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Organizational Behavior of Employees in Sports Service Institutions in Souk Ahras Province

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Abstract:

This study aims to explore the organizational behavior of employees in sports service institutions within Souk Ahras Province. A descriptive research approach was utilized, focusing on a purposive sample of 20 employees from the multi-sports complex office in Souk Ahras. The primary data collection tool was a questionnaire. The study yielded several significant findings, including the discovery of statistically significant differences (at $\alpha \leq 0.05$) in participants' responses regarding organizational behavior, which were linked to factors such as academic qualifications and years of experience. Moreover, the organizational behavior of the workers is in line with the ethical standards and general principles that govern sports service institutions in Souk Ahras.

Keywords: Organizational behavior; service institutions; employees; multi-sport complex office.

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1. INTRODUCTION

Organizational behavior is considered a key area of focus for managers and employees in both administrative and sports organizations. It plays a critical role in understanding individuals and analyzing their behaviors, which ultimately contributes to achieving goals efficiently. Modern management has evolved to adapt to societal changes, recognizing the individual as an essential and influential element within an organization. Moreover, understanding and interpreting the intentions of others can strengthen relationships and improve the effectiveness of delegation processes.

In today's environment, human resources must interact and influence one another, highlighting the need to comprehend and guide behaviors and interactions. These interactions are vital as individuals are the most critical element of productivity within any organization. A proper understanding of employee behavioral patterns allows an organization to address them effectively and implement the necessary behavioral and corrective actions. This understanding also requires insight into the characteristics of the human element, which interacts with various organizational components, including the technology in use, organizational structure, internal environment, and the external social environment (Abdel Baki Mohammad, 2003, p. 11).

Organizational behavior is a multidisciplinary field that integrates various sciences, offering a more comprehensive understanding than the individual disciplines contributing to it. The insights gained from this integrated approach make it well-suited to studying behaviors resulting from the interactions of individuals, groups, phenomena, and challenges within an organization. It also examines the impact of the external environment on behavior (Al-Madhoun and Al-Jazrawi, 1995, p. 38).

This research paper aims to explore the organizational behavior of employees in sports service institutions in Souk Ahras Province. Based on the provided context, the main research question is framed as follows:

- What is the current state of organizational behavior among employees in sports service institutions in Souk Ahras?

From this central question, the following sub-questions arise:

- Are there statistically significant differences in organizational behavior based on academic qualifications?
- Are there statistically significant differences in organizational behavior based on years of experience?
- Does the organizational behavior of employees align with the ethics and general rules governing sports service institutions in Souk Ahras?

To answer these questions, the following hypotheses are proposed:

- There are statistically significant differences at $\alpha \leq 0.05$ in organizational behavior based on academic qualifications.
- There are statistically significant differences in organizational behavior based on years of experience.
- The organizational behavior of employees is in alignment with the ethics and general rules governing sports service institutions in Souk Ahras.

The objectives of this study are:

- To assess the current state of organizational behavior among employees in sports service institutions in Souk Ahras.
- To identify differences in organizational behavior based on academic qualifications.
- To analyze responses related to organizational behavior based on years of experience.
- To evaluate the extent to which employees' organizational behavior aligns with the ethics and general rules in sports institutions.

The significance of this research lies in its emphasis on the importance of organizational behavior within sports service institutions and its role in shaping and managing both internal and external environments while fostering strong relationships among employees. Through this study, we aim to contribute to academic discussions by shedding light on the often-overlooked aspects of sports service institutions. This research offers a modern perspective and provides valuable insights for researchers, serving as a foundation for future scientific investigations.

2 The theoretical Part

2.1 Defining concepts and terms

2.1.1 The Concept of Organizational Behavior

Organizational behavior refers to the reactions and behaviors displayed by individuals as a result of their interactions with others or their engagement with the external environment (Ahmed Maher, 2014, p. 23). This field has evolved from the intersection of psychology and sociology, integrating insights from other disciplines such as management, economics, and politics, to create a distinct scientific domain aimed at understanding human behavior within organizations (Khader Hamouda, 2002, p. 123).

2.1.2 The Importance of Organizational Behavior

The significance of organizational behavior is emphasized through several key points (Hassan Rawia, 1999, p. 15):



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1. **Value of Human Resources:** Acknowledging the importance of human resources within an organization underscores the need to study and understand individual behaviors and their influence on organizational effectiveness.
2. **Shifting Perspectives on Human Resources:** There is an increasing emphasis on enhancing the development and improvement of human resources. This can be achieved through investment in skill development and boosting efficiency. A deep understanding of individual behaviors enables organizations to interact with their employees more effectively and implement corrective actions when needed.
3. **Recognizing Individual Differences:** Human nature includes individual differences that shape behavior. Organizations must understand and analyze these differences in order to devise tailored strategies for managing them, which in turn enhances their ability to influence and control behaviors in the workplace.

2.1.3 Characteristics of Organizational Behavior

Organizational behavior exhibits several key characteristics, including the following (Abdul-Mut'i Asaf, 1999, p. 40):

1. **Dynamic and Kinetic:** Organizational behavior is inherently dynamic, highlighting that administrative life should not be stagnant or conservative, similar to social, political, or individual life. The importance of movement within administrative organizations lies in its ability to foster innovation and initiative, driving the organization toward growth and ensuring its long-term continuity.
2. **Rational or Sensible:** This characteristic emphasizes that organizational behavior is grounded in facts and logic, with actions aligning to rational decision-making processes.
3. **Balanced:** Balance in organizational behavior does not imply stillness, but rather refers to a dynamic equilibrium that adapts to the movements of both the administrative organization and the individuals within it.

Other Definitions:

- **Workers:** Individuals who carry out their duties within sports service institutions and are compensated for their efforts.
- **Sports Institution:** A social entity in the sports field, established to achieve specific goals based on its activities aimed at serving society (Laayada and Khalifi, 2023, p. 262). It is also described as an institution created by society to support the sports sector in all its aspects, characterized by an organizational structure that aligns with its size and objectives, benefiting both the institution and the community (Batli and Al-Ayadhi, 2023, p. 525).

• **Office of the Multi-Sports Complex:** A public institution with an administrative nature, possessing legal personality and financial independence. It operates according to Executive Decree No. 05-492, dated 20 Dhu al-Qi'dah 1426 (corresponding to December 22, 2005), which amends the basic law governing Multi-Sports Complex offices (Official Gazette, 2005). These multi-sports complexes, referred to as "offices," are public administrative entities that enjoy legal personality and financial independence, under the supervision of the Minister responsible for sports (Executive Decree, 2005).

3. The practical part

3.1 Method and Tools

• **Methodology:** This study uses a descriptive methodology, which aims to explore phenomena in their natural environments.

• **Research Community:** The research community includes all units relevant to the phenomenon being studied. In this case, it consists of the Office of the Multi-Sports Complex in Souk Ahras, which has a total of 30 employees.

• **Research Sample:** A total of 20 workers were selected for the study using a purposive sampling method.

• Data and Information Collection Tools:

Questionnaire: The researchers employed a questionnaire as the primary instrument for tackling the research problem. The questionnaire was designed with a closed format and utilized the five-point Likert scale method, developed by psychologist Rensis Likert.

The questionnaire was divided into two main sections, each aimed at supporting the research hypotheses:

• **First Section:** The first section focused on demographic variables, including academic qualifications and years of experience.

■ **Second Section:** Organizational behavior, featuring 10 statements.

• Psychometric Properties of the Tool:

• Validity of the Tool:

Apparent Validity: At the beginning of the fieldwork, the researchers presented the questionnaire to a group of experts in scientific research within the sports field. Based on their feedback, revisions were made, including rephrasing and eliminating certain statements.

To evaluate the structural validity and internal consistency of the organizational behavior statements, Pearson's correlation coefficient was calculated. The correlation coefficients between each statement and the total score ranged from 0.755 to 0.973, which are considered significant at the 0.01 to 0.05 level. This suggests that the statements are valid for measuring the intended constructs.

■ **Reliability:**

● **Cronbach's Alpha Coefficient:** The researchers used Cronbach's alpha to assess the reliability of the questionnaire. The coefficient for the organizational behavior section was notably high, reaching 0.979 for all statements, which indicates excellent reliability. This high value confirms the stability of the tool and reinforces the validity of the results.

● **Field Application Procedures for the Tool:**

Spatial Scope: This study was conducted among the employees of a multi-sports complex, with a total of 30 individuals participating.

Time Frame: The research began in early February, with the questionnaire being prepared in March. It was distributed from March 3 to March 17, 2022. Data analysis was conducted from March 24 to April 4, 2022, and the study was completed on May 2, 2022.

● **3.2 Statistical methods**

The researchers used the statistical software SPSS (Statistical Package for the Social Sciences), version 22, and applied the following statistical techniques:

● **Pearson Correlation Coefficient:** This was used to assess the internal consistency of the study tool.

● **Cronbach's Alpha:** This measure was applied to evaluate the reliability of the questionnaire items.

● **Arithmetic Mean and Standard Deviation:** These metrics were calculated to analyze and summarize the responses from the sample members.

● **T-test for Independent Samples:** This test was conducted to determine differences based on personal characteristics.

● **One-Way ANOVA:** This analysis was used to identify differences between the means of several categories.

3.3 Presentation and Discussion of Results

Answering the Study Questions: The main question explored was whether there are statistically significant differences in organizational behavior based on the variables of academic qualification and years of experience.

To answer this question, a t-test was performed to examine differences related to the academic qualification variable. Table 1 displays the arithmetic means and standard deviations of the questionnaire scores regarding the organizational behavior of employees in sports service institutions. It also shows the t-value and its significance level, based on the academic qualification variable, with a degree of freedom of 18.

Table 1. Results of the t-test for the significance of the differences between the arithmetic means of the sample members' responses regarding the organizational behavior of employees in sports service institutions, attributed to the variable of academic qualification.

Questionnaire axes	Academic qualification	number	mean	Std	T-test	Sig	Sig level
Organizational behavior of employees in	Lower than secondary education	04	45.50	0.57	6.68	0.01	Significant
sports service institutions	Higher than secondary education	16	30.87	8.80			

Source program SPSS, version 22.

In analyzing organizational behavior among workers in sports service institutions, the researchers found the following results:

- **For workers with less than one year of secondary school (n = 4):** The arithmetic mean was 45.50, with a standard deviation of 0.57.
- **For workers with more than one year of secondary school (n = 16):** The arithmetic mean was 30.87, with a Std of 8.80.

The calculated t-value for this comparison was 6.68, with a significance level of 0.01. This indicates a statistically significant difference in organizational behavior based on academic qualifications.

When comparing the calculated t-value with the significance level ($\alpha = 0.05$), we observe that the t-value is less than 0.05. This confirms that there are statistically significant differences in the responses of the sample members regarding organizational behavior, with workers having less than a secondary school level favoring the higher organizational behavior scores.

The second hypothesis aimed to assess whether there are statistically significant differences in organizational behavior among employees in sports service institutions based on years of experience, using a significance level of $\alpha = 0.05$. A One-Way ANOVA was conducted, and Table 2 presents the source of variance, sum of squares, degrees of freedom, F value, and significance level for the responses related to the years of experience variable (1-5 years, 6-10 years, and 10 years or more).

Table 2. The results of the One-Way ANOVA for the arithmetic means of the sample members' responses regarding the organizational behavior of employees in sports service institutions, based on years of experience, are summarized below:

Questionnaire axes	Source of variance	sum of squares	degrees of freedom	Mean squares	F value	Significance value	Significance level
Organizational behavior of employees in sports service institutions	Between groups	862.8	01	862.8	15.7	0.01	Significant
	In the groups	986.3	18	54.79			
	The overall	1849.2	19				

Source: Designed by the researchers based on SPSS, version 22.

Based on the results presented in the table and following the application of the ANOVA test, the findings were as follows:

● **Organizational Behavior Axis of Workers in Sports Service Institutions:**

The researchers concluded that the source of variation between groups for this axis was characterized by a sum of squares between groups of **862.8**, resulting in an average of squares of **862.8**. The sum of squares within groups was **986.3**, with an average of squares of **54.79**. The calculated F value was **15.7**, with a significance level of **0.01**.

When comparing the calculated F value with the significance level ($\alpha = 0.05$), it is found to be below 0.05. This indicates that there **are** statistically significant differences in the organizational behavior of workers in sports service institutions, based on their years of experience. Specifically, the difference favors workers with 6-10 years of experience, who had an arithmetic mean of **43.83** and a standard deviation of **2.36**.

The answer to the third question: Is the organizational behavior of workers consistent with the ethics and general rules in sports service institutions in the state of Souk Ahras?

To answer this question, the paragraphs related to the organizational behavior axis of workers were analyzed in relation to the ethics and general rules in sports service institutions in the state of Souk Ahras. This analysis was conducted by calculating the arithmetic mean and standard deviation for each statement, then arranging the responses in descending order to determine the

degree of consistency with the expected ethical and regulatory standards within the institution.

Table 3. the arithmetic mean and standard deviation for each paragraph of the axis of organizational behavior of workers in line with ethics and general rules in sports service institutions in the state of Souk Ahras.

N	Statements	mean	S.T.D	rank
01	Your boss treated you in a special way at work.	3.60	1.35	02
02	You perform your work according to legal and regulatory foundations	4.05	0.82	01
03	You rely on formal means when communicating with your colleagues within the organization	3.60	1.09	02
04	You base your work on your principles regardless of the organization's principles	2.95	0.94	06
05	You can use your relationships in all the circumstances you go through within the organization	2.70	0.97	07
06	You can express your suggestions and ideas to colleagues and subordinates	4.05	1.05	01
07	You use informal relationships with colleagues and subordinates during work	3.35	1.03	05
08	The institution provides you with opportunities for scientific application of training programs.	2.50	0.94	08
09	In your field of work, the possibility of coordination and exchange of information between you and the various departments within the institution	3.45	1.27	04
10	You have some decision-making authority within the organization	3.55	1.14	03
All axis paragraphs			3.38	1.06

Source: Designed by the researchers based on SPSS, version 22.

Table No. (3), which pertains to the organizational behavior of workers per ethics and general rules in sports service institutions in the state of Souk Ahras, reveals the following results:

- The second paragraph, “You perform your work according to legal and regulatory foundations,” and the sixth paragraph, “You can express your suggestions and ideas to colleagues and subordinates,” both ranked highest, each with an arithmetic mean of **4.05** and a standard deviation of **0.82**. This indicates that

employees in sports service institutions generally adhere to legal regulations and systems in their work.

- Conversely, the eighth paragraph, "The institution provides you with opportunities to scientifically apply training programs in your field of work," received the lowest rank, with an arithmetic mean of **2.50** and a standard deviation of **0.94**. This suggests a notable deficiency in the implementation of training programs by the institution's employees.

The overall arithmetic mean for all paragraphs in the axis of organizational behavior aligned with ethics and general rules in sports service institutions in Souk Ahras was **3.38**, with a standard deviation of **1.06**.

Thus, it can be concluded that "the organizational behavior of workers is aligned with the ethics and general rules in sports service institutions in the state of Souk Ahras to an acceptable degree."

3.4 Discussion of the results

There are statistically significant differences at a significance level of ($\alpha = 0.05$) between the average responses of the study sample members regarding organizational behavior, attributed to the variable of educational qualification.

This finding aligns with the study conducted by Laila Al-Hadi Ismail Al-Hajj Ali in 2020, which also identified significant differences in the average scores of research sample members based on educational level, favoring those with intermediate education.

The researchers propose that the differences in organizational behavior among workers with less than a secondary school education may stem from a lack of interaction with others, in contrast to those with higher educational qualifications. This supports the validity of the hypothesis that educational level influences organizational behavior.

Additionally, there are statistically significant differences at a significance level of ($\alpha = 0.05$) between the average responses of the study sample members regarding organizational behavior attributed to the variable of years of experience, specifically in favor of workers with 6-10 years of experience, who exhibited an arithmetic mean of **43.83** and a standard deviation of **2.36**. This finding is consistent with the study by Laila Al-Hadi Ismail Al-Hajj Ali (2020), which also identified significant differences in the average scores of research sample members based on years of experience, particularly highlighting its impact on organizational behavior and its various dimensions.

This suggests that workers with 6-10 years of experience demonstrate strong organizational behavior, enhancing their performance, boosting self-confidence, and improving their ability to communicate effectively with others.

Consequently, these statistically significant differences between the average responses of the study sample members regarding organizational behavior, attributed to the variable of years of experience, support the validity of the hypothesis.

Findings from the Organizational Behavior Axis:

- The second paragraph, stating, "You perform your work according to legal and regulatory foundations," and the sixth paragraph, "You can express your suggestions and ideas to colleagues and subordinates," both ranked highest, with an arithmetic mean of **4.05** and a standard deviation of **0.82**.
- Overall, the arithmetic mean for each paragraph of the organizational behavior axis that aligns with ethics and general rules in sports service institutions in the state of Souk Ahras is **3.38**, with a standard deviation of **1.06**. This indicates that the organizational behavior of employees is in line with the ethics and general rules of sports service institutions in Souk Ahras to an acceptable degree.

4. CONCLUSION

Organizational behavior plays a crucial role in the workplace, influenced by both the internal and external environments. This study focused on the theoretical aspects of organizational behavior, including definitions related to the concept of workers and the office of the multi-sport complex, guiding us to the overarching question: What is the reality of organizational behavior among workers in sports service institutions in the state of Souk Ahras?

In the second part of the study, we will explore the field procedures and present and discuss the findings. The key results identified by the researchers include:

1. Statistically significant differences at a significance level of ($\alpha \leq 0.05$) in the responses of study participants regarding organizational behavior, attributed to the variable of academic qualification.
 2. Statistically significant differences at a significance level of ($\alpha \leq 0.05$) in the responses of study participants regarding organizational behavior, attributed to the variable of years of experience.
 3. The organizational behavior of employees aligns with the ethics and general rules of sports service institutions in the state of Souk Ahras to an acceptable degree.
- Increase focus on studies related to organizational behavior within organizations, to better understand how various factors influence workplace dynamics and productivity.



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- Implement training courses on managing organizational behavior, its determinants, and the influencing factors, to equip employees and management with the skills needed to foster a positive work environment.
- Explore strategies to enhance the organizational behavior of individuals within institutions, such as improving communication, motivation, and leadership practices that promote collaboration and effective performance.

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