs to develop and strengthen their abilities and to overcome the weaknesses they have.

MATERIALS AND METHODS

The researchers used the descriptive method. The sample in this study included 75 directors in the branches of Egyptian sports federations (BESFs). The timetable of this study from 1-6-2010 to 20-6-2010.

Determining the Items of the Scale: The researchers analyzed the scientific sources which studied organizational culture were reached 5 items, these items were submitting to 5 experts to show their opinion in the extent of their suitability (Table 1).

Standard Phrases Preparation: Through their investigation in the previous literatures and the specialized scientific book the researchers produced the scale phrases below each dimensions, the number of the scale phrases in its initial form was 65 phrases then they present them to experts to identify the extent of their suitability for each item.

Statistical Treatments of the Scale

The Validity of the Scale

Factor Analysis of the Scale: Factor analysis was used to verify the validity of the scale and applied on 75 of executive directors in the branches of Egyptian sports federations, which were selected randomly and the researchers considered adequate saturation of the phrase which amounts to 0.3 is the appropriate saturation (Table 3).

It is clear from Table 3 that the phrases no. 2, 4, 5, 8, 10 at the item of employee empowerment were excluded because they did not get the proper saturation and the total number of phrases in this item is 6 phrases and the phrases no. 5, 6, 8, 9 at the item of collective actions and practices were excluded because they did not get the proper saturation and the total number of phrases in this item is 6 phrases and the phrases no. 2, 6, 7, 9, 10 at the item of creating change and adaptability were excluded because they did not get the proper saturation and thus the total number of phrases in this item is 6 phrases and the phrases no. 4, 5, 7, 8, at the item of customer focus were excluded because they did not get the proper saturation and the total number of phrases in this item is 5 phrases and the phrases no. 2, 6, 7, 9, 10 at the item of goals and vision were excluded because they did not get the proper saturation and the total number of phrases in this item is 6 phrases and the scale in the final form contains 29 phrases.

Internal Consistency Validity: The researcher applied the internal consistency validity on a sample of 75 from research society to calculate it, then they calculated the correlation coefficient between the degree of each involved phrase and the sum of the sup-item, also they found the correlation coefficient between the total degrees for each sup-item and the sum of the basic scale (Table 4).

Table 1: Expert's opinion about the items of scale

Sequent	Items	Agree	Not Agree Disagree	Percentage
1	Employee empowerment	5	-	100%
2	Collective actions and practices	5	-	100%
3	Creating change and adaptability	5	-	100%
4	Customer focus	5	-	100%
5	Goals and vision	5	-	100%

It is clear from table 1 that the acceptance of all items agreed by the experts.

Table 2: Experts opinions in the proposal phrases. N= 5

Goals and vision		Customer focus		Creating change and adaptability		Collective actions and practices		Employee empowerment	
Ph	%	Ph	%	Ph	%	Ph	%	Ph	%
1	100	1	100	1	100	1	60*	1	100
2	100	2	40*	2	100	2	100	2	100
3	100	3	40*	3	100	3	100	3	60*
4	100	4	100	4	40*	4	100	4	100
5	100	5	40*	5	100	5	100	5	60*
6	60*	6	100	6	100	6	100	6	100
7	100	7	60*	7	100	7	100	7	100
8	100	8	80	8	100	8	100	8	100
9	100	9	100	9	60*	9	60*	9	100
10	60*	10	80	10	100	10	100	10	100
11	100	11	80	11	100	11	100	11	100
12	100	12	80	12	100	12	100	12	100
13	100	13	100	13	100	13	60*	13	100

From Table 2, it was clear that the phrase which did not get the 80% of expert opinion is excluded and the form of the scale became 52 phrases.

Table 3: Factor analysis for the phrases of the scale. N= 75

Goals and vision		Customer focus		Creating change and adaptability		Collective actions and practices		Employee empowerment	
Ph	-	Ph	-	Ph	-	Ph	-	Ph	-
1	0.59	1	0.63	1	0.71	1	0.59	1	0.76
2	*0.24	2	0.64	2	*0.14	2	0.74	2	*0.14
3	0.85	3	0.71	3	0.85	3	0.69	3	0.81
4	0.71	4	*0.25	4	0.71	4	0.71	4	*0.21
5	0.71	5	*0.22	5	0.71	5	*0.25	5	*0.25
6	*0.25	6	0.76	6	*0.25	6	*0.22	6	0.82
7	*0.22	7	*0.16	7	*0.22	7	0.76	7	0.76
8	0.76	8	*0.24	8	0.76	8	*0.16	8	*0.26
9	*0.17	9	0.54	9	*0.16	9	*0.24	9	0.84
10	*0.21	-	-	10	*0.28	10	0.66	10	*0.26
11	0.76	-	-	11	0.65	-	-	11	0.76

Table 4: Coefficient of consistency between all the phrases and the total of the items.N= 75

Goals and vision		Customer focus		Creating change and adaptability		Collective actions and practices		Employee empowerment	
Ph	-	Ph	-	Ph	-	Ph	-	Ph	-
1	0.69	1	0.76	1	0.74	1	0.81	1	0.71
2	0.85	2	0.71	2	0.62	2	0.59	2	0.56
3	0.69	3	0.79	3	0.85	3	0.85	3	0.85
4	0.85	4	0.81	4	0.64	4	0.66	4	0.64
5	0.62	5	0.79	5	0.79	5	0.85	5	0.61
6	0.73	-	-	6	0.76	6	0.71	6	0.79

The value of the correlation indexed at the level of significant 0.05 = 0.195.

Table 5: Test R Test of the scale. N= 22

The items	First application		Second application		Stability
	M1	Std1	M2	Std2	
Employees empowerment	16.7	0.66	16.8	0.72	0.85
Team work and practices	15.1	0.44	15.9	0.61	0.63
Creating change and adaptability	12.3	0.34	11.9	0.54	0.79
Customer focus	16.6	0.69	16.8	0.77	0.81
Goals and vision	16.3	0.61	16.8	0.65	0.86

The significance value of correlation coefficient at level 0.05 = 0.344

Table 6: Alpha coefficient for scale form. N =22

The items	Alpha stability coefficient
Employees empowerment	0.819
Team work and practices	0.671
Creating change and adaptability	0.801
Customer focus	0.882
Goals and vision	0.789
The whole Scale	0.851

The significance value of correlation coefficient at level 0.05 = 0.344

Table 4 shows the correlation coefficients between each phrase and the total belonging to the items at the level of significance 0.05 where the correlation coefficients ranged at the item Employee empowerment came between 0.71: 0.85 and table shows the correlation coefficients between each phrase and the total belonging to the items at item collective actions and practices came between 0.66: 0.85 and table shows the correlation coefficients between each phrase and the total belonging to the item creating change and adaptability came between 0.56: 0.85 and table shows the correlation coefficients between each phrase and the total belonging to the items customer focus came between 0.71: 0.81 and table shows the correlation coefficients between each phrase and the total belonging

to the item goals and vision came between 0.69: 0.85, This shows the validity of the scale.

Self-Validity: The researchers calculate the self-validity by finding the square root of the stability which is equal to 0.92, which indicates the validity of the scale.

The Stability

Test R Test: The researchers to calculate the stability of the scale they used Test R. Test on a sample of the research community (Table 5).

Table 5 indicated that there is statistical significance correlation relation at the significance level 0.05 between first and second application which indicates the scale is stability.

Alpha Stability: To confirm scale stability the researcher calculated Alfa coefficient for scale items (Table (6)).

Table 6 shows stabilities coefficients between each item and scale sum at the level of significance 0.05, where stabilities coefficients ranging came between 0.854 and 0.691. This indicates the stability for all scale items. Thus the scale involves in its final form 29 phrases (Appendix 1).

Appendix 1: The final scale
Assuit University
Faculty of physical education
Department of sports management and recreation
Scale of organizational culture
Dear Colleague

Greetings

The researchers conducted a study entitled:
Designing a scale of organizational culture for the Branches of Egyptian sports federations

Please answer the following questions with the knowledge that all answers will be used for the purpose of scientific research.

And thank you for your sincere cooperation,

Best Regards
The researchers

N	Phrases	OK	OK-to some extent	NO
1	Cooperation between employees within the organization encourages performance.			
2	Workers performing their work as if they were part of a team.			
3	Collective action is used to accomplish the objectives rather than hierarchy.			
4	Ignore the core values makes workers fall into trouble.			
5	Work organized so that everyone can see the relationship between the function and objectives of the organization.			
6	There are traditions and values guide the behavior of workers.			
7	Easy to accomplish coordination of work in different parts of the organization.			
8	I can work well anywhere and deal with all employees the organization.			
9	The performance of the business is flexible and very easy to change.			
10	Workers respond well to the changes in the external environment.			
11	The workers followed methods and innovative ways of doing business and accomplish the goals.			
12	Learning is one of the important objectives in our work.			
13	Easy to accomplish coordination of work in different parts of the organization.			
14	I can work well anywhere and deal with all employees the organization.			
15	The performance of the business is flexible and very easy to change.			
16	Workers respond well to the changes in the external environment.			
17	The workers followed methods and innovative ways of doing business and accomplish the goals.			
18	Learning is one of the important objectives in our work.			
19	There is a clear objective in the long term within the organization.			
20	We are able to implement the objectives in the short term without compromising our vision on the long-term.			
21	Leaders put a set of ambitious goals.			
22	There is a clear strategy for the future			
23	Our vision creates excitement and motivation for our employees.			
24	We have a common vision of what will be the case organization in the future.			
25	Customer involved in the development of organizational goals.			
26	The recommendations of the customer directly affect our decisions.			
27	All members of the organization have a deep understanding of the needs of customer.			
28	The ability of workers to communicate with the Customer in continuous improvement.			
29	Good communication with the customer of the organization's activities.			

Table 7: Frequencies and percentages of the research sample

The items	OK	OK, to some extent	No	The Estimated degree	Percentage %
	-----	-----	-----		
	Freq	Freq	Freq		
Employees empowerment	33	42	22	139	%61.7
Team work and practices	99	36	4	181	%80.4
Creating change and adaptability	42	27	34	130	%57.7
Customer focus	57	32	24	145	%64.4
Goals and vision	51	43	15	152	%67.5

Frequencies and Percentages of the Sample: Table 7 indicates that the item "Team work and practices" came in the first place to the views of the research sample and obtained a rate of 80.4%, while the item "Creating change and adaptability" came in last place and got to the rate of 57.7%.

RESULTS AND DISCUSSION

We can see from Table 1 that the percentage of expert opinions about the items it came 100% of each item this means that the experts had agreed of all items and that indicates that items can measure the meaning of organizational culture. The researchers prepared phrases under each item and included a scale of 65 phrases and submit it to the experts, we can see from Table 2 that the percentage of expert opinions about the phrases approval rate ranged between 40% - 100% and the researchers

delete the phrases which did not get 80% of the opinions of experts the number of deletions phrases are 13 phrases and the scale contains 52 phrases.

To verify the validity of the scale the researchers used several kinds of validity, from Table 3, we can see factor analysis was used and phrases were accepted had got the highest saturation of 0.3, the item "Employee empowerment" became 6 phrases after exclude 5 phrases and item "collective actions and practices" became 6 phrases after exclude 4 phrases and the item "creating change and adaptability" became 6 phrases after exclude 5 phrases and the items "customer focus" became 5 phrases after exclude 4 phrases, the item "goals and vision" became 6 phrases after exclude 5 phrases, the scale became in the final form contains 29 phrases.

Table 4 refers that the researchers used the style of internal consistency it is dependent on finding correlation coefficients between each phrases and the total number

of item belong to him, all the phrases statistically significant because correlation coefficients were between 0.61 -0.85, which indicates the validity of scale. Table 5 indicate the stability of the scale the researchers used Test R Test to determine the stability through the application of the scale on a 22 of executive directors and re-application after 15 days, the value of the correlation coefficient is equal to 0.85, which indicates the stability of the scale. Table 6 refers the mid-term retail by using the equation Alpha, we find that all items measure statistically significant and the correlation coefficient ranging came "between 0.78 - 0.85.

We conclude from this that the scale has validity and stability accepted.

- To calculate the degree of the scale the researchers make balance of a three-estimate as follows:

OK = 3 degrees

OK, to some extent = 2

No = 1 degree

The total score of the scale ranging from 29-87 degrees and all of the phrases are positive.

Table 7 refers the percentage of the total phrases item "Employees empowerment" is 61.7%, which refers to not to give employees the opportunity to express their opinions and abilities and the percentage of the total phrases item "Team work and practices" is 80.4% which refers which refers to the availability status of collective action between employees in BESFs, which increases the organization's ability to overcome the problems [13] and the percentage of the total phrases item "Creating change and adaptability" is 57.7% which refers to the inability of workers to challenge the problems that may occur in the future, leading to poor organization and failure to achieve and the percentage of the total phrases item "Customer focus" is 64.4% which refers to that the interest of the beneficiaries of the organization occupies a middle position in spite of its importance as an organization must provide all services to customers and try to achieve their desires in the light of the goals, this refers to the existence of subcultures between workers and customers [14]. and the percentage of the total phrases item "Goals and vision" is 67.5% which refers to that workers do not have clarity of the goals in the BESFs this affects the performance of their work, It is clear from this that there are shortcomings in the work of administrative staff, which calls for holding the sessions and rehabilitation programs to increase the effectiveness

of professional performance among employees in BESFs and increase their strengths and overcome weaknesses in their work.

CONCLUSION

- Designed a scale for organizational culture has acceptable validity and stability.
- We need to disseminate organizational culture between different groups working in BESFs so we can get new cadres capable to work in a spirit of teamwork and the development of innovative and creative abilities, as well as its ability to cope with the problems that will face in BESFs and we need for those who work to adapt to environmental variables prevailing in the sport federation, both internally and with innovations and developments in the global external.

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