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The Relationship of Organizational Culture and Entrepreneurship with Effectiveness in Sport Organizations

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ABSTRACT

One of the most important factors affecting organizational effectiveness is organizational culture and entrepreneurship. The aim of the present study was to determine the relationship of organizational culture and corporate entrepreneurship with effectiveness in offices of sport and youth in Golestan Province. Research method was correlation and the statistical population included all directors and experts of general directorates of sport and youth in Golestan province (N=280). 164 persons were randomly selected as the sample. The required data were collected by using Denison Organizational Culture Survey (DCOS), author-made Corporate Entrepreneurship Questionnaire, and Effectiveness Inventory (Heydari Nejad and Saberi, 2010). The results showed that there is a positive and significant relationship between organizational culture and effectiveness ($r=0.457$) and also between corporate entrepreneurship and effectiveness ($r=0.795$). The results also indicated that organizational culture and corporate entrepreneurship are good predictors of organizational effectiveness. Generally, in sport organizations, because of the nature of sport and physical activities, effectiveness would be ideal when teamwork culture, support for initiative and creativity, and flexible structure encourage employees to innovate.

Key Words: Organizational Culture, Corporate Entrepreneurship, Effectiveness.

INTRODUCTION

Sustainable productivity, change, innovation, and quality of life are the most important general objectives that governments and organizations pursue. Sport can influence national productivity and thereby positively affect the economic prosperity. Optimal use of resources or "efficiency" and achieving the goals or "effectiveness" are essential to reach "productivity". A combination of efficiency and effectiveness forms productivity. So, the higher the efficiency and effectiveness are, the greater the productivity would be. Performance effectiveness index is used to evaluate the extent of goals acquisition (1).

The concept of effectiveness is one of the most important issues in understanding of organizational behavior (2). Researchers are constantly seeking for the most important factors affecting organizational effectiveness (3). Organizational culture and entrepreneurship are of the most important factors affecting organizational effectiveness. For example, sometimes applying change strategies in order to achieve development and organizational effectiveness is delayed or not accepted, because they are in contrast to the organization culture (a set of organizational beliefs). As a result, the organization moves towards decline, inefficiency, and ineffectiveness (4).

The scholars of management and organizational behavior define effectiveness as the extent to which an organization achieve its objectives (5). Due to the vast changes in today's world and intensified competitions, many researchers have focused on propose appropriate strategies for organizational effectiveness and rapid and effective implementation of them. In addition to achieving higher levels of excellence, organizational culture can improve the ability of sport organizations to implement new operational strategies (6). On the other hand, learning and innovation is an essential

requirement for organizations that are seeking survival and effectiveness and many organizations are seeking innovative and entrepreneurial approaches and methods in order to improve their effectiveness, efficiency, and flexibility. Accordingly, corporate entrepreneurship is becoming a weapon for many organizations, especially large ones. Corporate entrepreneurship is an attempt to create entrepreneurial mentalities and skills and also to incorporate them into the culture and activities of an organization (7).

In today's word, innovation and entrepreneurship and using them in organization is inevitable. If planners, decision-makers, and the staff of an organization are entrepreneur, they better understand economic opportunities are able to use the existing resources for more innovation, so that their organization grow faster and survive more in today's competitive market. In order to achieve this goal, entrepreneurial activities should be encouraged, entrepreneurial spirit should be fostered among the decision-makers and staff, and an entrepreneurial atmosphere should be provided in organizations (8).

Accordingly, the study of entrepreneurship is currently one of the most popular areas of research in management studies. Hence, it would not be an exaggeration to say that entrepreneurship has been an important issue raised in the community, education, and scientific research in recent decades (9). Guzmán Cuevas and Cáceres Carrasco (2007) emphasized on entrepreneurial structure as an important and essential factor for regional economic growth (10). Nayager and Van Vuuren (2005) believe that continuous innovation and entrepreneurship is the only way of organizations to achieve success in today's dynamic and competitive environment (11). Marlow (2006) defines entrepreneurship as a collective phenomenon and thereby a creative team activity (12). The

results of study by Pertusa-Ortega, Zaragoza-Sáez, and Claver-Cortés (2010) showed that organizational complexity and focus, respectively, have a negative and positive relationship with entrepreneurship (13). Kuratko and Hodgetts (1992), Smerek and Denison (2007), Denison *et al.* (2006), Mirzaei Ahranjani and Moghimi (2003), and Seyedhoseini (2002) also reported a relationship between organizational culture and entrepreneurship (14-18). In terms of organizational culture and effectiveness, the results of studies by Faerman (2009), Kwantes and Boglarsky (2007), and Ghorbani, Asadi, and Sharifi (2010) showed that there is a significant relationship between organizational culture and organizational effectiveness (4, 19, 20). In addition, Gregory *et al.* (2009) and Yilmaz and Ergun (2008) showed that organizational culture has a significant impact on organizational effectiveness (21, 22).

About the relationship between entrepreneurship and effectiveness, Seifisaldehi *et al.* (2012) and Karimpour, Imani, and Chehrzad (2012) showed that there is a significant relationship between these two variables (23, 24). Since sport organizations, as the custodians of sport, play the main role in achieving the goals such as the development, promotion, and growth of sport and as Peter Drucker states, organizational effectiveness means the extent to which an organization has achieved its objectives, it is necessary that organization act effectively to achieve the aforesaid goals and if so, they can successfully manage the sport system and approach more optimal effectiveness.

In the administrative divisions, after the Ministry of Sport and Youth, the general directorates in provincial capitals and offices in cities are the executive arms of sport in our country. Having 12 offices of sport and youth, Golestan Province has always been one of the most active provinces in the field of sports and athletics. The questions have always been

in the mind of the author that whether sport organizations has the desired effectiveness or not, whether the objectives, strategies, policies, programs, and projects for improvement of sport have always been fruitful or not, from the perspective of the custodians of sport in our country, and whether the general objectives of sport have sometimes determined wrongly or not.

Only in organizations with cultural entrepreneurial features, managers of public and private organizations are able to reach maximum effectiveness and efficiency, otherwise the optimal organizational growth and development will not be achieved in the era of changes and upheavals. Given the dynamism of organizations in order to achieve the desired effectiveness, sport organizations are no exception. Recognizing the importance of the concept of effectiveness, the author aims to study organizational effectiveness and its influencing factors in the offices of sport and youth in Golestan Province. Through identifying the factors affecting the effectiveness and importance of each of them, athletic directors can design appropriate strategies in order to achieve the desired effectiveness and strive more than ever for the excellence of sports and athletics. Hence, the present study aims to deal with the relationship of corporate entrepreneurship and organizational culture with effectiveness in order to help the managers in achieving the desired effectiveness.

MATERIALS AND METHODS

This study is a correlation research.

Participants. Statistical population included all directors and experts of general directorates of sport and youth in Golestan province of Iran (N=280), and 164 persons were randomly selected as the sample.

Tools. The required data and information were collected by using three questionnaires. The questionnaires used in this study are as follows:

- 1- Denison Organizational Culture Survey (DOCS) (14): This questionnaire measures the four components of organizational culture including involvement in work, integration, adaptability, and mission on a Likert's five-item scale (1= totally disagree, 2= disagree, 3= neither agree nor disagree (abstention), 4= agree, 5= totally agree).
- 2- Corporate Entrepreneurship Inventory: This questionnaire is author-made and measures 6 parameters of corporate entrepreneurship including structure, goals realization, organizational culture, management support, reward system, and information system on a Likert's five-item scale (1= very low, 2= Low, 3= somewhat, 4= high, 5= very high).
- 3- Effectiveness Questionnaire: Consisting of four dimensions including adaptation, goal achievement, integrity, and continuity & reliability, this questionnaire has been used in several PhD theses and dissertations. The reliability and validity of this questionnaire has been already determined and accepted. Heydari Nejad

and Saberi (2010) reported a reliability coefficient of 0.82 for Effectiveness Questionnaire (25).

To determine the content validity of the questionnaire, the views and comments of 10 professors of Sport Management, Public Management, and Entrepreneurship Management who were experts on statistics and research methods were taken. Confirmatory factor analysis method and Bartlett sphericity test were also used to determine the reliability of Corporate Entrepreneurship Inventory (Table 1).

The reliability of questionnaires of organizational culture, corporate entrepreneurship, and effectiveness was determined 0.86, 0.94, and 0.92, respectively, by using Cronbach's alpha coefficient.

Statistical Analysis. The collected data were analyzed using Kolmogorov-Smirnov, Pearson correlation coefficient and multiple regression test to examine the hypothesis of the study. Significance levels accepted at $p < 0.05$. All statistical analyses were performed using Statistical Package for Social Sciences software.

Table 1. Results of KMO test and confirmatory factor analysis of variables

Variable	Index of KMO test	Index of Bartlett test	Eigenvalue
Effectiveness in organization	0.924	0.001	10.01
Corporate entrepreneurship	0.913	0.001	10.09
Organizational culture	0.813	0.001	7.536

RESULTS

The participants' demographic information are descriptively presented in Table 2.

Descriptive indices of the studied variables in form of mean scores for the effectiveness, organizational culture and entrepreneurship are presented in Table 3.

Since the results of Kolmogorov-Smirnov test indicate that the distribution of data is normal, Pearson correlation coefficient test was used to assess the relationships. The results of this test showed that there is a significant and positive relationship between

organizational culture and effectiveness ($r=0.445$). Among the subscales of organizational culture, involvement in work has the highest correlation ($r=0.422$) with effectiveness, while adaptability is not significantly correlated with effectiveness (Table 4).

The results also showed that entrepreneurship has a positive and significant correlation with effectiveness ($r=0.795$). Among the subscales of corporate entrepreneurship in offices of sport and youth in Golestan Province, culture and

management support have the highest correlation with organizational effectiveness ($r=0.730$) (Table 5).

Table 2. Demographic information of the participants

Variables	Classification	Frequency	Percentage
Gender	Man	91	55.5
	Woman	73	44.5
Age	20-24	5	3
	25-29	28	17.1
	30-35	64	39
	Other	67	40.9
Marital Status	Single	33	20.1
	Married	131	79.9
Major	Physical education	59	36
	Other majors	105	64
Education level	Associate's degree	48	29.3
	Bachelor's degree	89	54.3
	Master's degree	27	16.4
Organizational post	Director	8	4.9
	Assistant director	7	4.3
	Expert	149	90.9
Total		164	100

Table 3. Mean scores for the effectiveness, organizational culture and entrepreneurship

Variables	Mean	Standard deviation	Minimum	Maximum
Effectiveness	3.56	0.60	1.71	4.77
Organizational culture	3.17	0.47	2.19	4.41
Corporate entrepreneurship	3.48	0.68	1.67	4.77

Table 4. The relationship of organizational culture and its subscales with effectiveness

Organizational Culture and its subscales	Correlation coefficient with Effectiveness	p
Organizational culture	0.445	0.001**
Involvement in work	0.422	0.001**
Integrity	0.340	0.001**
Adaptability	0.122	0.12
Mission	0.398	0.001**

**Significance level $p < 0.01$

Table 5. The relationship of corporate entrepreneurship and its subscales with organizational effectiveness

Corporate Entrepreneurship and its subscales	Correlation coefficient with Effectiveness	p
Corporate Entrepreneurship	0.795	0.001**
Structure	0.590	0.001**
Goals realization	0.579	0.001**
Organizational culture	0.730	0.001**
Management support	0.730	0.001**
Reward system	0.603	0.001**
Information system	0.510	0.001**

**Significance level $p < 0.01$

The results suggest that there is significant positive relationship between corporate entrepreneurship and organizational culture ($r=0.410$). Among the subscales of corporate entrepreneurship, culture and reward system have the highest correlation with organizational culture (Table 6).

Multiple regression test show corporate entrepreneurship and organizational culture are predictors of effectiveness in offices of sport and youth in Golestan Province of Iran. The regression equation was obtained using the stepwise method (Table 7 and Table 8).

Table 6. The relationship of corporate entrepreneurship and its subscales with organizational culture

Corporate Entrepreneurship and its subscales	Correlation coefficient with Effectiveness	p
Corporate Entrepreneurship	0.410	0.001**
Structure	0.271	0.001**
Goals realization	0.257	0.001**
Organizational culture	0.376	0.001**
Management support	0.364	0.001**
Reward system	0.380	0.001**
Information system	0.359	0.001**

**Significance level $p<0.01$

Table 7. Prediction of effectiveness by corporate entrepreneurship and organizational culture

Variables entered into the model	R	R ²	F	p
Corporate entrepreneurship	0.795 ^a	0.632	278.735	0.001**
Organizational culture	0.806 ^b	0.649	149.074	0.001**

**Significance level $p<0.01$

Table 8. Coefficients of prediction of effectiveness by corporate entrepreneurship and organizational culture

Steps of regression	Variables entered into the model	Intercept	Slope of the regression line	p
First	Corporate Entrepreneurship	1.118	0.704	0.049*
Second	Organizational Culture	0.718	0.653	0.048*
			0.183	0.01*

*Significance level $p<0.05$

According to table 7 and 8, regression equation for prediction of effectiveness is as follows:

$$\text{Organizational Effectiveness} = 0.718 + (0.653 \times \text{Corporate Entrepreneurship}) + (0.183 \times \text{Organizational Culture})$$

DISCUSSION AND CONCLUSION

The findings revealed the relationship of organizational culture and its subscales with effectiveness in offices of sport and youth of Golestan Province. This result is consistent

with the findings of Sheykhhalizadeh and Tojjari (2012), Gregory *et al.* (2009), Kwantes and Boglarsky (2007), Faerman (2009), Denison *et al.* (2006), Denison, Haaland, and Goelzer (2004), Coffey (2003), Ghorbani, Asadi, and Sharifi (2010), Yilmaz and Ergun (2008), Fey and Denison (2003), and Hsu (2002). These studies showed that organizational culture can increase the ability of employees to gain internal satisfaction and thereby job satisfaction, and generally there is a significant relationship between organizational culture and effectiveness (4, 6, 14, 19-22, 26-29). It should

be also noted that if organizational culture, that embraces the core values of an organization, has a broad audience and is accepted by the most members of an organization, it puts the employees of that organization together and they try to reach the main destination of the organization. Teamwork, leaving a dry and bureaucratic system, support for risk takers, delegation of authorities, control coupled with freedom of action, and appreciation of ethics, integrity, and sacrifices all are effective in promoting organizational culture in offices of sport and youth and cause all members of an organization move seamlessly to achieve organizational goals.

The findings of the present study indicate that corporate entrepreneurship and its subscales has a relationship with effectiveness in offices of sport and youth of Golestan Province. This is consistent with the results of obtained by Seifisaldehi *et al.* (2012) and Karimpour, Imani, and Chehrzad (2012) who concluded that components of corporate entrepreneurship (structure, goals realization, organizational culture, management support, reward system, and information system) in an entrepreneurial organization can play a great role in correct decision-making and doing the right things, which is called effectiveness (23, 24). Corporate entrepreneurship, which involves two dimensions of innovation and strategy renewal according to Zahra (1991) (30) and includes three components of self-efficacy, innovation, and risk-taking as Miller (1983) (31) mentions, can be realized when there is a flexible and effective structure accompanied by a collaborative management and enthusiasm for debate, discussion, and numerous meetings in a teamwork in an organization. Such a structure has a positive and direct relationship with effectiveness which is the extent to which an organization achieve short-term and long-term goals according to the expectations of beneficiaries and investigators, as Robbins (1974) (32) argues (33).

Specifically, in an organization where the staff, beyond their organizational position and

rank, can express their opinions, show their innovations, and take risks; organizational culture encourages change and innovation, organizational learning, future-orientation, teamwork, honesty, and trust; the management support and reward the entrepreneurs and innovators; and everyone can easily access the relevant information, employees can assist the organization to achieve its goals. In this regard, creativity and innovation of employees can relief shortage of equipment and financial, human, and other obstacles. Traditionally it has been always stressed that the lack of financial resources and facilities is the reason of failure, but facilities and financial resources are not the only determinants in today's world and Innovation, multifunctional use of resources, and economic savings can be helpful in order to achieve the objectives. It should always be remembered that entrepreneurship can be flourished within the privations. According to the characteristics of sport which forms the basis of sport organizations and is always associated with innovation, the traditional and rigid bureaucratic structure of sport and youth offices can be made more flexible. For this purpose, authorities should be delegated to employees and self-efficacy and risk-taking should be encouraged.

The results also showed that there is a relationship between corporate entrepreneurship and organizational culture in offices of sport and youth in Golestan Province. This is consistent with the findings of Nayager and Van Vuuren (2005), Echols and Neck (1998), Seyedhoseini (2002), Mirzaei Ahranjani and Moghimi (2003), Smerek and Denison (2007), Denison *et al.* (2006), and Kuratko and Hodgetts (1992) who stated that creation and reinforcement of an entrepreneurial culture has a direct relationship with organizational and managerial parameters. Creation of such cultures is aiming to increase the innovation capabilities of employees which can lead to increased organizational success by creating new organizational innovations (11, 14-18, 34). Findings of this study also show that

there is a direct and significant relationship between components of corporate entrepreneurship (structure, realization of goals and entrepreneurial culture, organizational culture, management support, reward system, and information system). In other words, promotion of the cultural context of organizations through its components encourages entrepreneurship and consequently leads to organizational effectiveness and efficiency.

In addition, these studies emphasize the fact that organizational culture can stimulate and accelerate the process of corporate entrepreneurship if it supports targeted risk and variability, innovation, and new ideas at all organizational levels; strengthens the trust between employees and management, assumes the staff a valuable resources for organization, values all things the staff do, and controls them with freedom of action. The results of the present study suggest that corporate entrepreneurship and organizational culture are significant predictors for effectiveness. The results of other studies about the relationship of corporate entrepreneurship and organizational culture with effectiveness all have a consensus upon the relationship and expression of prediction through multiple regression. So, the findings of the present study are consistent with the results of previous studies. Corporate entrepreneurship, through strengthening its own components, can help the members of an organization to achieve the organizational objectives (effectiveness).

Regarding the relationship of organizational culture and corporate entrepreneurship with effectiveness, the following suggestions are offered:

- It is recommended that the directors of offices of sport and youth in Golestan Province embark on the establishment of an entrepreneurial structure in their organizations. Such a structure could provide development and growth of employees and increase the effectiveness of their activities.
- It is recommended that the emphasis on careful and indisputable observation and compliance with organizational hierarchy is reduced and team-building to be used as one of the factors of entrepreneurial culture in offices of sport and youth in Golestan Province.
- It is recommended that laws and regulations to be developed in organizations to encourage risk-taking, creativity, and innovation among the employees.
- It is recommended that senior managers delegate more authority junior directors and provide them with required resources and facilities to take decisions in their areas of expertise with more freedom of action.

It is recommended that duties and achievement of organizational objectives are emphasized rather than mere compliance with laws and regulations. Also, it is better to avoid to develop various and different laws and regulations on specific topics.

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تازه‌های علوم کاربردی ورزش

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رابطه بین فرهنگ سازمانی و کارآفرینی سازمانی با اثربخشی در سازمان‌های ورزشی

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چکیده

با توجه به تغییرات وسیع در جهان امروز و شدت یافتن رقابت‌ها، توجه بسیاری از محققان به طراحی استراتژی‌های مناسب برای اثربخش بودن سازمان‌ها جلب شده است. از مهمترین عوامل تأثیر گذار در اثربخشی سازمان‌ها می‌توان به فرهنگ سازمانی و کارآفرینی سازمانی اشاره کرد. بنابراین هدف از این پژوهش، بررسی ارتباط بین فرهنگ سازمانی و کارآفرینی سازمانی با اثربخشی در ادارات ورزش و جوانان استان گلستان بود. از بین ۲۸۰ مدیر و کارشناس ادارات ورزش و جوانان استان گلستان، تعداد ۱۶۴ نفر به طور تصادفی به عنوان نمونه در نظر گرفته شدند. برای جمع‌آوری داده‌ها از سه پرسشنامه فرهنگ سازمانی دنیسون (DOCS)، کارآفرینی سازمانی محقق ساخته و اثربخشی (مورد استفاده در پژوهش حیدری‌نژاد و صابری، ۲۰۱۰) استفاده شد. ضریب پایایی آن‌ها براساس آزمون آلفای کرونباخ برای پرسشنامه فرهنگ سازمانی ۰/۸۶، برای کارآفرینی سازمانی ۰/۹۴ و برای اثر بخشی ۰/۹۲ بدست آمد. روایی سازه پرسشنامه‌ها به روش تحلیل عاملی تأییدی مورد بررسی و تأیید قرار گرفت. نتایج آزمون نشان داد که بین فرهنگ سازمانی با اثربخشی ($r = 0/457$) و کارآفرینی سازمانی با اثربخشی ($r = 0/795$) ارتباط مثبت و معناداری ($p < 0/05$) وجود داشت. همچنین نتایج تحقیق نشان داد که فرهنگ سازمانی و کارآفرینی سازمانی، ۰/۶۴ درصد توانستند اثربخشی را پیش‌بینی نمایند. به طور کلی، در سازمان‌های ورزشی، به دلیل ماهیت ورزش و فعالیت‌های ورزشی، اثربخشی هنگامی ایده‌آل خواهد بود که فرهنگ تیمی، حمایت و پشتیبانی از ابتکار و خلاقیت و ساختار منعطف، کارکنان را به نوآوری تشویق کند.

واژگان کلیدی: فرهنگ سازمانی، کارآفرینی سازمانی، اثربخشی، سازمان ورزشی.

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