

Organizational values and its relationship with organizational commitment of the staff of the Directorate of youth and sport of M'sila	
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ملخص الدراسة باللغة العربية :

تهدف هذه الدراسة الى معرفة العلاقة الارتباطية الموجودة بين القيم التنظيمية والالتزام التنظيمي لدى موظفي مديرية الشباب والرياضة لولاية المسيلة.

أهم النتائج المتوصل إليها ما يلي :

- توجد علاقة ارتباطيه بين القيم السائدة المكونة للثقافة التنظيمية (القوة، الصفوة، المكافأة، النظام) والالتزام التنظيمي لدى موظفي مديرية الشباب والرياضة لولاية المسيلة.

- توجد علاقة ارتباطيه بين القيم السائدة المكونة للثقافة التنظيمية (الكفاءة، العدالة، فرق العمل، الفاعلية) والالتزام التنظيمي لدى موظفي مديرية الشباب والرياضة لولاية المسيلة.

Abstract :

This study aims to find out the relationship between the link organizational values and Organizational commitment of the staff of the Directorate of youth and sport of M'sila

The most important results :

-There is a correlation between the configured values for organizational culture (strength, elite, reward, system) and the Organizational commitment of the staff of the Directorate of youth and sport of M'sila.

-There is a correlation between the configured values for organizational culture (efficiency, justice, teams work, effectiveness) and Organizational commitment of the staff of the Directorate of youth and sport of M'sila.

Key words: organizational culture, organizational values, Organizational commitment, Directorate of youth and sport

1/ Introduction and problematic study :

Organizational values practice in any organization that played an important role in keeping it, are benchmarks in their members, either individually or collectively and as such contribute to know the criteria that they must abide by the organizational values become successful

regulation requirements so that Values are not mere intellectual belief but confirmation of individual acts.

A sports organization is a small society that includes a group of individuals within a hierarchical structure, in constant communication and interaction with each individual's values, motives, principles, attitudes and ways of thinking. This is based on the characteristics and attributes of the society to which he belongs. Of common values and concepts that combine most of these individuals with their different ambitions and endeavors. This constitutes what has become known recently as organizational culture.. **(Sultan Mohamed Anwar, 2003, page 273)**

Values culture is one of the most important components of the organizational culture of the sports organization, which forces the staff to do more to achieve their goals because they are the most important determinants of the success or failure of these organizations, and come through the efficient and effective performance, Which is determined by the extent of the positive and the strength of these staff values and beliefs, traditions and customs and which contribute to the integration of individuals and their belonging to their organization and raise the levels of performance, the overall interpretations have varied with the performance and effectiveness of the organization, but it didn't deviate from the range of organizational factors that interfere with each other to affect varying degrees of functional effectiveness. Regardless of the levels of knowledge and self-abilities and skills of employees remain latent in the absence of modern leaders inspire and motivate subordinates and encourage them to innovate and excellence in performance and involve them in the vision, and set goals, and shared ambitions, and generate the commitment to achieve

Study problem will be represented in the following question :

Is there a correlation between the prevailing values that form the organizational culture and the organizational commitment of the staff of the Directorate of Youth and Sports of M'sila?

Through the general question we ask the following partial questions:

-Is there a correlation between the dominant values of the organizational culture (strength, elite, reward ,system) and the

organizational commitment of the staff of the Directorate of youth and sports of M'sila?.

- Is there a correlation between the prevailing values of the organizational culture (efficiency, justice, teams, effectiveness) and the organizational commitment of the staff of the Directorate of Youth and Sports of M'sila?.

2/ the objectives of the study:

To know the nature of the correlation between the prevailing organizational culture values in the Directorate of Youth and Sports of the state of M'sila and the levels of organizational commitment of its employees.

3/ the importance of the study:

The study of organizational values allows the officials of the Directorate of Youth and Sports of the State of M'sila to organize the work in a way that makes it more responsive to the concerns and aspirations of employees, which plays a significant role in motivating and encouraging them to achieve a high level of organizational commitment and improve their performance.

4/ key words in the study:

4-1/terminological definition of organizational culture values:

-The procedural definition of organizational culture values:

Is the set of values (strength, elite, reward, efficiency, efficiency, justice, work teams, system) that prevail among the staff of the Directorate of Youth and Sports of M'sila, which controls the framework and controls their actions and affect their performance of the functions assigned to them.

- Are the observed behavioral practices resulting from the interaction of individuals, the values and norms that appear in the work group, and the philosophy that guides individuals' policy towards the organization. (Ziyad Saeed Khalifa, 2008, p. 10)

Elio Jack- is defined as a way of thinking and usual and traditional behavior and is divided and shared among the members of the organization and gradually learns new members for their acceptance in the organization. (Elias Salem, 2006, p 12)

4-2/ terminological definition of organizational commitment:

Al-Shwadifi defined the organizational commitment as the behavior of the organization's employees, which reflects the degree of their

commitment to the goals and values of the organization in which they work, through the desire to exert efforts to support the organization's goals and develop its membership (Amiri and Al-Galabi, 2008, p. 265) -While BUCHAN defined it as the emotional link between the goals and values of the organization and the role of the individual in relation to those goals and values (Kubaisi, amer, 1998, pp 553)

-The procedural definition of organizational commitment:

It is the internal desire of the staff of the Directorate of Youth and Sports M'sila to make the utmost effort in the work to believe in the values and objectives of the Directorate.

5/the previous studies:

5-1/ Bait Aissa, 2009 "the Impact of Task Force Management on Personnel Performance

The aim of the researcher is to focus on the importance of steering the teams as a good method of management. And knowledge of the wishes of workers within the work team, and activities that can strengthen their relationship with each other and motivate them to achieve the objectives of the institution, and after analyzing the data enables the researcher to reach a range of results, including: Good and effective communication jumps from the level of social relationships from work relationships to friendly relationships that positively affect performance, the work system as a team that increases the performance of individuals and develops their personal and collective skills, good leadership and good motivation, develops the spirit of cooperation and increases the cohesion of the group at work. He concluded that the method adopted by the group is the consultation method. Based on these results, the researcher recommended supporting the work of the teams in the sports administration and the supervisor's interest in the members of his team by creating their initiative and engaging them in decision making, and motivating them to interact with each other. In the performance of their work.

5-2/ Derouazi Karim, 2011 " The human resource management function and its relation to the organizational climate in sports departments "

The researcher aims to study the impact of the organizational climate on the performance of human resources in the Directorate of Youth and Sports.

After analyzing the data, the researcher was able to reach a set of results, including: The orientation of the members of the research sample towards the organizational climate prevailing in the Directorate positive trends and demonstrated the ability of employees to complete their work accurately and at the appropriate speed, and their ability to correct errors and work to make sufficient effort to complete the work correctly, and their commitment to laws and regulations, although the nature of the tasks and duties of the jobs they occupy with the qualifications and disciplines obtained by them, In addition to the administration's keenness to work in a team spirit, there is a collective participation in solving problems and dealing with labor issues, and the administration provides them with the necessary skills to take responsibility, which is an opportunity to develop their business and themselves, and that they are able to accomplish some of their work without reference to higher administrative levels. Based on these findings, the researcher recommended increasing attention to the organizational function, especially with regard to human resource management, and increasing the material resources, And the dissemination of the Internet system and work to consolidate the idea of responsibility, trust and cooperation in the work.

5-3/ Berbakh RABEH, 2014 " The relationship of job satisfaction to the level of organizational commitment among the workers of sports complexes in M'sila"

The study dealt with the organizational behavior of sports complexes workers as an essential element in increasing the effectiveness of the sports institution and raising its efficiency. The aim of this study is to find out the relationship between job satisfaction and commitment and also to determine their relationship with the personal variables of workers such as gender, qualifications, experience and career status. The extent of the commitment of the workers of sports vehicles and how to exploit them in achieving the objectives of the Organization, the researcher has reached the need to improve the professional relationship between management and workers to be a good lever contribute to the development of the individual and the institution of sport and integration

5-4/ Prof. Asst. Dr. Khaled M. Mahmoud Aziz.

M. M THABIT E. Ahmed

M. M Alaa El Din Abdel-Elah 2012

Organizational culture and its relationship with organizational methods to handle the conflict by the angel of the administrative and technical support for some of the sports organizations of Nineveh province.

The research aims to identify the organizational culture of the members of some sports organizations (sports clubs, sports associations) in the province of Nineveh, and the effectiveness of addressing organizational conflict by the members of these organizations, and arrangement of the common methods in dealing with organizational conflict from the perspective of members of these organizations, as well as the relationship of organizational culture in the methods of handling organizational conflict (avoidance, coercion, appeasement, compromise, confrontation) to some members of sports organizations in the province of Nineveh.

5-5/ comment about previous studies:

The researcher benefited from the results and recommendations of the previous studies in theory and applied to the formation of a theoretical frame of reference on the subject of organizational culture as well as organizational commitment and in choosing the method used and the tool for the current study, and also benefited through the selection of the sample of the study and determine the appropriate statistical methods.

6/Field Action:

6-1/Survey Study:

Matthew Guder defines the exploratory study as: a scientific, cognitive study aimed at identifying the problem. The need for this type of research, when the problem is being investigated is new, or when the information or knowledge obtained about the problem is few And weak (**Matthew gider, 2004, pp 26-27**)

Since the sample of our study consisted of the staff of the Directorate of Youth and Sports of the State of M'sila, we interviewed some of the employees and then distributed the questionnaire to a survey sample of 10 employees and then excluded from the sample of the original

study was conducted on 12/13/14 March 2016 at the headquarters of the Directorate.

Our goal is to find out the appropriateness of the questionnaire terms for the subject of the study, to know the number and type of the sample, how to choose it, to know the most information about it, and to develop a preliminary conception of research.

6-2/ Methodology: We used the descriptive approach because it fits in with our research topic.

6-3/ Study tools and procedures for building them:

Depending on the type of information and data we are gathering, and on the exploratory study we conducted, we found that the most appropriate tool for conducting this study is:

A/The Organizational Culture Scale: Using the organizational values questionnaire prepared by Dave Francis D. Francis and his colleague Mike Woodcock in 1990 and translated into Arabic by Abdel Rahman Heegan in 1995. The questionnaire includes eight values determined on the five-dimensional Likert scale, and therefore measures the following values:

- Strength: phrases (1-6-18-24).
- Elite: phrases (7-14-19).
- the reward: phrases (2-8-15-26).
- Efficiency: phrases (3-9-16-20).
- Effectiveness: phrases (4-10-21-29).
- Justice: phrases (11-17-25-27-30-31-33).
- Teams: phrases (12-23-28-32).
- System: phrases (5-13-22-25).

B/organizational commitment scale: The Organizational Commitment Scale: Used by Potter and his colleagues in 1974 and translated into Arabic by Abdel Rahim Al-Qattan in 1987. He used it in the Algerian environment Barbakh Rabah 2014 in his study entitled "The relationship of job satisfaction to the level of organizational commitment among the workers of sports complexes in wilaya of M'sila".

Which consists of (15) words, including 10 positive phrases (34,35,37,38,39,40,41,43,44,46) and contains also (05) negative phrases (36,42,45,47, 48).

6-3-1/ key scale:

The questionnaire includes 05 degrees:

the answer	I agree completely	I agree	Not sure	disagree	Completely disagree
positive phrases	5	4	3	2	1
negative phrases	1	2	3	4	5

Table (1): questionnaire degrees of positive and negative phrases for scales

6-3-2/ truthfully study tool:

The validity of the questionnaire means ensuring that it will measure what has been prepared to measure it. (Fatima Awad Saber, 2002, p. 167)

6-3-2-1/ truthfully the internal consistency of the questionnaire:

The internal consistency of the questionnaire sections was calculated on the sample of the 10-item survey by calculating the correlation coefficients between each paragraph and the total score of its axis as follows:

6-3-2-1-1/ Internal consistency between the first axis of the values of organizational culture and the axis of organizational commitment and the overall score obtained from the questionnaire.

the number of phrases	Sub-axis	Coefficient of correlation	Level of significance
01	Strenght	0.773	0.000
06		0.757	0.002
18		0.699	0.000
24		0.741	0.000
07	Elite	0.822	0.001
14		0.912	0.001
19		0.856	0.000
02	the reward	0.823	0.000
08		0.901	0.001
15		0.752	0.002
26		0.798	0.000

05	System	0.688	0.001
13		0.729	0.001
22		0.852	0.000
25		0.754	0.001

Table (02) shows the correlation coefficients between each of the paragraphs of the first axis, "Force - Elite - Reward - System" and the total score of the questionnaire. The correlation coefficients range from (-0.688 - 0.912). The paragraphs of the first axis are true to what has been put to measure.

6-3-2-1-2/ Internal consistency between the second axis of the values of organizational culture and the axis of organizational commitment and the total score obtained from the questionnaire

the number of phrases	Sub-axis	Coefficient of correlation	Level of significance
04	Efficiency	0.874	0.000
10		0.761	0.001
21		0.863	0.000
29		0.796	0.000
11	Justice	0.845	0.000
17		0.726	0.000
25		0.858	0.000
27		0.933	0.002
30		0.821	0.003
31		0.741	0.000
33		0.855	0.002
12	Teams work	0.816	0.000
23		0.741	0.002
28		0.764	0.000
32		0.758	0.000
03	Effectiveness	0.665	0.001
09		0.738	0.001
16		0.692	0.000
20		0.780	0.000

Table (03) shows the correlation coefficients between each of the paragraphs of the first axis: "Efficiency - Justice - Teams work - Effectiveness" and the overall score of the questionnaire. The correlation coefficients range from 0.692 to 0.933. A function at the level of significance (0.01-0.05) Thus, the paragraphs of the second axis are considered to be true to what they have been designed to measure.

6-3-2-1-3/Internal consistency between the words of the organizational commitment axis and the total score obtained in this axis and Table (04) shows that:

the number of phrases	Coefficient of correlation	Level of significance
34	0.710	0.001
35	0.861	0.000
36	0.833	0.003
37	0.914	0.001
38	0.744	0.000
39	0.810	0.000
40	0.901	0.002
41	0.771	0.000
42	0.684	0.002
43	0.837	0.000
44	0.829	0.001
45	0.789	0.000
46	0.830	0.001
47	0.710	0.000
48	0.854	0.000

Table (04) shows the correlation coefficients between each of the paragraphs of the organizational commitment axis and the total score of its vertebrates, where the correlation coefficients range between (0.684 - 0.914) and is a function at the level of significance (0.01-0.05)

6-3-3 Stability of the study instrument:

One of the important factors to be valid for the use of any test or questionnaire is that the stability of the study instrument means that "if we repeated the test multiple times on the individual, the results showed some stability by giving the test the same results if used more than once under the same conditions and on the same individuals "(Boudaoued Abdel-Yamin and Atallah, 2009, p. 106)

The researcher measured the stability of the questionnaire using the method Alpha Kronbach.

6-3-3-1/ Coefficient of Alpha Kronbach:

We used the Alpha Kronbach coefficient to confirm the stability of the study instrument, using the statistical basket of social sciences (SPSS). The following table shows the results obtained for the questionnaire.

Table (5): Stability coefficient of organizational culture and regulatory compliance.

Part	The scale	Cronbach Alpha coefficient
01	Organizational values	0.868
02	Organizational commitment	0.810
Total questionnaire		0.825

Table (05) shows that all stability coefficients are high and statistically significant. This indicates the stability of the results to be obtained using the questionnaire.

7/Community study:

The study community consists of all employees working in the Directorate of Youth and Sports of the State of Maysila at the level of senior and middle management and supervision of administrative organization, who have an educational, cultural and administrative composition that allows them to hold managerial positions.

8/ Sample study: The sample of the study is a survey sample. This method gives all members of society the same opportunity to be from the research sample. This gives the objectivity of the study tool. The questionnaires were distributed to all members of the study community, which consisted of 32 employees. The questionnaires were excluded (02) of them, and this is because not all the questionnaire terms were answered by these respondents, so that the sample of the studied study is 30 employees.

The period of distribution and compilation of questionnaire forms was in the period from April 4, 2016 to April 21, 2016.

9/ the statistical analysis tools:

The researcher used the statistical program called statistical bag for social sciences (spss) and also relied on the following statistical techniques:

- Alpha Kronbach stability coefficient to determine the consistency of the paragraphs of the questionnaire.
- Pearson correlation coefficient for verifying vertebral vertebrae.
- Pearson correlation coefficient to determine the correlation between organizational culture values and organizational commitment.

Applied chapter: presentation and discussion of results

10/ interpretation and presentation of results/discussion:

10-1/ answering the first question:

Is there a relationship between the values of the organizational culture "strength, elite, reward, system" and the organizational commitment of the staff of the Directorate of Youth and Sports of M'sila?

To answer this question, the Pearson correlation coefficient was used between the organizational culture values "strength, elite, reward, efficiency" and organizational commitment and results obtained in Table (06).

The variable	Pearson correlation coefficient	Level indication	Statistical significance
strength	0.328	0.03	Statistically significant
elite	0.410	0.03	Statistically significant
the reward	0.319	0.02	Statistically significant
system	0.440	0.04	Statistically significant

Table (06): The correlation coefficient between organizational culture values "strength, elite, reward, system" and organizational commitment

In view of the above table it is clear that:

The Pearson coefficient between the variables "strength, elite, reward, system" and regulatory compliance was 0.328, 0.410, 0.319 and 0.440 respectively, with a significance level of less than 0.05 adopted by us, indicating a weak positive correlation between These variables are organizational commitment.

10-1-1/ discussion:

It is clear from the previous table that correlation coefficients between the variables of organizational culture (strength, elite, reward, system) and variable (organizational commitment) have a weak positive correlation, indicating that these values constitute the prevailing organizational culture in the Youth Directorate And sports positively affect the organizational commitment of employees, a strong culture is an active and supportive of the Department and help them to achieve their goals and aspirations, and the culture is strong when accepted by the majority of the employees of the organization, which

affect their behavior and commitment, AI organizational culture, the organization arise as a result of the interaction of administrative functions (planning, organization, leadership, oversight) with organizational components(Rules, procedures, laws, organizational structure, technology used, processes) where the attributes and elements of culture are transferred through senior management to the nature of performance and type of organizational structure and processes. (Al-Dosari, 2007, p. 30)

To this end, an organizational culture that works to create the right environment that encourages the formation of positive attitudes among staff should be provided, thus helping to raise the level of organizational commitment.

This finding is in line with the researcher's findings (Barbakh Rabeih, 2014) that job satisfaction in all its dimensions (relationship with officials and colleagues - tasks and duties - appreciation and self-esteem) is of great importance in achieving high levels of organizational commitment among sports complexes workers of M'sila.

This finding is in line with the researcher's findings(Khaled. Mahmoud Aziz,and others,2012

the emergence of a high level of organizational culture to members of clubs and sports federations reflects the importance of its elements.

10-2/ answer the second question:

Is there a relationship between the values of organizational culture "efficiency, justice, work teams, effectiveness" and the organizational commitment of the staff of the Directorate of Youth and Sports of M'sila?

To answer this question, the Pearson correlation coefficient was used between the values of organizational culture, efficiency, justice, teamwork, effectiveness, organizational commitment and results obtained in Table (07)

The variable	Pearson correlation coefficient	Level indication	Statistical significance
efficiency	0.412	0.03	Statistically significant

justice	0.626	0.04	Statistically significant
teams work	0.678	0.04	Statistically significant
effectiveness	0.389	0.03	Statistically significant

Table (07): correlation between organizational culture values ' efficiency, justice, teams work, effectiveness and organizational commitment

In view of the above table it is clear that:

Pearson correlation coefficient between the variables (justice, working groups) and organizational commitment was (0.626, 0.678), respectively, with a significance level of less than 0.05 adopted by us, indicating a moderately positive correlation between these two variables and the regulatory commitment. The correlation between Pearson (efficiency and effectiveness) and regulatory commitment (0.412, 0.389), respectively, and the level of significance below 0.05, indicates a weak correlation between these two variables and the organizational commitment.

10-2-1/ discussion:

It is clear from the above table that correlation coefficients between the variables of the organizational culture (efficiency, justice, teams work, effectiveness) and variable organizational commitment have a moderately positive and weak correlation, indicating that the availability of these constituent values The Directorate of Youth and Sports positively affects the organizational commitment of staff, supports teamwork and team spirit, and encourages flexibility, adaptation and delegation of authority as a requirement to achieve organizational goals.

Thus, if this type of culture prevails in the organization, it creates a sense of belonging to the group and therefore to the organization and the desire to continue working with it and the sense of commitment towards it. It is also in line with the main emphasis of the quantitative school of management, which emphasizes the importance of collective and cooperative activities to overcome the limited capacity of individuals to perform. In the same context, both researchers (Keneke and Krenter) emphasized that the functions of organizational culture

promote the stability of the collective system, Harmony and cooperation among the Members of the Organization. **(Hassan Hareem, 2003, p. 17)**

- This finding is consistent with one of the results of the study (Bait Issa, 2009), which concluded that the management system of the work teams increased the contribution of individuals to collective decision making, and that the predominant feature of dealing between members of the team is informal and this increases the effectiveness of performance.

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