

## The Organizational culture and its relationship with organizational commitment among the employees in Ministry of Youth and Sports of Algeria

الثقافة التنظيمية وعلاقتها بالالتزام التنظيمي لدى الموظفين في وزارة الشباب والرياضة بالجزائر

<sup>1</sup>Tebbani Ali . <sup>2</sup>Mssaoudi tahar

<sup>1</sup>University: M'sila - Algérie, Email: [Ali.tabbani@univ-msila.dz](mailto:Ali.tabbani@univ-msila.dz)

<sup>2</sup>University : Djelfa - Algérie, Email: [elbahith18@gmail.com](mailto:elbahith18@gmail.com)

Received: 13/09/2019

Accepted: 22/10/2019

Published: 05/12/2019

### Study Summary:

1/Title of the study: The Organizational culture and its relationship with organizational commitment among the employees in Ministry of Youth and Sports of Algeria

2/ General and partial questions :

-- What is the nature of the Relationship tween the organizational culture and the organisationnel commitment of the employées of the Ministry of Youth and Sports in Alegria?

-Is there a relationship between organizational culture and responsibility towards the employer The staff of the Ministry of Youth and Sports of Algeria?

-Is there a relationship between organizational culture and the desire to continue working? The staff of the Ministry of Youth and Sports of Algeria?

3/Hypotheses of the study:

- There is a correlation between the organizational culture and the organizational commitment of employees in the Ministry of Youth and Sports in Algeria.

-There is a correlation between organizational culture and responsibility towards the employer In the Ministry of Youth and Sports of Algeria.

-There is a correlation between organizational culture and the desire to continue working In

the Ministry of Youth and Sports of Algeria.

4/ General objective of the study: to discover the relationship between organizational culture and organizational commitment with staff at the Ministry of Youth and Sports in Algeria.

5/ The approach: Relational descriptive approach.

6/ The society of the study: (200) employees.

7/ The study sample: 100 employees

8/ Study Tools: Questionnaire.

9/ Field application procedures:

-The researcher relied on the distribution of the questionnaire on the personal interviews with all the participants in the study in order to give them a clear idea of the purpose of this study, and this process was in the period from (01/12/2017) until (20/01/2018).

10/ The most important results:

-There is a strong correlation between organizational culture and responsibility towards the employer With staff in the Ministry of Youth and Sports.

- There is a moderately positive relationship between the organizational culture and the desire to continue working With staff in the Ministry of Youth and Sports.

11/ Proposals:

-Attention to the study of values, beliefs and trends in the selection of new employees so that the elements capable of adapting to the organizational culture prevailing in the organization and with any possible changes in the field of work can be selected.

-The need for the participation of individuals in decision-making and the formation of policies and future directions of the institution, which supports the values of recognition and appreciation of the worker and strengthen the motivation of individuals to commit to achieve their objectives.

-We also propose to the Ministry of Youth and Sports to strengthen the link with the Ministry of Higher Education and Scientific Research in order to benefit from the expertise

and knowledge of professors specialized in sports management

**- Keywords:**

The organizational culture - Organizational Commitment - the employees - Ministry of Youth and Sports of Algeria.

**المخلص :**

الهدف العام للدراسة : معرفة العلاقة بين الثقافة التنظيمية والالتزام التنظيمي لدى الموظفين في مقر وزارة الشباب والرياضة بالجزائر.

إجراءات الدراسة الميدانية :

مجتمع الدراسة : 200 موظف

عينة الدراسة : عينة عشوائية وشملت (100) موظفا بمقر وزارة الشباب والرياضة بالجزائر العاصمة (الإدارة المركزية).

المنهج : المنهج الوصفي الارتباطي.

أدوات الدراسة :

- مقياس الثقافة التنظيمية : باستخدام استبانة القيم التنظيمية التي أعدها ديف فرانسيس D.francis وزميله مايك وودكوك M,WOODCOCK عام 1990 وترجمها للغة العربية عبد الرحمن هيجان عام 1995 وتتضمن استبانة القيم ثماني قيم مصممة على مقياس ليكرت الخماسي.

- استبيان الالتزام التنظيمي من إعداد الباحث.

أهم النتائج المتوصل إليها:

1- توجد علاقة طردية قوية بين الثقافة التنظيمية والمسؤولية اتجاه جهة العمل لدى الموظفين في وزارة الشباب والرياضة.

2- توجد علاقة طردية بدرجة متوسطة بين الثقافة التنظيمية والرغبة في الاستمرار بالعمل لدى الموظفين في وزارة الشباب والرياضة.

الكلمات المفتاحية:

الثقافة التنظيمية، الالتزام التنظيمي الموظفين، وزارة الشباب والرياضة بالجزائر.

### **Introduction and Problems of the Study:**

According to the cultural perspective, the administrative organization is a social organization in which the human being is the first element that expresses its culture through its organizational behavior, which reflects on the effectiveness of the organization, its study helps to understand and interpret this behavior and know its ability to achieve internal integration within the framework of collective rationality of the way of working within Resolve the problems faced by its members to eventually produce an identity that the organization knows about. The administrative organization is a body of socialization and a place to instill values and standards that ultimately give the worker his individual and social personality. He has a past and present for the future project of his group (Youcef Djaghlouli, 2010, p. 28).

This calls for the management leadership in the organization to strengthen the collective capacity of action and that through organizational culture as a key input to organizational development in the transformation of the organization from a number of isolated and independent of each other to an integrated and cooperative organized community linked by the unity of objectives, which is the ideal type of human relations for any group This approach points to the imperative of cultural change and organizational development of organizational culture. From the level of their organizational commitment, which is the key and important to examine the extent of harmony between individuals and their organizations, individuals with high commitment have sufficient preparations to devote more effort and dedication in their work and endeavor permanently to maintain their continued association and belonging to their organization (Al-Mekhlafi Mouhamed, 2001, p. 185)

In Algeria, the Ministry of Youth and Sports, as the main actor in the development of the sector, sought to exert practical efforts. Reconsidering the rights and duties of the employee in a way that values human resources and contributes to achieving quality in the management by giving flexibility to the laws and updating the management methods of individuals to suit the new role of the state. To determine the salary of the employee according to his qualifications and educational level, in order to include his seniority in the job as an actual rank.

Generally speaking, interpretations of the performance and effectiveness of the organization have varied, but they have not departed from the set of organizational factors that interfere with them to varying degrees in the effectiveness of job performance. It encourages creativity and excellence in performance, engages them in vision, sets goals, shares ambitions, and engenders commitment to achieve them.

### - **General and partial questions:**

The problem of the study will be represented in the following question:  
Is there a correlation between organizational culture and organizational commitment among employees in the Ministry of Youth and Sports in Algeria?

Through the general question we ask the following partial questions:

1-Is there a correlation between organizational culture and responsibility towards the employer of employees in the Ministry of Youth and Sports in Algeria?

2 - Is there a correlation between the organizational culture and the desire to continue to work for staff in the Ministry of Youth and Sports in Algeria?

**3. Hypotheses:** This study is based on a number of hypotheses:

### - **General hypothesis:**

There is a correlation between organizational culture and organizational commitment among employees in the Ministry of Youth and Sports in Algeria.

**- Partial hypotheses:**

1 - There is a correlation between organizational culture and responsibility towards the employer of employees in the Ministry of Youth and Sports in Algeria.

- There is a correlation between the organizational culture and the desire to continue to work for employees in the Ministry of Youth and Sports in Algeria.

**4. Objectives of the study:**

- Know the reality of the organizational culture prevailing in the Ministry of Youth and Sports, and the degree of its contribution in achieving organizational commitment among employees.

- Attempt to identify the characteristics of the organizational culture that officials of the Ministry of Youth and Sports in Algeria seek to promote and whether it is working to produce a collective identity for work, or the production of subcultures that impede the balance of social construction of the organization.

- Find out whether officials in the Ministry of Youth and Sports in Algeria are working to create and build social behavior that reflects the performance of the staff of their tasks by themselves in accordance with the rule of self-discipline and work voluntarily and cooperate in a desire to achieve the roles expected of them.

**5- The importance of the study:**

- The results of the current study may help officials of the Ministry of Youth and Sports in Algeria to create a strong organizational culture driving the achievement of high levels of organizational commitment among employees.

- The study of the organizational culture may allow officials in the Ministry of Youth and Sports in Algeria to organize work in a way that makes it more responsive to the interests and aspirations of employees, which plays a big role in motivating them and raise their efficiency and productive capacities.
- Analyzing the behavior and behavior of employees and know their values and common characteristics may help to know how they are influenced on the one hand and also understand the various problems and sources of conflicts prevailing between them and management and deal with them in the most effective and most appropriate ways on the other.

**6. Key words in the study:**

**6-1 / Idiomatic definition of organizational culture:**

- Observed behavioral practices resulting from the interaction of individuals, values and norms that emerge in the work group, and the philosophy that guides the policy of individuals towards the organization (Ziad Said Al-Khalifa, 2008, p. 10)

It is defined as the traditional and traditional way of thinking and behavior that is divided and shared among the members of the organization and learns little by little for the new members to be accepted into the organization (Elias Salem, 2006, p. 12).

- Procedural definition of values of organizational culture:

The prevailing set of values (strength, elite, reward, order, competence, justice, team work, effectiveness) among employees working at the Ministry of Youth and Sports (central headquarters), which governs the framework and controls their actions and affects their organizational commitment.

**6-2 / Idiomatic definition of regulatory commitment:**

- Shawadafi defined 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 make an effort to support the goals of the organization and the development of membership (Amiri and the majority, 2008, p. 265)
- BUCHANAN defined it as the affective association between the goals and values of the organization and the role of the individual related to those goals and values (Al-Kubaisi, Amer, 1998, p. 553).
- Procedural definition of organizational commitment: is the internal desire of the employee at the headquarters of the Ministry of Youth and Sports to make the utmost effort in the work because of his belief in the values and objectives of the Department. (SALEM Layachi, 2017, p176).

#### 7. The exploratory study:

Matthew Gedder defines the survey as: a scientific scouting study aimed at identifying the problem, and the need for this type of research, when the problem in question is new and never before or when the information or knowledge obtained about the problem is few and weak (Matthew Gedir, 2004, p. 26, 27) On this basis, we conducted a one-month survey, specifically in December 2016, where we obtained the permit to conduct a field study at the headquarters of the Ministry of Youth and Sports in Algiers. Specific documents and records Study by moving between offices to meet with a group of employees and discussion with them in various aspects of the study and included (15 employees), and our aim was to know the appropriateness of the questionnaire phrases to the subject of the study and to know the number and type of sample and how to choose them as well as to know as much information as possible. Preliminary conception of research.



8 - **Study Methodology:** We used the descriptive correlative approach because it fits with the subject of our research.

9- Society and sample of study:

- The study population consisted of a slice of employees working in different directorates at the level of the headquarters of the Ministry of Youth and Sports in Algiers (the central administration).

This sample gives all members of the community the same opportunity to be from the research sample, which gives the objectivity of the study tool. (107) questionnaires were distributed and (105) questionnaires were retrieved. 05) of them because of the failure to answer all the questionnaire statements by these respondents, and thus the sample of the research studied (100) employees.

Data and information collection tools:

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 Abdul Rahman Hijan in 1995. The questionnaire includes eight values designed on the Likert Five-Point Scale.

- Strength: Allocated paragraphs (1-2-3-4).
- The elite: and allocated paragraphs (5-6-7-8).
- Remuneration: the paragraphs (9-10-11-12) have been allocated.
- Effectiveness: The paragraphs (29-30-31-32) have been allocated.
- Efficiency: allocated paragraphs (17-18-19-20).
- Justice: paragraphs (21-22-23-24) have been allocated were allocated to them.
- System: The paragraphs (13-14-15-16) have been allocated.
- This measure was used in the Arab environment by the researcher Bassam bin Munawer Al-Enezi in a study entitled "organizational culture and administrative

creativity, Master Note, Department of Public Administration, College of Administrative Sciences, King Saud University, 1425 Hegira"

- In the Algerian environment was used by the researcher Wafia Sahraoui in a study entitled "organizational culture and its relationship to professional pressure and organizational loyalty and self-efficacy in the frameworks of the university," Doctoral thesis in the work psychology and organization, Faculty of Humanities and Social Sciences, University of Algiers 2, 2013.

Organizational Compliance Questionnaire:

- Presenting the questionnaire to a group of specialized professors prepared in accordance with.

- Working groups: paragraphs (25-26-27-28)

the observations of the experts in a total of (32) items with tolerance (05) levels of selection ranged from strongly agree, agree, neutral and disagree strongly disagree, and distributed phrases in two dimensions, namely:

- Responsibility towards the employer: allocated paragraphs 33 to 40

- The desire to continue to work: and devoted to him paragraphs 41 to 48

11-1 / Key Gauge:

The questionnaire includes 05 scores:

Answer	I do not agree at all	I do not agree	Not sure	I agree	I totally agree
<b>Positive terms</b>	1	2	3	4	5

Table No. (01): represents the questionnaire scores for the questionnaire statements.

# The Organizational culture and its relationship with organizational commitment among the employees in Ministry of Youth and Sports of Algeria

## Scientific conditions of the instrument

### The sincerity of the study tool:

### The internal consistency of the study instrument paragraphs:

The internal consistency of the questionnaire paragraphs was calculated on the 15-odd survey sample by calculating the correlation coefficients between each paragraph and the overall score of the dependent axis.

Calculate the internal consistency of organizational culture values and the overall score of the scale:

Number	Term content	Sub-axis	Correlation coefficient
01	Directorate officials behave in ways that show that they are in charge.	Strength	0.781
02	The Department is respected and appreciated in the Directorate by its employees.		0.843
03	Officials in the directorate are granted powers equal to their responsibilities.		0.941
04	Managers maintain the Directorate's workflow.		0.798
05	Significant efforts are being made to recruit the best candidates for managerial positions.	Elite	0.917
06	Great efforts are made to develop the capabilities and skills of employees.		0.854
07	Employees with managerial abilities have real opportunities to develop their careers.		0.836
08	Staff performance is regularly assessed.		0.870
09	Employees with outstanding performance are rewarded generously.	Reward	0.899
10	Staff regularly receive detailed reports on how they perform.		0.852
11	Administrative remuneration is clearly linked to performance in the Directorate.		0.769

12	Employees are rewarded for doing things that help the Directorate's success.		0.947
13	The organizational procedures applied in the Directorate are fair.	System	0.794
14	The Directorate is concerned with the application of a fair system at work.		0.766
15	Working in the directorate is a good workplace.		0.753
16	. The internal rules and regulations of the Directorate are fair		0.875

Number	Term content	Sub-axis	Correlation coefficient
17	There is ongoing research to find ways to achieve performance efficiency.	Competency	0.872
18	Modern techniques and new management techniques are regularly studied to increase performance efficiency.		0.763
19	The work system in the directorate does not allow the low performance of employees.		0.951
20	Administrative rules make it easier to accomplish and master the work of the directorate.		0.773
21	Gives employees a fair opportunity to hear their complaint when they have problems.	Justice	0.857
22	Employees are evaluated based on their performance and not on personal considerations.		0.911
23	Officials work to overcome the difficulties faced by employees.		0.932
24	Committee members shall be selected appropriately in accordance with the functions of the committees.	Work difference	0.748
25	. The staff in the directorate feel treated equally		0.809
26	. The staff in the Directorate helps each other		0.725
27	The staff of the Directorate shall be prepared on an objective and		0.908

## The Organizational culture and its relationship with organizational commitment among the employees in Ministry of Youth and Sports of Algeria

	codified basis.	Efficiency	
28	The management takes care of the employees so that each of them feels part of the team.		0.717
29	Management is keen to ensure that employees implement the decisions taken.		0.740
30	. Strategic decisions taken by senior management have proved to be highly successful.		0.798
31	Senior managers plan well for the future.		0.803
32	The decisions of senior management in the directorate are effectively communicated to employees.		0.877

**Table (02): shows the correlation coefficients between each of the terms of the organizational culture scale and the total score of its terms.**

- Table (02) shows that all the dimensions of the eight organizational culture scale achieved a significant correlation with the total score of the scale at the significance level (0.05). It is characterized by a high degree of honesty of internal consistency, which means that all paragraphs and dimensions of the scale achieve the goal designed for it.

**Internal consistency between the statements of the organizational commitment axis and the overall score:**

Number	Term content	Sub	Correlation coefficient
33	I feel it is my duty to do my best to achieve the Directorate's goals.	Responsibility towards the employer	0.752
34	I do not compromise in the implementation of the regulations and laws of the Directorate.		0.895
35	I keep the Directorate's property and I keep my personal property completely.		0.843
36	I am looking for new ideas to develop the work in the Directorate.		0.782
37	Ready to double the effort for the success of the Directorate.		0.721
38	Maintaining working and completion times is one of my top		0.815

	priorities for the directorate.		
39	It is my duty to support my colleagues.		0.760
40	I want to be in a place that requires great efforts to contribute to the success of the Directorate.		0.761
41	I am looking for a distinguished career in the Directorate.	The desire to keep working	0.836
42	I look forward to participating in one of the committees that provide service for the Directorate.		0.759
43	I occupy my time for work.		0.817
44	Leaving my current job and looking for another job is financially and morally costly for me.		0.702
45	. My presence in my current job represents a good career investment for me.		0.768
46	I have a desire to spend the rest of my career in my directorate.		0.780
47	I would like to continue the relationship between me and my colleagues in the Directorate.		0.810
48	I want to stay in my job no matter how good alternative opportunities I have.		0.743

**Table (03): shows the correlation coefficients between the two words of the two axes of the questionnaire and the total score of the statements.**

- Table (03) shows that all dimensions of the organizational compliance questionnaire achieved a significant correlation with the total score of the questionnaire at the significance level (0.05). High consistency of internal consistency, which means that all paragraphs and dimensions of the questionnaire achieve the goal designed for it.

**Study tool stability:**

The researcher measured the consistency of the questionnaire using the  $\alpha$ -Kronbach coefficient method.

- Calculation of the coefficient of stability A. fakronbach  $\alpha$ :

# The Organizational culture and its relationship with organizational commitment among the employees in Ministry of Youth and Sports of Algeria

We used the Kronbach alpha coefficient to verify the reliability of the study tool, using the statistical package for social sciences (24spss) and the following table shows the results obtained by the questionnaire.

Section	Scale	coefficient of fakronbach $\alpha$
01	Organizational Culture	0.891
02	Organisational commitment	0.859
	Total Questionnaire	0.868

**Table (04): Stability coefficient for organizational culture scale and organizational compliance questionnaire.**

Table (04) shows that all stability coefficients are high and statistically significant, indicating that the results obtained by using the organizational culture scale and the organizational compliance questionnaire can be established.

### - Field application procedures:

At this stage the questionnaire was distributed and has:

- The researcher relied on the questionnaire on personal interviews with all the participants in the study in order to give them a clear idea of the purpose of this study.

### 14. Statistical methods used in the study:

The researcher used the statistical program named the statistical bag for social sciences (24spss) as it relied on the following statistical techniques:

- Stability coefficient alpha Kronbach  $\alpha$  to determine the stability of the paragraphs of the questionnaire.
- Pearson correlation coefficient to measure the sincerity of paragraphs.

- Pearson correlation coefficient to see the correlation between organizational culture and organizational commitment.

**15. Presentation, interpretation and discussion of results:**

15-1 / Presentation, interpretation and discussion of the results of the first hypothesis, which provides for a correlation between organizational culture and responsibility towards the employer of employees in the Ministry of Youth and Sports.

Variable	Sample	Correlation coefficient of Pearson	Significance level
Organizational culture	100	0,731*	Dal for 0.05
Responsibility towards the employer			

**Table (05) shows the correlation between organizational culture and responsibility towards the employer.**

- Looking at Table (05), it is clear that:

The Pearson correlation coefficient between the two variables organizational culture and responsibility toward the employer reached (0.731 \*) at the level of significance (0.05), which indicates a strong direct relationship between them, and thus prove the validity of the first research hypothesis, which stated: There is a correlation between organizational culture and responsibility towards Employees in the Ministry of Youth and Sports in Algeria.

- Interpretation and discussion of the results:

For the purpose of knowing the correlation between organizational culture and responsibility towards the employer, the Pearson correlation coefficient was



calculated (0.731 \*), which indicates a positive relationship between the two variables that are statistically significant. The results of this study confirm that the responsibility towards the institution means an individual's sense of commitment to staying in the organization in exchange for the good support provided by the organization to its employees and allow them to participate and interact positive, not only in determining the procedure This means that the individual refrains from leaving office because he is morally committed to enabling the organization to achieve its goals and implementing the policies he participated in, as well as his commitment to the ethics of the profession that compels him to remain in the organization. 1998, p. 394)

- The researcher attributes the strong correlation between the organizational culture variable and the responsibility of the employer to the employees at the Ministry of Youth and Sports to their awareness of the legal and ethical obligations and responsibilities that should be placed on them so that they can carry out their tasks without falling under these responsibilities.

- The results of this study are consistent with the study (Choib Din, 2015), which concluded that the prevailing values among employees in sports establishments and facilities seek to make the values of its manager and leaders consistent with the values of workers, and that the organizational expectations enabled employees to feel fair evaluation of management performance and increase its ability to Careful control of the level and size of their work, which recommended the need to pay attention to human relations by creating harmony between the superiors and subordinates and the distribution of roles and confidence-building between them, and the need to give full freedom to workers in the presentation of any technical problem and not restrained in the presentation of ideas and proposals through For a sense of responsibility.

The researcher concludes from the foregoing that the first hypothesis is true, that is, there is a strong correlation between organizational culture and responsibility towards the employer of employees in the Ministry of Youth and Sports in Algeria.

**Presentation, interpretation and discussion of the results of the second hypothesis**, which provides for a correlation between the organizational culture and the desire to continue to work for employees in the Ministry of Youth and Sports.

Variable	Sample	Correlation coefficient of Pearson	Significance level
Organizational culture	100	0,585*	Dal for 0.05
Desire to keep working			

Table (06) shows the correlation between organizational culture and the desire to keepworking.

- Looking at Table (06), it is clear that:

The Pearson correlation coefficient between the two variables organizational culture and the desire to continue to work (0.585 \*), at the level of significance (0.05), which indicates the existence of a moderate correlation between them, and thus prove the validity of the second research hypothesis, which states:

Organizational and willingness to continue to work for employees in the Ministry of Youth and Sports in Algeria.

**- Interpretation and discussion of the results:**

For the purpose of knowing the correlation between organizational culture and the desire to continue working Pearson correlation coefficient was calculated

(0.585 \*), which indicates a positive relationship between the two variables with a moderate degree, and this indicates that the employees have a good desire to work in the Directorate they do not think to leave They are willing to make efforts for the success of their organization, which is explained by the greater availability of organizational culture values, the greater the sense of willingness to continue to work for employees at the Ministry of Youth and Sports. In the organizer The degree of individual commitment in this case is measured by the investment value, which can be achieved if the individual continues in the organization compared to what he would lose if he decided to join other organizations, since the individual's assessment of the importance of staying in the organization is affected by a range of factors, including progress in Age and length of service, which are key indicators of an individual's desire to continue his work, since the individual invested an important part of his life in the organization and any negligence or leniency by him is considered a loss to him, especially if these aspects of investment is not transferable to work He gives The value of interpersonal relationships with co-workers built over the years and the pension system may vary from one organization to another and rare skills may be associated with one organization (Joseph, 1999, p. 492).

The researcher attributes the correlation between the organizational culture variable and the desire to continue working for the employees at the Ministry of Youth and Sports to the sense of commitment to staying in the organization. Setting objectives, planning and policy-making for the organization, and is expressed by the moral high liaison, and its owners are oriented employees are the conscience who work in accordance with the requirements of conscience and the public interest, and some paragraphs Employees aspire to a distinguished career in the directorate, and they are willing to spend the rest of

my career in the directorate where they work, which increases their attachment to work and reflects on their desire to continue working.

- The results of this study are consistent with the study (Rabeh Barbakh, 2014), which concluded the need to improve the professional relationship between management and employees, and based on these results recommended the researcher to strengthen and improve the relationship between management and employees so as to be a good lever to contribute to the development of the individual and the sports institution and integration through respect The fruitful cooperation in order to provide the best services through team work and through clear and realistic administrative instructions starting from the need of work and emphasizing the spread of a culture of love and affection among employees and this would raise the level of organizational commitment to them. It also agreed with the results of the study (Salem Al-Ayashi, 2017), which concluded that there is a correlation between the organizational values and the organizational commitment among the employees of the Directorate of Youth and Sports of the State of M'Sila. (Creativity Magazine, 2017, No. 22, p. 174)

- The researcher concludes from the foregoing that the second hypothesis is realized, that is, **there is a correlation to a medium degree between the organizational culture and the desire to continue to work for employees in the Ministry of Youth and Sports in Algeria.**

**Presentation, interpretation and discussion of the results of the general hypothesis** which provides for a correlation between organizational culture and organizational commitment among employees in the Ministry of Youth and Sports in Algeria.

**The Organizational culture and its relationship with organizational commitment among the employees in Ministry of Youth and Sports of Algeria**

Variable	Sample	Correlation coefficient of Pearson	Significance level
Organizational culture	100	0,752*	Dal for 0.05
Desire to keep working			

**Table (7) shows the correlation between organizational culture and organizational commitment.**

- Looking at Table (07), it is clear that:

The Pearson correlation coefficient between the two variables organizational culture and organizational commitment was (0.752 \*), at the significance level (0.05), thus proving the validity of the general research hypothesis which stated:

**There is a correlation between organizational culture and organizational commitment among employees in the Ministry of Youth and Sports in Algeria.**

**- Interpretation and discussion of the results:**

For the purpose of knowing the correlation between organizational culture and organizational commitment, Pearson correlation coefficient was calculated (0.752 \*), which indicates a strong positive relationship between the two variables. Youth and Sports

- The researcher attributes the strong correlation to the values of organizational culture prevailing in the headquarters of the Ministry of Youth and Sports, which positively affects the organizational commitment of the employees. A strong

culture is considered an active and supportive of the administration and helps it achieve its goals and aspirations. According to the theory of organizational interaction, organizational culture arises as a result of the interaction of administrative functions (planning, organization, leadership, control) with organizational components (rules, procedures, laws, structure). The organizational structure of the technology used, processes) where the characteristics and elements of the culture formed through senior management move to the nature of performance and the type of organizational structure and processes (Al-Dosari, 2007, p. 30). Positive attitudes among employees which helps in raising the level of organizational commitment.

- This result confirms that individuals come to the work environment with different needs, desires and expectations, and these expectations and feelings and feelings and values interact with each other in order to ultimately lead to the formation of individuals' attitudes towards the organization and towards the work environment may be negative or positive, it is a positive trend entails practice Positive behavioral patterns such as the desire to continue to work and do more effort and cooperation, while negative behavioral patterns represent images that show the individual as an uncooperative and unfaithful human being and non-commitment. (Louzi, 1999, p. 120)

- The results of this study are consistent with the study of (Khalid Mahmoud, Thabit Ihsan Ahmad, Aladdin Abdulelah, 2012) who reached a high level of organizational culture for members of sports clubs and federations reflecting the importance of its elements.

- This result is also consistent with the findings of the researcher (Barbakh Rabeh, 2014) that job satisfaction in all its dimensions (relationship with officials and colleagues - work duties and duties - appreciation and self-esteem) is of

great importance in achieving high levels of organizational commitment among workers of sports vehicles for the mandate of Msila .

- The researcher concludes from the foregoing that the general hypothesis is achieved, that is, there is a strong correlation between the organizational culture and the organizational commitment of employees in the Ministry of Youth and Sports in Algeria.

### **- Conclusions and suggestions:**

#### **Conclusions:**

- By presenting, analyzing and interpreting the results obtained in Table (5), which confirms the existence of a strong correlation between organizational culture and responsibility towards the employer, this means that the more the availability of good organizational values, the greater the sense of responsibility towards the employer at the employees in the Ministry headquarters Employees' responses affirmed their commitment to respect the implementation of regulations and laws pertaining to work and the preservation of the Directorate's property, as well as their commitment to working and completion times, as it is their first priority. Thus we conclude that the first hypothesis is realized.

- By presenting, analyzing and interpreting the results obtained in table (06), which confirms the existence of a strong correlation between organizational culture and the desire to continue working, this means that the more the availability of good organizational values the more the desire to continue working for employees at the headquarters of the Ministry of Youth and Sports Employees' responses confirmed that their presence in their positions represents a career investment for them, that they are looking for premium positions and that they want to spend the rest of their careers in the directorate even if they

have good alternative opportunities, which we conclude that **the second hypothesis is fulfilled.**

- By presenting, analyzing and interpreting the results obtained in Table (7), which confirms the existence of a strong correlation between organizational culture and organizational commitment, this means that the more good organizational values are available, the greater the level of organizational commitment among employees at the Ministry of Youth and Sports. We conclude that **the general hypothesis is fulfilled.**

**Suggestions:**

- Attention to the study of values, beliefs and trends in the selection of new employees so as to choose the elements capable of adapting to the organizational culture prevailing in the Ministry of Youth and Sports and any changes that can be introduced in the field of work.
- The need for the participation of individuals in decision-making and policy-making and future directions of the Ministry of Youth and Sports, which supports the values of recognition and appreciation of the worker and strengthens the motivation of individuals to commit to achieving its goals.
- We also propose to the Ministry of Youth and Sports closer link with the Ministry of Higher Education and Scientific Research in order to benefit from the expertise and knowledge of professors specialized in the field of sports management.

**List of sources and references:**

- Al-Amiri and Al-Ghalbi: Management and Business, Wael House for Printing and Publishing, Second Edition, Amman, Jordan, 2008.
- Al-Kubaisi, Amer: Organizational Development and Contemporary Issues, Dar Al-Sharq for Printing, Publishing and Distribution, Doha 1998.



## The Organizational culture and its relationship with organizational commitment among the employees in Ministry of Youth and Sports of Algeria

---

- Al-Mikhlafi Mohammed: The Importance of Organizational Commitment and Professional Commitment among Faculty Members at Sana'a University, Journal of Damascus University, Vol. 17, No. 2, 2001.
- Elias Salem: The Effect of Organizational Culture on Human Resources Performance, Master Note, Business Administration Branch, M'sila University, 2006.
- Barbakh Rabeh: Relationship of Job Satisfaction with Organizational Commitment Level of Sport Vehicle Workers for the State of M'Sila, MA Note, M'Sila University, 2014.
- Budaoud Abdel-Yamen and Atta Allah Ahmed: Guide in scientific research for students of physical education and sports, Office of University Press, Algeria, i 1,2009.
- Jassim Bin Faihan Al-Dosari: Organizational Culture in Security Organizations and their Role in Applying Total Quality PhD Thesis in Security Sciences, College of Graduate Studies, Naif University for Security Sciences, Riyadh, Saudi Arabia, 2007.
- Hussein Harim: Management of Organizations - A Holistic Perspective, Dar Hamed for Publishing and Distribution, 2003.
- Ziad Saeed Al-Khalifa: Organizational Culture and its Role in Performance Improvement, Master Thesis, College of Graduate Studies, Naif University for Security Sciences, Saudi Arabia, 2008.
- Salem Al Ayashi: Organizational Values and its Relationship with Organizational Commitment of the Staff of the Directorate of Youth and Sports of the State of M'Sila, Journal of Sports Creativity, Institute of Science and Techniques of Physical and Sports Activities, Mohammed Boudiaf University in M'Sila, Number 22, December 2017.

- Sultan Mohammed Anwar: Organizational Behavior, New University House, 1st Floor, Alexandria, 2003.
- Shoaib Deen: Some elements of organizational culture and its relationship in alleviating the professional pressures of employees in sports institutions Master Note, Messila University, 2014/2015.
- Abdul Razek Saadeh: Organizational Behavior, Al-Quds Open University, 1st floor, 1998.
- Fatma Awad Saber: Mervat Ali Khafaga, Fundamentals of Scientific Research, Radiological Art Library and Press, 1st floor, Alexandria, Egypt, 2002.
- Matthew Gedir: Methodology of scientific research, translation from French Queen White, Bt, 2004.
- Mohammed Bin Ghaleb Al-Oufi: Organizational Culture and its Relationship with Organizational Commitment, Master Note by Naif University for Security Sciences, Saudi Arabia, 2005.
- Musa Al-Lawzi: Organizational Development, Fundamentals and Modern Concepts, 1st Floor, Wael House for Printing and Publishing, Amman, 1999.
- Youssef Jaghlouli: The role of the middle administrative leadership in the development of organizational culture, Ph.D. dissertation, Faculty of Arts and Social Sciences, Saad Dahlab University, Blida, Algeria, 2010.
- Yousef Darwish Abdul Rahman: The relationship between internal work motivation and organizational commitment and job performance and individual characteristics Journal of Public Administration, Institute of Public Administration, Riyadh, Volume (39) No. (3), 1999.
- Charbel Chedrawy. L'influence de la formation continue sur- l'implication organisationnelle des salariés : un état de l'art. journee internationale de management. Université paris. Février 2007.

## The Organizational culture and its relationship with organizational commitment among the employees in Ministry of Youth and Sports of Algeria

---

-Diane Blais, les déterminants de la satisfaction au travail et de l'intention- de rester, cahier de recherche exploratoire de cours, instrument de recherche en gestion de projet, 2005 vol :2 , N°1, pp :1-27.

commitment of the staff of the Directorate of youth and sport of SALEM Layachi, Organizational values and its relationship with organizational M'sila, Sports Innovation Magazine, Volume 8, Issue 2,2017.