

# Organizational culture and its relationship to decision-making in faculties of physical education and sports sciences

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## Abstract

The study aimed to identify the level of organizational culture and decision-making and to identify the relationship between organizational culture and decision-making from the point of view of the study sample. The study sample was selected by the comprehensive enumeration method and consisted of (95) as the research included assistants and heads of departments in the faculties of physical education and sports sciences in Iraq. The researcher used the survey method from the basic methods in descriptive research because it is appropriate for the nature of the study. The study reached the following results: The results showed a good level for the organizational culture variable, as well as the results showed a good level for the decision-making variable. The results showed a statistically significant relationship between organizational culture and decision-making among the study sample. The researcher recommends the need to pay attention to organizational culture in college administration because it has a positive impact on trust, cooperation, cohesion and creativity among the members of the college, and the need for members to participate in the administrative process in the college in the field of decision-making.

## Introduction and study problem:

Administrative organizations have different characteristics and features than others, and this of course indicates the difference in the intellectual and cultural patterns that govern the behavior of institutions, and therefore each institution has a personality that differs from the rest of the institutions.

“The culture of the institution represents the engine for the success of any institution, as culture plays a very important role in the cohesion of workers, and maintaining the identity of the group and its survival. Culture is an effective tool in directing the behavior of workers and helping them to do their work better, through the system of informal rules and regulations that exist in the institution, which accurately explains to its members how to act in different situations, in light of what is expected”. (10: 3)

Organizational culture is one of the main determinants of the nature of the organizational context of any institution. It forms the standard patterns of behavioral practices of individuals and the personal relationships between them. It determines the methods of thinking, values, customs, trends, and interests prevailing in the institution and distinguishing it from others. To know the nature of organizational culture and its role in the lives of workers and institutions, it is necessary to know the concept of organizational culture, its importance, types, components, and patterns (1:9).

“In practical terms, decision-making includes all aspects of administrative organization, and is no less important than the implementation process and is closely

linked to it. Any thinking about the administrative process should focus on the basis and methods of decision-making, as well as on the foundations and procedures for implementing them”. (30:2).

The success of the administrator in his work depends on skills, including organizational culture and decision-making, which play a role in the success of the administrative process and their importance is highlighted in administrative institutions.

The College of Physical Education and Sports Sciences is an educational institution that works to prepare cadres distinguished by scientific and administrative knowledge concerned with the field of sports sciences to advance the Iraqi sports movement at various levels and serve the labor market. Accordingly, the importance of the current research is evident in an attempt to identify the organizational culture and its role in decision-making by the study sample and how to employ these skills to enable them to achieve the goals of the institutions.

Organizational culture represents the engine for the success of any institution and plays a very important role in the cohesion of members, preserving their identity, directing members' behavior and helping them do their work better. Organizational culture has an influential and effective role in choosing the appropriate method of decision-making in the faculties of physical education and sports sciences. Therefore, the research problem focuses on the following questions:

- Do deans of faculties of physical education and sports sciences have an organizational culture?
- What are the common methods of decision-making in faculties of physical education and sport science?

**Objectives of the study:**

1. Identifying the level of organizational culture and decision-making among deans from the point of view of the study sample.
2. Identifying the relationship between organizational culture and decision-making from the point of view of the study sample.

**Study Methodology:** The researcher used the descriptive method using the survey method due to its suitability and the nature of the study.

**Study community and sample:** The study sample consisted of (95) individuals and was selected using the comprehensive enumeration method as shown in Table (1), as the study included assistants and heads of departments in the faculties of physical education and sports sciences in Iraq.

Table (1)  
Research sample description

faculties	total of assistants and department heads	community Total	Pilot study sample	Implementation sample
Baghdad	5	5		5
Baghdad for girls	5	5		5
Al-Mustansiriya	5	5	2	3

Basra	5	5		5
Mosul	5	5	2	3
Diyala	5	5	2	3
Kufa	5	5		5
Karbala	5	5		5
Babylon	5	5		5
Qadisiyah	5	5	1	4
Maysan	5	5		5
Wasit	5	5		5
Dhi Qar	5	5		5
Tikrit	5	5	2	3
Kirkuk	5	5	3	2
Muthanna	5	5		5
Qasim Al-Akhdar	5	5		5
Samarra	5	5	2	3
Al-Hamdaniya	5	5	1	4
<b>Total</b>	<b>95</b>	<b>95</b>	<b>15</b>	<b>80</b>

### study tools:

The researcher relied on obtaining data and information related to the theoretical aspect available and accessible from Arab and foreign sources. The two forms were adapted (the organizational culture form from Muhammad Fikri Muhammad (2019)(7) and the decision-making form from Muhammad Saad Muhammad Abdul-Qader (2023)(6) and the phrase was adapted and formulated to suit the goal and sample of the study. A three-point estimation scale was also set and the phrases were corrected as follows: (Yes (3 degrees), Yes to the extent of (2 degrees), and No (1 degree) for the sample's responses to the phrases. Thus, the questionnaire form became in its initial form before conducting Scientific foundations.

### Pilot study:

The researcher conducted a pilot study with a sample of 15 individuals selected from the main study group within the study community. This pilot study took place from July 25, 2022, to August 10, 2022. The objective was to assess the clarity and appropriateness of the phrasing used, ensuring it was understandable for the participants, and to facilitate scientific transactions.

### Scientific foundations for the questionnaire:

#### A. Validity

##### 1- Content Validity:

The researcher presented the questionnaire to a group of (7) experts in the field of sports management to express their opinion on the suitability of the questionnaire for the purpose for which it was developed. Their approval ranged between (85-100%) on all phrases, And the questionnaire has become in its final form.

**2- Internal Consistency:**

The researcher used the internal consistency validity to calculate the validity coefficient of the questionnaire to verify the validity of the questionnaire form, as the form was applied to a sample of a total of (15) from the study community and from outside the basic study sample.

Table (2)  
Internal consistency for the questionnaires

Organizational culture Questionnaire						Decision-Making Questionnaire					
ph ra se no .	Corr elati on coeff icien t	Signi fican ce level	ph ra se no .	Corr elati on coeff icien t	Signi fican ce level	ph ra se no .	Corr elati on coeff icien t	Signi fican ce level	ph ra se no .	Corr elati on coeff icien t	Signi fican ce level
1	0.63	0.011	13	0.78	0.001	1	1.00	0.000	13	0.60	0.018
2	0.53	0.040	14	0.68	0.005	2	0.55	0.032	14	0.91	0.000
3	0.72	0.002	15	0.56	0.026	3	0.85	0.000	15	0.57	0.024
4	0.57	0.024	16	1.00	0.000	4	0.91	0.000	16	0.65	0.008
5	0.60	0.018	17	0.78	0.001	5	0.72	0.002			
6	0.91	0.000	18	0.72	0.002	6	0.60	0.018			
7	0.78	0.001	19	0.91	0.000	7	0.78	0.001			
8	1.00	0.000	29	0.55	0.032	8	0.63	0.011			
9	0.57	0.024	21	0.63	0.011	9	0.91	0.000			
10	0.63	0.011	22	0.60	0.018	10	0.65	0.008			
11	0.65	0.008	23	1.00	0.000	11	0.78	0.001			
12	0.72	0.002				12	0.57	0.024			

Table (2) shows that It shows that all phrases are significant because the significance level is less than 0.05

B. Questionnaire reliability:

The researcher used the Cronbach's alpha coefficient to calculate the reliability of the questionnaire to confirm the stability of the phrases:

Table (3)  
Cronbach's alpha coefficient value for questionnaire phrases

No.	questionnaire	Alpha coefficient	Significance level
1	Organizational culture	0.72	0.02
2	Decision-Making	0.91	0.00

**Application of the questionnaire form (basic study):**

The researcher applied the questionnaire form in its final form to (80) members of the study sample, during the period from 10/28/2023 to 11/18/2023, After completing the application of the questionnaire, the scores were extracted and processed statistically using SPSS.

**Critical levels for questionnaire answers (3) :**

table (4) outlines the established thresholds for analyzing responses to the questionnaire.

No.	Relative weight score	level
1	49 and less	Very low
2	50-----59	low
3	60-----69	medium
4	70-----79	good
5	80 and above	Very good

**Presentation and discussion of results:**

After obtaining the data set from the study sample, statistical processing (SPSS) was used and the results were obtained according to the study objectives.

**1- objective:** Identifying the level of organizational culture among all faculties:

Table (5)  
Estimated scores and relative weights of sample responses regarding the organizational culture questionnaire (n = 80)

No.	Phrases	Estimated score	relative weight	level
1	The faculty is interested in transferring best practices from one department to another	187	77.91	good
2	The faculty is interested in providing continuous learning for members	196	81.66	Very good
3	There is a clear definition of the tasks of each job	187	77.91	good
4	The faculty is interested in motivating members to participate effectively in achieving the goals of the faculty	189	78.75	good
5	The faculty is interested in rotating employees between the different departments if they are needed	183	76.25	good



6	The faculty is interested in developing employees through training courses	189	78.75	good
7	The faculty is keen to evaluate employee performance fairly	187	77.91	good
8	All members are informed of the faculty development plans	200	83.33	Very good
9	The faculty members participate in the departments in teamwork	190	79.16	good
10	The members participate in the departments in joint committees	185	77.08	good
11	A spirit of cooperation prevails in the work among members	182	75.83	good
12	The administrative departments exchange their services to help each other in completing their work.	189	78.91	good
13	Mutual trust prevails in the relationships between members	185	77.08	good
14	Mutual trust prevails in the relationships between the faculty and its members	186	77.5	good
15	The relationships between members are dominated by a spirit of brotherhood and camaraderie	191	79.58	good
16	The performance of members is characterized by great motivation without interference from the faculty	192	80	Very good
17	The member feels that he takes all his rights without demanding	183	76.25	good
18	The members use their ability to accomplish the work	185	77.08	good
19	The members constantly exchange important information related to the work	180	75	good
20	The members realize that they are responsible for improving the performance of their work without the need for supervisory intervention	192	80	Very good
21	The competition between members at work is dominated by the spirit of fair competition far from conflicts	188	78.33	good
22	The members work together in a collective manner	181	75.41	good
23	The members subject their goals to the goals of the group	194	80.83	Very good
	Questionnaire total	4134	74.89	good

Table (5) shows that the relative weight of the opinions of the research sample in the organizational culture questionnaire to know the level of organizational culture in the



faculties for organizational culture ranges between (75% to 83.33) and the questionnaire as a whole obtained 74.89%, which indicates that the level of organizational culture in the faculties is (good). The researcher believes that a positive and healthy culture enhances employee satisfaction, motivates them, and increases their loyalty to the institution, which increases creativity and innovation at work. This is confirmed by Khaled Mahmoud, Thabet Ihsan and Alaa El-Din Abdel-Ilah (2012) (4) on working to develop the strengths of the characteristics of the organizational culture that support sports achievement, whether in terms of cooperation, innovation, cohesion and effectiveness.

Al-Amian (2004) indicates that the advantage of a high organizational culture appears from the similar internal environment and the type of work that individuals practice within the institution and that an institution with high performance and effectiveness has a strong culture among its members (8: 317).

This is confirmed by the study of Ahmed Najm and Marwan Khairou (2020 (1) which indicated that the organizational culture is available in a good way that contributes to developing the professional competence of the heads of sports clubs.

**2- objective:** Identify the decision-making level of all faculties:

Table (6)  
Estimated score and relative weight of sample responses to the Decision-making questionnaire (n = 80)

No.	phrases	Estimated score	relative weight	level
1	The concept of decision from your point of view means collecting sufficient information about a specific problem	184	76.66	good
2	There is participation in collecting sufficient information about a specific problem within the faculty	185	77.08	good
3	I participate in testing and determining the means required for my specialty like my work in the faculty	195	81.25	Very good
4	I participate in building strategic decisions if information is available about the problem at hand	185	77.08	good
5	I participate in the membership of the committees in the faculty and the appropriate opinion for the problem is proposed	183	76.25	good
6	I contribute to drawing up plans and policies related to work in the faculty	179	74.58	good
7	I participate in making decisions related to developing the faculty	191	79.58	good

8	I contribute to choosing the places and dates related to the activities organized by the faculty	187	77.91	good
9	The college council in the faculty talks to the teachers and employees about the decision and explains the circumstances that made it take it in this way	189	78.75	good
10	The high rate of change of officials in strategic decisions and their lack of job stability	189	78.75	good
11	The abundance of burdens within the work affects decision-making within the faculty	193	80.41	Very good
12	Stagnation in the internal laws and regulations organizing work within the faculty	182	75.83	good
13	Personal whims interfere in decision-making	191	79.58	good
14	Randomness in decision-making by the faculty council in the faculty	188	78.33	good
15	Extreme centralization in decision-making within the faculty	175	72.91	good
16	The decision conflicts with reality and the capabilities available to the faculty	183	76.25	good
	Questionnaire total	2979	77.5	good

It is clear from Table (6) that the relative weight of the research sample's opinions in the decision-making questionnaire to know the level of decision-making in the faculties for organizational culture ranged between (72.91% to 81.25%) and the questionnaire as a whole obtained 77.5%, which indicates that the level of decision-making in the faculties is (good). The researcher believes that decision-making is a vital skill based on critical thinking, analysis, and evaluation, which ultimately leads to improving the results of the institution and increasing confidence among employees.

This is what was confirmed by the study of (Muhammad Saad Muhammad) (2023) (6) on providing sufficient information to develop employees' ideas and improve decision-making.

Wafi Muhammad Al-Khalil (2011) (10) indicates that decision-making goes through main stages that must be passed through and known by both subordinates and managers to contribute to building good administrative decisions.

The results of this study are consistent with the results of the Study of Mohammed Ahmed (2023)(11), “as it showed the required level of decision-making among department heads of faculties of physical education and sports sciences”.



**3- objective:** Identifying the relationship between organizational culture and decision-making in colleges of physical education and sports sciences in Iraq.

Table (7)

The correlation coefficient between organizational culture and decision-making (n = 80)

Variables	Arithmetic mean	Std.	Correlation coefficient	Significance level
Organizational Culture	37.23.	4.30	0.54	0.00
Decision Making	37.01	3.67		

Table (7) shows that there is a significant relationship between organizational culture and decision-making because the significance level is less than 0.05. This indicates that organizational culture has a positive and negative impact on decision-making.

The researcher believes that the first responsibility has a vision of what the institution should be and has an important role in developing the organizational culture for all members of the institution, and this is reflected in the decision-making process that is practiced to achieve the goals.

This is confirmed by what Aisha Shatatha (2009)(5) indicated that “awareness of the culture of the institution and the management of this culture in a way and in the design and implementation of an integrated strategic plan where positively affects the formation of effective communication systems in several directions that directly support the processes of making administrative decisions” (5:1).

The results of the study are consistent with the results of the study by Muhammad Saad (2023) (6) “that there is a significant relationship between organizational culture and decision-making among members of the sub and central gymnastics federations”.

### Conclusion:

The results and recommendations reached by the study are the emergence of a good level of the organizational culture variable, as well as the results showed a good level of the decision-making variable among study sample. The results showed a statistically significant relationship between organizational culture and decision-making among study sample. The researcher recommends the need to pay attention to organizational culture in the faculties of physical education and sports sciences because it has a positive impact on trust, cooperation, cohesion and creativity among the members of the faculty, and the need for members to participate in the administrative process in the faculty in the field of decision-making, and work must be done to develop the spirit of competition among the members of the faculty and conduct a study related to organizational culture in other sports institutions.

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