

**Research Article**

## **DETERMINING THE ORGANIZATIONAL CULTURE PROFILE IN SPORTS AND YOUTH DEPARTMENT OF GUILAN PROVINCE**

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### **ABSTRACT**

The main purpose of this study was to determining the Organizational Culture Profile in Sports and Youth Department of Guilan Province. The population of the study consisted of 199 (147 men and 52 women) managers and employees on Sports and Youth Department of Guilan Province. The sample size was equated with the population. Organizational culture was assessed by Mirfakhredini *et al.*, (2009) questionnaire that was researcher based. The method of the study is descriptive correlational. The result of this study indicates that there is significant difference between hypothesized and observed mean of organizational culture and its subscales. In conclusion, organizational culture status in this research sample was better.

**Keywords:** *Organizational Culture Profile, Sports and Youth Department, Guilan Province*

### **INTRODUCTION**

Many of the concepts that are in organizational culture, starting from the beginning of the twentieth century and during the works of scientists can be investigated. Wrote that during this century has been written about the organization and management is full of approaches to organization that paid to implies the formation of organizational culture in the form of statements such as the space, character, atmosphere, institutionalized, informal organization, and... (Parker, 2000). Approximately the numbers of people who have written articles about culture there are defining and understanding of it addressing all of them is out of the patience of this study and only paid to some of them. The organizational culture is a broad concept that covers beliefs, ideologies, traditions, norms, customs, science and technology. Organizational culture is a major factor that will affect the behavior of the organization and its members (Park and Kim, 2009). Soleimani (2011) defines culture as spirit and social energy of organization, which can to move, forward the organization or to prevent it from moving, this potential is due to the effect that organizational culture has on employee behavior. Any type of change in the organization has serious dependency of the organization culture. Kaplan *et al.*, (1992) and Deem (2009) in their observation and study of several successful organization, found that staffs in relation to organizational goals, have strong culture and missions, vision and require key values for implement the strategy, of company had internal for himself deeply. Cuong *et al.*, (2008) have defined organizational culture as a pattern of shared values and beliefs that helps members of an organization to understand the organizational activities and combine them with organizational norms for behavior in the organization; also they offer four types of organizational cultures that are tribal, democracy, hierarchical and market. However measure this category in practice is difficult because an organization may have two or more types of organizational culture in itself. Akbari (2010) knows organizational culture is a set of hypothesis that has accepted members jointly. Harrison *et al.*, (1997) offered four types of organizational cultures: power-oriented, role-oriented, success-oriented and support-oriented. Baba *et al.*, (1997) looked at organizational culture as a system that is including national culture work and company. Another approach to defining organizational culture based on characteristics such as involvement, adaptability, mission, and adaptability that has been presented by Denison (2000) and used in many studies and has in turn welcomed by various researchers (Mobley *et al.*, 2005; Zahedi, 2002). Some researchers explored organizational culture on different contexts. Salmaninezhad *et al.*,

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(2012) found that identity and individual initiative have good status among organizational dimensions. Shereri (2011) indicated that there is significant relationship between organizational culture and its subscales with physical education professionals’ creativity. Seifzadeh (2011) showed that organizational culture could explain psychological capital on university employees. Also, there was positive significant relationship between engagement, integration, agreeableness and mission with employee’s psychological capital. Moharamzade *et al.*, reported that the organization culture status is moderate on youth and sport offices. Therefore, according to presented literature this study seeks to explain the organizational culture profile on Sports and Youth Department of Guilan Province.

**MATERIALS AND METHODS**

**Participant**

The population of the study consisted of 199 (147 men and 52 women) managers and employees on Sports and Youth Department of Guilan Province. The sample size was equated with the population.

**Measures**

Organizational culture was assessed by Mirfakhredini *et al.*, (2009) questionnaire that was researcher based. This scale assesses ten dimension of organizational culture consisted of: individual initiative, risk taking, leadership, integration, management support, control, identity, and reward system, adaptation with conflict and communication model. Face validity of this scale is confirmed by masters and professor of this field. The alpha Cronbach’s coefficient was 0.93.

**Methods**

The method of the study is descriptive correlational. The data was collected using questionnaires and through field study procedure. Descriptive statistics were used for describing and categorizing raw data and for measuring Mean, frequency, SD and table drawing. Stepwise regression and Pearson correlation coefficient analysis were used. For analyzing data the SPSS software was applied and 93% of confidence level was considered.

**RESULTS AND DISSCUSION**

As table 1 indicates the higher frequency of gender is belonging to men that are 147 and women frequency is 52. Also, the higher frequency for work history is belonging to more than 6 years that is 169 employees. The highest frequency of academic degree is belonging to BA/BSc with 91 employees.

**Table 1: Demographic information of employees**

Characteristics		Frequency	Percentage
Gender	Men	147	73.9
	Women	52	26.1
work history	Down to 4 year	22	11.1
	Between 4-6	8	4
	More than 6 year	169	8
Academic degree	Under Diploma	28	14.1
	Diploma/Associate degree	80	40.2
	BA/BSc	91	45.7
Total		199	100

As table 2 indicate from sample point of view there is significant difference between hypothesized and observed mean of organizational culture. In other word, organizational culture status in research sample is better.

**Table2: the results of one sample t-test about mean differences**

Variable	Hypothesized mean	Mean and deviation	T	Df	Sig
Organizational culture	3	3.93±0.26	0.71	198	0.001

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As table 3 indicate there is significant difference between hypothesized and observed mean of organizational culture subscales.

**Table 3: The results of one sample t-test about mean differences**

Variables	Mean and deviation	T	Df	Sig
Individual initiative	4.24±0.49	35.40	198	0.001
risk taking	4.09±0.63	24.52	198	0.001
leadership	4.05±0.55	26.92	198	0.001
integration	4.21±0.51	33.65	198	0.001
management support	3.78±0.72	15.32	198	0.001
Control	3.28±0.80	4.89	198	0.001
Identity	3.98±0.40	34.94	198	0.001
Reward system	3.85±0.54	22.08	198	0.001
Adaptation	3.90±0.49	25.86	198	0.001
Communication model	3.96±0.54	25.25	198	0.001

**CONCLUSION**

The main purpose of this study was to determining the Organizational Culture Profile in Sports and Youth Department of Guilan Province. Organizational culture is a major factor that will affect the behavior of the organization and its members (Park and Kim, 2009). Robbins theory organizational culture refers to a system of shared meaning held by members that distinguishes the organization from other organizations. This system of shared meaning is on closer examination, a set of key characteristics that the organization values. Despite the uncertainty of the concept's definition, the significance of culture is understood. Unfortunately, enhancement of the organizational culture is not considered as the most crucial responsibility of managers (Robbins, 1990). Organizational culture is a system of shared meaning and beliefs held by organizational a member that determines, in large degree, how they act. It represents a common perception held by the organization's members (Robbins and Barnwell, 1998). The results of this study indicate that there is significant difference between hypothesized and observed mean of organizational culture. In other word, organizational culture status in research sample is better. Review of literature indicates that researchers explore organizational culture in different populations and organizations and also identify its relationship and effect on other variables (structure, efficiency, effectiveness, creativity, empowerment, etc.). For example, Salmaninezhad *et al.*, (2012) found that identity and individual initiative have good status among organizational dimensions. Whereas some of organizational culture dimensions were not in good status. The results of this study indicate that there was not significant difference among ten dimension of organization culture in different levels. This result is consistent with Salmaninezhad *et al.*, (2012) in regard to risk taking, leadership, integration, management support, control, reward system, adaptation with conflict and communication model and also is inconsistent with identity and individual initiative dimensions. Moharamzade *et al.*, reported that the organization culture status is moderate on youth and sport offices. The result of this study is inconsistent with the findings of Moharamzade *et al.*, The possible reasons to this inconsistency could be differences on questionnaire and also different working place. Also, this research has some implication and suggestion to future research. According to the results of this study it suggested that in order to identify and developing organizational cultures advantages Guillan youth and sport offices held training courses for employees.

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