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The impact of organizational culture on the job commitment of employees in sports institutions

Field study in the Directorate of Youth and Sports in the state of Souk Ahras

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Abstract:

This research investigates the relationship between organizational culture and employee commitment within the Directorate of Youth and Sports in Souk Ahras.

A descriptive-analytical method was employed, utilizing a questionnaire to gather data from a randomly chosen sample of (39) employees. Statistical tools such as arithmetic mean, standard deviation, percentage analysis, and Pearson correlation were applied using SPSS software.

The findings indicate a significant and positive correlation between organizational culture and job commitment among employees.

Keywords: organizational culture; job commitment; sports institutions.

الملخص:

تهدف الدراسة إلى التعرف على أثر وطبيعة العلاقة بين الثقافة التنظيمية والالتزام الوظيفي لدى العاملين بمديرية الشباب والرياضة لولاية سوق أهراس، ولتحقيق أهداف الدراسة تم استخدام المنهج الوصفي التحليلي و استعملت الاستبانة كأداة لجمع المعلومات والبيانات المتعلقة بعينة الدراسة و التي تم اختيارها بطريقة عشوائية و تكونت من (39) عاملا .

وقد توصلت دراستنا إلى نتائج من بينها وجود أثر وعلاقة إيجابية ذات دلالة احصائية بين الثقافة التنظيمية والالتزام الوظيفي لدى العاملين بمديرية الشباب والرياضة لولاية سوق أهراس.

الكلمات المفتاحية: الثقافة التنظيمية – الالتزام الوظيفي – المؤسسات الرياضية.

1-Introduction:

Organizational culture plays a pivotal role in shaping employee behavior, steering their efforts toward achieving institutional objectives. It acts as a unifying element that fosters change, drives innovation, and enhances workforce productivity (Bather Bakhtah & Makhfi Amin, 2017, p. 252).

Employee commitment is reflected in their dedication to work, willingness to contribute to the organization's success, and alignment with its core values (Al-Kurdi, 2015, p. 94). A strong organizational culture cultivates loyalty, whereas a fragmented one can diminish motivation and engagement, various elements, leadership, communication, shared values, and work environment, influence this connection.

Several studies have affirmed the connection between organizational culture and job commitment across different institutions (Ben Ali, 2023; Ben Salim & Bakadir, 2021). Similarly, research by Halilou & Mrabet (2016) highlights that a strong organizational culture enhances employee performance.

Based on the preceding discussion, the researcher identified the central problem of the study, formulated as the following key question: To what extent does the existing organizational culture in the Directorate of Youth and Sports in Souk Ahras influence employee job commitment?

2. General hypothesis:

The existing organizational culture within the Directorate of Youth and Sports in Souk Ahras has a positive impact on employees' job commitment.

3- Partial hypotheses:

- The level of organizational culture in the Directorate of Youth and Sports in Souk Ahras is moderate.

- Employee job commitment within the Directorate of Youth and Sports in Souk Ahras is moderate.
- A statistically significant correlation (0.05 significance level) exists between the organizational culture in the Directorate and employees' job commitment.

4- General objective of the study:

- Evaluate the extent to which organizational culture affects employee commitment.
- Assess the prevailing organizational culture within the institution.
- Assess the degree of employee commitment within the organization.

5- Importance of Study:

- Enhances understanding of the role of organizational culture in job commitment.
- Provides insights for management on improving employee engagement and performance.

6. Definition of Key Concepts:

- **Organizational Culture:**

Refers to the values, attitudes, and behaviors shared among employees within an institution (Jaluli, 2013, p. 29).

- **Job Commitment:**

The internal motivation driving employees to remain with an organization and align with its objectives (Al-Shawabkeh, 2013, p. 184).

- **Sports Institutions:**

Organizations dedicated to youth development and the promotion of sports activities (Saadoudi, 2022, p. 634).

7. Methodology

7.1 Research Approach

A descriptive-analytical methodology was applied, using a questionnaire for data collection.

7.2 Sample Selection:

- Population: (292) employees .
- Sample Size: (60) employees (random selection), with (39) valid responses analyzed.

7.3 Study Fields:

- Human Scope: Employees of the Directorate of Youth and Sports, Souk Ahras.
- Time Frame: March–May 2024.

7.4 Research Instrument

A questionnaire was designed based on the study's focus on organizational culture and job commitment among employees. The questionnaire consists of the following sections:

- **Part I:** Personal information of the study sample, including gender, age, and educational level.
- **Part II:** This section addresses the key study variables and is divided into two parts:
    - The first part focuses on organizational culture.
    - The second part examines employees' job commitment.

The questions were formulated using the "Likert triple" scale, which provides three response options, as illustrated in the following table.

Table(01): Likert ladder according to the degree and level of approval.

Arithmetic Mean	Scale of agreement	Approval level
1- 1.59	Disagree	Weak
1.60- 2.19	Neutral	Moderate
2.20- 3	Approved	High

Source: Prepared by the researcher based on previous studies.

- Stability of the questionnaire paragraphs:
The results are presented in the following table:

Table (02): Cronbach's Alpha Coefficient .

Study axes	Cronbach's alpha	The number of phrases
Theme1: Culture Organizational	0.891	15
Theme 2: Job Commitment	0.835	15
Survey Number	0.892	30

Source: SPSS v26 program.

- First axis: 0.891
- Second axis: 0.835
- Overall questionnaire: 0.892 (*High reliability*).

8- Statistical tools:

A variety of methods were used to analyze the study data, with statistical processing conducted using the **SPSS v26**. In line with the study hypotheses, the results were processed using the following statistical methods:

- Frequencies, arithmetic means, standard deviations, and percentages to describe and summarize the data.
- Cronbach's Alpha test.
- Pearson correlation coefficient.

9-1 Presentation and Analysis of Results:

- **The first partial hypothesis:**

To analyze the individuals ' answers about the statements of the study sample, we will use both the arithmetic mean and the standard deviation, in order to find out the degree of their agreement with each statement.

Table (03): " organizational culture".

I. No. Statement	Statement	Arithmetic Mean	Standard Deviation	Scale of agreement
01	Management is keen to ensure that employees implement the decisions made	2:49	0,68	High
02	There is an on-going search to find the best working methods to achieve efficiency in performance	2,05	0,79	Moderate
03	The administrative procedures applied in the Directorate are fair	1,90	0,64	Moderate
04	Notable efforts are being made to recruit the best candidates for management positions	2,05	0,82	Moderate
05	The strategic decisions made by the Directorate's management have proven successful in recent years	2.13	0,69	Moderate
06	Gives employees a fair chance to be heard when they have issues	2.23	0,66	High
07	The members of the committees shall be selected in an appropriate manner in line with the tasks of the committees	2.03	0,66	Moderate
08	The Directorate is interested in implementing a fair system at work	2,00	0,68	Moderate
09	Administrative rewards are clearly linked to performance	2,08	0,66	Moderate
10	Provides officials in the Directorate with powers to modify the size of their	2.23	0,58	High

	responsibilities			
11	The Directorate is a good and suitable place to work	2.18	0,64	Moderate
12	Management cares about employees so that every employee feels part of the team	2,10	0,75	Moderate
13	The difficulties facing the employees	2,08	0,80	Moderate
14	Managers are evaluated based on their performance and not personal considerations	2.18	0,72	Moderate
15	Management is respected and valued in the Directorate by its staff	2.46	0,72	High
	organizational culture	2.14	0.43	Moderate

Source: SPSS v26 program.

For the first axis (organizational culture):

- The highest arithmetic mean was (2.49) for statement No (01): "The administration is keen to ensure that employees implement the decisions taken".
  with a standard deviation of (0.68) This indicates a high degree of approval for this statement.
- The lowest arithmetic mean was (1.90) for statement No (03): "The administrative procedures applied in the Directorate are characterize by justice".
  with a standard deviation of (0.64), indicating a medium degree of approval.
  For the axis as a whole, the arithmetic mean was estimated at (2.14), with a standard deviation of (0.43).
  This suggests that the study sample perceives the level as medium.

- **The second partial hypothesis:**

To analyze the individuals ' answers about the statements of the study sample, we will use both the arithmetic mean and the standard deviation, in order to find out the degree of their agreement with each statement.

Table No. (04): "job commitment".

II. No. Statement	Statement	Arithmetic Mean	Standard Deviation	Scale of agreement
01	I am willing to do more than expected to help the Directorate succeed	2.51	0,72	High
02	I tell my friends that the Directorate is important and worthy of work	2,33	0,70	High
03	I am ready to do any task assigned tome to keep my current job in the Directorate	2.18	0,70	Moderate
04	My personal values and orientations are similar to those of the Directorate	2,00	0,64	Moderate
05	I feel proud when I tell others that I work in the Youth and Sports Directorate	2,31	0,65	High
06	Working in the Directorate encourages me to show my maximum performance and skills	2.23	0,66	High
07	I refuse to be transferred to another employer because of my conviction to work for the Directorate	2,33	0,70	High
08	I am very happy to choose the Directorate and prefer it to other parties that I could have worked in	2,10	0,64	Moderate
09	I will not gain much from staying and staying in the Directorate alone	2.42	0,53	Moderate
10	I have great difficulty in agreeing with the directives and policies of the Directorate regarding matters and matters related to its employees	2,40	0,68	Moderate
11	I care a lot about the reputation and fate of the Directorate	2,36	0,62	High
12	The decision I made in choosing to work in the Directorate was a big mistake on my part.	1,26	0,49	Weak
13	I am willing to tell others that I work in the Directorate	2,15	0,72	Moderate
14	I feel a bit of loyalty towards the directorate	1,92	0,62	Moderate
15	I feel like an active member of the Directorate	2,36	0,74	High

	Commitment to Employees	2,19	0,36	Moderate

Source: SPSS v26 program.

As for the second axis "commitment **to employees"**, the largest value of the arithmetic mean was estimated at (2,51) for the phrase No. (01) "I am ready to make a greater effort than expected to help the Directorate to succeed ", with a standard deviation of (0.72), and this indicates that the degree of approval of this phrase was strong. As for the lower arithmetic mean estimated at (1,26), the phrase No. (12)"The decision I made in choosing to work in the Directorate was a big mistake from me", with a standard deviation of (0.49), and therefore the degree of approval was weak.

As for the axis as a whole, the value of the arithmetic mean was estimated at (2.19) with a standard deviation of (0.36), which means that the degree was average.

- **The third partial hypothesis:**

To validate this hypothesis, we will use the **Pearson** correlation **(r)** between the axes of the study to determine the amount of correlation between the (organizational culture) and the (employee commitment).

Table (05): Pearson correlation coefficient (r).

inspected	**Correlation coefficient Pearson (r)**	**Level of Significance**
Organizational culture	0.45	0,01
Job Commitment		

Source: SPSS v26 program.

We note from the table that the correlation coefficient (Pearson) between the two axes of the study (organizational culture and functional commitment) is equal to the value (0.45) with a significant level of less than (0.05).

- **The main hypothesis:**

In order to find out if organizational culture affects employees' job commitment , we used a simple linear regression test.

Table (06): Coefficient of the impact of organizational culture on job commitment

inspected	Constant regression	Modified correlation coefficient	Level of Significance
Organizational culture-Job Commitment	**1.30**	**18%**	**0.4**

Source: SPSS v26 program.

The results of the statistical analysis according to the above table indicate that the level of significance is (0.05), which is greater than the degree of morale sig (0.04), and thus confirms the impact of organizational culture on the job commitment of employees in the institution under study by (18%).

8-2 Discussion:

- First Partial Hypothesis:

Based on the results in Table No (03):

- The arithmetic mean for the organizational culture axis was (2.14), with a standard deviation of (0.43).
- This average falls within the range (2.19 - 1.60) on the three-point Likert scale, indicating that the study sample perceives the level of organizational culture as medium.

This finding aligns with the results of **Ben Ali's (2023) study**, which concluded that the organizational culture in the Public Health Hospital Institution in the state of Tiaret is also at a medium level, according to its employees.

From the above, it is evident that there is a generally acceptable perception of the presence of a solid organizational culture in the Directorate of Youth and Sports of Souk Ahras. The results suggest that the institutional culture is built on respect and empowerment of

employees. Additionally, the administration encourages employee participation in decision-making, fosters organizational learning, and promotes cooperation among colleagues in an atmosphere of mutual respect and appreciation across all job levels.
Based on the above, it can be concluded that the first partial hypothesis has been fulfilled.

- Second Partial Hypothesis:

From the results of Table No. (04):

- The arithmetic mean for the job commitment axis was (2.19), with a standard deviation of (0.36).
- This mean falls within the range (2.19 - 1.60) on the three-point Likert scale, indicating that the study sample perceives the level of job commitment as medium.

This finding is consistent with the study of **Ben Ali** (2023), which concluded that the organizational commitment level in the Public Health Hospital Institution in the state of Tiaret is also medium. Additionally, the result of this study is relatively aligned with the findings of **Halilou and Marabat** (2016), which indicated a high level of organizational commitment in Sonelgaz Company in the state of El Oued.

From the above, it is clear that there is a generally acceptable perception of employee commitment within the Directorate of Youth and Sports in Souk Ahras. This can be attributed to the healthy and supportive work environment, which has contributed to increasing employee loyalty and sense of belonging to the institution. Additionally, employees exhibit a strong belief in the values and goals of the institution, striving to support and achieve its objectives.
Based on the above, it can be concluded that the second partial hypothesis has been fulfilled.

- **Third Partial Hypothesis:**

Analysis effectively supports the third partial hypothesis. You clearly demonstrate that organizational culture has a statistically significant correlation with job commitment among employees in the Directorate.

• The Pearson correlation coefficient (0.45) confirms a moderate direct relationship between organizational culture and job commitment.

The study's findings align with previous research (Ben Ali, 2023; Ben Salim & Baqadir, 2021; Daikh & Faiz, 2014), further validating the hypothesis.

A positive and well-established organizational culture encourages higher employee commitment, leading to better performance, motivation, and institutional stability.

Since the significance level is less than (0.05), the study confirms that organizational culture directly influences job commitment. This means that improving organizational culture within the Directorate can enhance employee engagement, satisfaction, and productivity.

Based on the above, it can be concluded that the third partial hypothesis has been fulfilled.

- **The main hypothesis:**

The statistical analysis (Table 06) confirms a significant impact (18%) of organizational culture on job commitment.

- The significance level (0.04) is lower than 0.05, confirming the validity of the relationship.
- Your findings align with previous studies (Ben Ali, 2023; Ben Salim & Baqadir, 2021; Daikh & Fayez, 2014), reinforcing the conclusion that organizational culture plays a crucial role in employee commitment across different environments.

A strong and cohesive organizational culture fosters higher job commitment by aligning employees' values, beliefs, and attitudes with the institution's goals and expectations. Since your hypothesis is confirmed, this suggests that enhancing organizational culture within the Directorate could further strengthen employee commitment, satisfaction, and performance.

Thus, it can be said that the main hypothesis has been fulfilled.

9- Conclusions:

Based on the analysis of field data and a review of relevant literature and theories, The study arrived at the following key findings:

- The organizational culture in the Directorate of Youth and Sports in Souk Ahras is at a moderate level.
- Employees' job commitment in the Directorate is also at a moderate level.

- There is a statistically significant correlation (at a significance level of 0.05) between organizational culture and job commitment.
- Organizational culture positively influences job commitment, with an impact of (18%).
- Despite these positive findings, challenges remain in fully implementing organizational values and strengthening job commitment. Some employees may perceive a discrepancy between declared values and actual practices, which could hinder full engagement and alignment with the organization's goals.

10- Suggestions:

Based on the study's findings, the following recommendations aim to enhance organizational culture and strengthen job commitment within the Directorate:

- Organize workshops and training programs to reinforce shared organizational values and align employees with the institution’s vision and mission.
- Improve internal communication channels to ensure transparency and foster effective dialogue between management and employees.
- Provide leadership and communication training for team leaders and supervisors to enhance their ability to motivate, guide, and engage employees.
- Foster a positive work environment by encouraging mutual respect, appreciation, and collaboration across all job levels.
- Implement policies that promote feedback and discussion, allowing employees to voice their concerns and contribute to decision-making.
- Leverage modern technology such as advanced data analytics and artificial intelligence to gain deeper insights into employee behavior, work patterns, and areas for improvement.

By implementing these recommendations, the Directorate can cultivate a stronger organizational culture and enhance employee commitment, productivity, and satisfaction.

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