Some elements of organizational culture and its contributionship with alleviating the occupational pressures of the workers in sports institutions

.- A field study on the administratives at the Directorate of Youth and Sports - ADRAR-

بعض عناصر الثقافة التنظيمية ومساهمتها في التخفيف من الضغوط المهنية لدى العاملين بالمؤسسات الرياضية.

دراسة ميدانية على العاملين الإداريين بمديرية الشباب والرياضة وبعض المركبات الرياضية لولاية ادرار

DINE CHOUAIB [1], OUCHENE BOUZID [2]

[1] Mohamed Boudiaf University Msila, dine.chouaib@univ-msila.dz

[2] Mohamed Boudiaf University Msila, bouzid.ouchene @univ-msila.dz

Abstract : Study Title: Some elements of organizational culture and its contributionship with alleviating the occupational pressures of the workers in sports institutions.

The goal of the study: Recognize the reality of organizational culture in the Algerian sports institutions; on the grounds that we are a Muslim society and should have a positive organizational culture institutions reflect his mastery and his love and devotion to his work.

The Sample: A simple random sample consisting of 63 administrators -working at the Directorate of Youth and Sport and some sports facilities in the province of Adrar .

- The results obtained:

- The organizational culture is the key determinants of the success or failure of organizations.

- The effective role of organizational culture derives from its importance and its functions.

- The Formulation of the desired goals of the organization should be done by all workers, because the burden falls on them to achieve.

 Keywords: organizational culture , occupational pressures , sports institutions

الملخص : هدف الدراسة: - التعرف على واقع الثقافة التنظيمية وعناصرها في المؤسسات الرياضية .

-المنهجية المتبعة : المنهج المستخدم هو المنهج الوصفي. مجتمع دراستنا الإداريين العاملين بمديرية الشباب والرياضة لولاية ادرار .

- العينة: تتكون من 63 إداريا في مديرية الشباب والرياضة وبعض المركبات الرياضية على مستوى ولاية ادرار، عينة البحث عشوائية بسيطة.

النتائج المتوصل إليها: إن عناصر الثقافة التنظيمية من المحددات الرئيسية لنجاح أو فشل المنظمات .

- القيم السائدة في المؤسسات و الرياضية تسعى إلى جعل قيم مديرها منسجمة مع قيم العمال.

-التوقعات التنظيمية كونت قناعات لدى العاملين بأهمية مشاركتهم في اتخاذ القرارات الخاصة بوظائفهم ضمن بيئة العمل وبعيدة عن الضغوط الداخلية والخارجية التي تؤثر في نشاط العامل.

- **الكلمات المفتاحية :** الثقافة التنظيمية ،الضغوط المهنية، المؤسسات الرياضية

Theoretical chapter:

* Introduction and problematic of the study: The organizational culture, building on various elements and components is seen as an important complement of sports institutions in addition to other corporate administrative management components, such as; individuals, goals and organizational structure. According to this view, it is necessary to manage the organizational culture in a manner that achieves the goals pursued by sports organizations and institutions, such as monitoring the developments and adapting to the rapid changes that are taking place in this era. In order to embody this culture in the organization, work force must be recruited because it is a central and demanding role to play in sports institutions as it contributes greatly to achieving the targets of the latter by implementing the mandated tasks within the fullest and shortest possible period of time. Regardless the type of work performed, management is considered a major contributory factor to accomplish the mandated works. In other words, the administrative work of sports institutions requires good study and considerable attention to the management component with a view towards the highest efficiency in performing the tasks to accomplish its stated goals with a minimum of effort and free from professional pressure. Studies have shown

that a large share of the workforce of various public- and private-sector institutions suffer from psychological stress as a result of being under a great deal of pressure to beat the performance. This explains the need for increased attention on the mental health and professional circumstances such as professional pressures, as these have a bearing on the performance of the staff

In the context of the shift in policy on public institutions, in particular sports organisations, and as part of the increase in contemporary organisational problems, it was necessary to search for solutions to problems in order to achieve organisational goals. Organisational culture, which is the "set theory" of important values, beliefs, customs and norms, has in this regard come as one of the most important theories that may contribute to relieving professional pressures on workers or sports organisations. As the latter has devoted increased attention to organisational culture; the entirety of all associations, i.e.; organisation's expectations, values, beliefs, and norms, to address these problems specifically. Organisational Culture consists of some aspects that have relatively a severe impact on individual's behaviour within an organisation. It constitutes the organisation's overall outcome of the way individuals actually think and perceive as active members, and it influences, therefore, the way that things are observed and interpreted in an organisation **(Ahmed Bouknafa, Boushamin, 2005, p. 03).** The importance of organisational culture for salaried-staff in sport organisations stems from the fact that their building blocks for organisations' overall system, where their outputs impose negative or positive effects on employees and leaders' emotions; emotions such as commitment, contentment, cooperation and solidarity, especially as their relative continuity and their influence on individuals behavior and performance as well as their structural cohesion lead to achieve goals, improve productivity and save valuable time and effort, efficiently and effectively. In view of the essential role and importance of organisational culture in determining employees' attitudes

and behaviours and reducing professional pressures associated with their performance, hence our debate on organisational culture should focus on highlighting its elements and their association with occupational pressure-reducing capabilities and studying their usefulness and importance for organisations, through researching, analysing, and concluding, as well as applying a scientific methodology to propose a model, which must therefore operate in accordance to an organisational culture that can help reduce stress and enhance performance levels among salaried-staff in sport organisations.

Research Terms and Definitions:

1-The most important research (keywords) terms used in conducting this research are:

● Organisational Culture: it is termed as a system of meanings, symbols, beliefs, rituals, and practices that develop and settle over time, which becomes a special feature of an organisation, so that it creates a common understanding of the expected features and behaviours among organisation members **(Muhammad Qasim Al-Qaryouti 2008, p. 373).** It is procedurally a set of shared values, beliefs, norms, and expectations that enable team members in an organisation communicate with each other.

● Professional Stress: The word Stress derives from the Latin Verb Stringer, which means narrowing, squeezing, tightening, and binding **(Lucia Hashemi, Bin Zeroual, 2006, p. 07).** It procedurally refers to the degree to which an individual responds to environmental changes. Maher Ahmed (2004) defined

Professional Stress as a state of psychological and physical imbalance that usually arises from work or workplace environment factors, and that results in psychological and physical imbalance that appears in multiple work-performance aspects **(Maher Ahmed, 2004, p. 383).** Professional stress is defined in terms of its stressful conditions that occur in workplace or affect an individual

as a result of his incompatibility with the work or workplace environment, due to intrinsic or extrinsic factors that may overtax a person's adaptive capacities.

● Sports Management: Frederick W. Taylor (1856–1915) defines scientific management as the art of knowing exactly what you want your men to do and then seeing that they do it in the best and cheapest way cited in**(Issam Badawi, 2004, p. 2, p. 28).** As for sports management, it is termed as the process of planning, leading and controlling by a staff member's valuable contributions in sport organisations, where everyone uses resources to achieve goals **"(Rami Ezz Al-Din, Suleiman, 2019, p. 244).** It is also defined as the art of coordinating work elements and sports product in sports organisations and implementing them on a regular basis to achieve the goals of these bodies **(Khalil Burnan, 2019, p. 81).** Procedurally, sports management is a process that includes planning, organising, directing, controlling and unifying employees' efforts and actions in the sports field in order to achieve the goals of sports organisations.

Literature Review:

1. Previous literature:

Our research topic has been discussed by a great number of authors in literature:

a. Elias Salem (2006) study entitled : 'Impact of Organisational Culture on Human Resource Performance: A case study of Companies in M'sila". The research problem was represented in the following question: EARA - The Algerian Aluminum Unit

- How does organisational culture affect HR performance?

The research sub-questions were as follows:

- What is the effect of organisational culture on shaping the behaviour patterns of employees?

- Is there a correlation between the characteristics of organisational culture in terms of commitment and hard work and the performance of human resources?

-        Is there a correlation between organisational culture characteristics in terms of work and time limits and Participative decision-making (PDM)?

The hypotheses are formulated as follows:

-        Organisational culture essentially affects employees' performance;

-        Organisational culture, which is characterized by team-work, affects fundamentally employees' performance;

-        Organisational excellence culture impacts on employees' performance; and

-        Organisational culture that encourages innovation and creativity affects employees' performance.

In this study, a descriptive approach was used. Observation, interviews, and questionnaires were applied. Study population consisted of 276 employees. The researcher relied on a stratified random sampling method. The sample size and population of 92 employees was determined on a statistical sampling basis.

The study concluded that:

✓   There is group work in institutional settings,

✓   Group work considered beneficial to organisation as it is a major method and an important way to achieve high productivity; and

✓   Search for performance excellence.

b.   Muhammad bin Ali Hassan Al-Laithi (2008) study entitled: "Principals Organisational Culture and Its Role in Administrative Creativity: Holy City Principals Perception". The study main question was : What is the role of organisational culture in administrative creativity of primary schools principals in the Holy Capital?

The research sub-questions were as follows:

-        What is the prevailing organisational culture of primary school principals from the perspective of Holy Capital principals?

- What are the administrative creativity elements of primary school principals from the perspective of Holy Capital principals?

In this study, a descriptive analytic approach was applied and a sample consisted of 110 primary school principals was used.

The study concluded in some interesting results, the most important of which are:

✓ There is a very high degree of suppoative culture from the perspective of primary schools principals in the Holy Capital; and

✓ Organisation's creativity, role, and mission are the organisational culture elements that explain managerial creativity.

c. Shaham Abdel-Hamid (2006/2007) study entitled: "The Association Between Occupational Stress And Psychosomatic Disorders". The field study was conducted on a sample of middle school teachers from the province of M'sila. The problem of the study revolves around the nature of the relationship between occupational stress and psychosomatic disorders among middle school teachers. The study aimed at highlighting the nature of the relationship between occupational stress and psychological and physical disorders, and determining differences between samples according to individual characteristics. The study included a sample of 342 male and female teachers selected with the use of simple random sampling method representing 11.33% of the total survey population. In this study, a descriptive approach was used. Occupational stress questionnaires and Occupational Stress Scale (OSS) were developed. The findings demonstrated the existence of a relationship between stress, relational sources, and psychosomatic disorders. The findings also revealed repetitive relational sources of occupational stress, which leads to the most severe levels of stress, ranging from medium to high, and thus the correlation between occupational stress and psychosomatic disorders was positive.

2. **Research questions:**

The problem of the study can be identified in the following main question:

■   Is there a statistically significant relationship between elements of organisational culture and alleviation of occupational stress among staff-members in sport organisations?

According to this, the sub-questions were :

■   Is there a statistically significant relationship between organisational values and alleviation of occupational stress among staff-members in sport organisations?

■   Is there a statistically significant relationship between organisational beliefs and alleviation of occupational stress among staff-members in sport organisations?

■   Is there a statistically significant relationship between organisational expectations and alleviation of occupational stress among staff-members in sport organisations?

■   Is there a statistically significant relationship between organisational norms and alleviation of occupational stress among staff-members in sport organisations?

3.   Research Hypotheses:

To examine these issues, we sought to test the following hypotheses:

Main hypothesis:

❖   There is a statistically significant relationship between the elements of organisational culture and alleviation of occupational stress among staff-members in sport organisations.

Sub-hypotheses:

❖   There is a statistically significant relationship between organisational values and alleviation of occupational stress among staff-members in sport organisations;

❖   There is a statistically significant relationship between organisational beliefs and alleviation of occupational stress among staff-members in sport organisations;

❖   There is a statistically significant relationship between organisational expectations and alleviation of occupational stress among staff-members in sport organisations; and

❖   There is a statistically significant relationship between organisational norms and alleviation of occupational stress among staff-members in sport organisations.

4.   Research Objectives:

To achieve our goals, we seek to address the following research objectives:

➢   Addressing the reality of organisational culture and its elements in Algerian sport organisations;

➢   Introducing the importance of organisational culture elements and its role in alleviating and managing occupational stress; and

➢   Highlighting organisational culture elements that contribute to alleviating and managing occupational stress in sport organisations.

5.   Research Importance:

Our study falls within the studies that aspire to achieve a good understanding of organisational culture by studying some of its elements, and benefiting from experience and success achieved by Japanese organisations that were relied on organisational culture, its elements and its role in achieving success in modern organisations, whether in terms of cohesion strength or goals achievement level.

The practical chapte   :

1.   Followed Methodologies methods used:

A pilot study is a preliminary study carried out by a researcher at the beginning of his research, with the aim of choosing research methods and tools **(Rabeh Turki, 1984, p. 23)**. An exploratory study was conducted on the Directorate of Youth

and Sport and some of its sports facilities in the province of Adrar, where a questionnaire was distributed to a group of administrators to determine the readiness of the prepared questionnaire to identify and collect information and ensure hypotheses amenable to normal scientific study.

- Research approach:

A Descriptive approach was applied to better grasp reality with the aim of providing a more suitable account of phenomena.

- Research Sample and population:

a.   Research Community: consists of (63) administrators -working at the Directorate of Youth and Sport and some sports facilities in the province of Adrar-, representing the number of valid completed survey forms; namely, 63 out of a total number of 75 forms.

b.   Research Sample: defined as a group of community members selected for carrying out a study **(Zawy Zaid, amron, 2019, p. 176)**. The sample consisted of 75 administrators selected randomly, representing 84% of the total members of the research society.

Research Tools:

A questionnaire was applied. This research instrument is characterized by the fact that it helps to collect new information directly from the source. The 5-point Likert scales was adopted as one of the most reliable ways used to allow the individual to express how much they agree or disagree with a particular statement. In this scale, questions were rated on a 5-point Liker scale from 1 to 5 as follows:

Table (01) shows the questionnaire's validity and reliability. Psychometric properties:

Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
5	4	3	2	1

Validity:

Validity refers to how accurately a method measures what it is intended to measure. Like reliability, validity is a well thought-out concept. It is harder to assess than reliability, but it is even more important. There has to be more to it, however, because a measure or a test can be extremely reliable but not valid **(Fatima Awad Saber, Merfat, 2002, p. 167).**

a.   Trustees-Validity:

The validity calculated after its presentation to a number of specialists and experts in the field that the test measures. If the experts acknowledge that this test measures the behaviour that was set to measure it, the researcher can then rely on experts' judgment **(Rami Ezz Al-Din, Suleiman, 2019, p. 248**). The experts' views are considered in the test and its validity, after the test is modified according to the guidance of the trustees. If the researcher get the trustees' approval for the test questions and content, then the approval is considered as forms of evidence for construct validity **(Boudaoud Abdel-Yamine, 2010, p. 83).** After preparing the survey questionnaire, the researcher directed it to the trustees in order to modify and correct the most important errors in it.

b.   Intrinsic validity:

It is the validity of the test experimental degrees in relation to the valid degrees that have been obtained from the measurement errors. Thus, the test valid degrees become the criterion attributed to the validity of the test. The intrinsic validity coefficient is the square root of the reliability coefficient **(Muhammad Hassan Allawi, Muhammad, 1998, p. 350).**

Reliability:

If a test was conducted on a group of individuals and the scores were monitored for each individual, then the same test repeated on the same group, and also the same scores monitored for each individual, the results will, therefore, indicate that the students' scores obtained at the first test are the same obtained at the second one. Hence, the test results are completely constant because the measurement results did not change during the second test but rather remained as they were during the first one **(Marwan Abd El Majeed Ibrahim, 1999, p. 75)**.

Reliability: Cronbach's alpha, α (or coefficient alpha) was used to assess the reliability of questionnaires and the results were shown in Table 02.

Table (02) demonstrates the validity and reliability of questionnaires

Axis Number	Questions Number	Reliability Coefficient 'r'	Validity
Axis 1: Organisational values (1Q to 11Q)	11	0.882	0.907
Axis 2: Organisational beliefs (12Q to 18Q)	07	0.724	0.851
Axis 3: Organisational norms (19Q to 29Q)	11	0.841	0.917
Axis 4: Organisational expectations (30Q to 38Q)	09	0.601	0.775
Occupational Stress (1Z to 37Z)	37	0.685	0.828

As follows from the table shown above, the reliability coefficient of the first axis; organisational values, which is consisted of 11 questions, is reliable, where it reached a reliability of 0,824 and is considered applicable. The reliability coefficient of the second axis; organisational beliefs, which is consisted of 07 questions, is reliable, where it reached a reliability of 0.724, so it is applicable. As for the reliability coefficient of the third axis, organisational norms, which is consisted of 11 questions, reached high correlation r>0.841, and it is considered applicable, while the reliability coefficient of the fourth axis, organisational expectations, which is consisted of 09 questions, reached high correlation r>0.601, and it is accordingly, also applicable. With regard to the fifth axis,

occupational stress, which is made up of 37 questions, the reliability has reached high correlation r>0.685, so it is applicable. It can also be seen that the intrinsic validity coefficient is the square root of the reliability coefficient (Cronbach's alpha, α /or coefficient alpha) where has reached 0.907; 0.851; 0.917; 0.775; and 0.828 for the organisations' values, beliefs, norms, and expectations and occupational stress; respectively. Thus, it can be concluded that the validity and reliability of the study questionnaire has been confirmed, and accordingly we can be fully confident in its reliability and validity as well as suitability to analyse the results, answer the questions and test the herein mentioned hypotheses.

Statistical processing methods:

SPSS software (Statistical Package for the Social Sciences) was used to process data by both:

- ✓ Pearson correlation coefficient (Pearson's r) was calculated to summarize the linear relationship between two variables; and
- ✓ Cronbach's alpha, α (or coefficient alpha) was used to assess the reliability of questionnaire.

2- Exposure, analyses and result exam:

Results and Discussions:

Hypothesis 1: There is a statistically significant relationship between organisational values and alleviation of occupational stress among staff-members in sport organisations.

To find out the degree (strength) of the relationship between organisational values and occupational stress, we used Pearson correlation coefficient (Pearson's r).

Table (03) represents Pearson correlation coefficient between both variables

Variable	Mean	Deviation	N	Pearson's r	Significance Level
Organisational Values	39.49	3.65	63	*0.622	0.05
Occupational Stress	118.77	7.31			
*significant at the level (0.05)					

As follows from the table shown above, we can notice that Pearson's r between organisational values and occupational stress reached high correlation r=0.622, which indicates that the correlation is highly statistically significant (*p≤0.05) between both variables.

Khalid bin Abdullah Al-Hunaita (2003) study confirmed that there is a positive correlation between organisational values and personal and functional variables. It also showed that there is a statistically significant correlation between the five organisational value dimensions (independent variables: Law and Order, Competition, Power, Defence, and Efficiency) and performance effectiveness, where the later increases with the increase of the five dimensions in the organisation.

Values are the main pillar of any organizational culture and the core of the philosophy of any organization that seeks to achieve its targets efficiently and effectively. It reflects the workers feelings and attitudes towards the organization that they work in, as well as determines the outlines of their daily activities. It is believed that the success of organizations depends on how their affiliates perceive those organizational values and act upon them as required.

Based on what was already mentioned, it can be concluded that this relationship is due to the prevailing values in sport organisations and facilities that sought to make managers' values consistent with employees' values, direct the staff behaviours, encourage workers to develop new ideas consistent with the work

environment, as well as provide an appropriate environment for workers to exchange necessary information and knowledge without any obstacles or pressures.

Hypothesis 2: There is a statistically significant relationship between organisational beliefs and alleviation of occupational stress among staff-members in sport organisations.

Table (04) represents Pearson correlation coefficient between both variables

Variable	Mean	Deviation	N	Pearson's r	Significance Level
Organisational beliefs	24.15	3.70	63	*0.382	0.05
Occupational Stress	118.77	7.31			
*significant at the level (0.05)					

1. From this table it can be seen that Pearson's correlation coefficient value between organisational beliefs and occupational stress reached high-level r=0.382, which indicates that the correlation is highly statistically significant (*p≤0.05) between both variables. This is confirmed by Elias Salem (2006) study, where one of the most important findings reveals that the working group is beneficial to the organisation, as it is a major method and an important way to obtain high productivity without obstacles. Beliefs are shared ideas among workers who believe in them and seek to apply them in a single work environment, because it is about how the organization's work and task should be done.

It also uncover that achieving good results has gradually developed the sense of self-confidence among employees. Based on the foregoing, it can be concluded that this relationship is attributed to the prevailing organisational beliefs in sport organisations and facilities; hence, it has proven that:

✓ There are shared beliefs among employees in the importance of their participation in making decisions, regardless of the pressures that affect their activities; and

✓ There is a feeling of equality between authority and responsibility given to employees in the work environment.

Hypothesis 3: There is a statistically significant relationship between organisational norms and occupational stress among staff-members in sport organisations.

Table (05) represents Pearson correlation coefficient between both above-mentioned variables

Variable	Mean	Deviation	N	Pearson's r	Significance Level
Organisational norms	38.17	3.70	63	*0.541	0.05
Occupational Stress	118.77	7.31			
*significant at the level (0.05)					

As follows from the table shown above, we can notice that Pearson's r value between organisational norms and occupational stress reached high correlation r=0.541, which indicates that the correlation is highly statistically significant (*p≤0.05) between both variables. Muhammad bin Ali Hassan Al-Laithi (2008) study confirmed that the degree of administrative creativity with its core elements; especially originality, is high and organisation's creativity, role, and mission are the organisational culture elements that explain managerial creativity.

Organizational norms are standards prescribed for workers in the organization, as working rules, which must be implemented and adhered to. They are instrumental for building the organization and the work environment

As such, it can be concluded that this relationship is attributed to the prevailing norms in sport organisations and facilities that have worked to encourage and support employees to adapt to the work environment, pushed more experienced workers to supervise their less experienced colleagues, and sought to increase the cooperation to achieve goals.

Hypothesis 4: There is a statistically significant relationship between organisational expectations and occupational stress among staff-members in sport organisations.

Table (06) represents Pearson correlation coefficient between both above-mentioned variables

Variable	Mean	Deviation	N	Pearson's r	Significance Level
Organisational expectations	31.59	2.51	63	*0.576	0.05
Occupational Stress	118.77	7.31			
*significant at the level (0.05)					

We notice from the previous table that Pearson's r value between organisational expectations and occupational stress reached high correlation r=0.576, which indicates that the correlation is highly statistically significant (*p≤0.05) between both variables.

Organizational expectations are what the individual expects from the organization or vice versa during the working period, as both groups share common and specific goals. It is represented in the expectations of colleagues and superiors and subordinates alike such as the appreciation, the mutual respect, and the organizational environments and climate that assist and support the worker's psychological and physical needs.

In light of the above, it can be concluded that this relationship is attributed to the prevailing organisational expectations in sport organisations and facilities that encouraged self-initiated technical qualification trainings among employees in a desire to absorb technical and technological developments related to their work and made employees feel a sense of fair performance evaluation.

Main hypothesis: There is a statistically significant relationship between organisational culture and alleviation of occupational stress among staff-members in sport organisations.

Table (07) shows the correlation coefficient between organisational culture and occupational stress.

Variable	Mean	Deviation	N	Pearson's r	Significance Level
Organisational Culture	133.38	6.51	63	*0.508	0.05
Occupational Stress	118.77	7.31			
*significant at the level (0.05)					

The above table demonstrates that Pearson's r value between organisational culture and occupational stress reached high correlation r=0.508, which indicates that the correlation is highly statistically significant (*p≤0.05) between both variables, and this is was an expected result after arriving at the relationship between organisational culture axes and occupational stress. Thus, the availability of organisation's values, beliefs, expectations, and norms cited in the literature makes us assert the direct relationship between organisational culture and its effect on alleviating work-related stress in sport organisations.

The Results:

From the research that has been carried out, it is possible to conclude that:

✓ Sport organisations seek through prevailing values to make manager's values consistent with employees' values, so that the so-called organisational conflicts phenomenon does not happen later ;

✓ Organisational expectations formed convictions among workers regarding the importance of their participation in decision-making ;

✓ Organisational norms have worked to encourage and support employees to adapt to the new developments in the work environment, and thus help to integrate in sport organisations; and

✓ Organisational expectations enabled employees to feel fair valued at work.

-**The Propositions results**:

The researcher concluded to present a set of recommendations, the most important of which are:

❖ The necessity of understanding the concept of organisational culture as a managerial concept by administrative leaders in sport organisations, as its elements are an important pillars in the success or failure of any administrative organisation;

❖ The necessity of spreading a new organisational culture that relies on new methods and capabilities to alleviate and face occupational stress to cope better with recent developments ; and

The necessity of preparing employees to face work-related stress psychologically and physically, and providing them with the necessary skills to handle pressure in the workplace through the integrated training programs.

 Recommendations:

In light of the findings addressed above, the researcher concluded by presenting a set of recommendations that it is hoped will contribute to develop administrative work and increase the level of organizational culture and the degree of administrative creativity among the staff in order to do away with conflicts and alleviate professional pressures exerted on the organization:

- The necessity of understanding the concept of organizational culture as a management concept and an important anchor on which the success or failure of any administrative organization depends;

- Administrative leaderships must work to create an effective organizational culture by creating clear administrative policies that stem from the administrative reality, and contributing to sketch the organizational map of the administrative apparatus, as well as clarifying the administrative values that make up the organizational culture;

- The necessity of spreading a new organizational culture based on new methods and capabilities to face and alleviate professional pressures in line with the recent developments; and

- The necessity of holding training sessions and opening workshops for the benefit of workers in various fields, especially those related to management and organizational culture in addition to providing integrated training programs for workers to prepare them mentally and physically to face work pressures and provide them with the skills necessary. Thus, complying with the organizational elements, so that the workers can complete their assignments without obstacles or difficulties.

Conclusion:

The organizational culture elements are of great importance in the success or failure of any organization or institution as they greatly contribute to alleviating professional pressures. It also has an effective role if its elements are available in the institution, as the functions undertaken help to integrate the worker into the organization and work on his behavioural adaptation within his work environment, and accordingly contribute to reinforce professional ties and facilitate tasks according to a consistent and coordinated pattern dominated by cooperation, clarity and respect. Thus, the organisational culture impact is clearly noticeable, and it is beyond doubt that both; organization and workers, have been contributing considerably to it.

4-List of used sources and references in the study:

1. Al-Qaryouti, Muhammad Qasim: "Organization and Organization Theory", Wael House for Publishing and Distribution, Amman, Jordan, 2008.
2. Al-Qaryouti, Muhammad Qasim: "Organization and Organization Theory", Wael House for Publishing and Distribution, 1st Edition, Amman, Jordan, 2008.
3. Amin Anwar Khuli: Sports and Society, Alam al-Ma rifah (The World of Knowledge), Kuwait, 1996.

4. Boudawd Abd Al-Yaman: Scientific Research Methodologies in the Sciences of Techniques, Physical and Sports Activities, University Publications Office, 2010.

5. Essam Badawy: Encyclopedia of Administration and Organization in Physical and Sports Education, "Dar el-Fikr el-Arabi" for publishing (House of Arab Thought), Cairo, Egypt, 2004.

6. Fatima Awad Saber, Mervat Ali Khafaga: Foundations and Principles of Scientific Research, 1st edition, "el- Eshaa' el- Faneyha" Library and printing press, Alexandria, 2002.

7. Khalil Bournan: Factors of Administrative Corruption and the Degree of its Spread in Algerian Sports Administration, Sports Innovation Journal, Mohamed Boudiaf University of M`Sila, Volume No.: 10, Issue No: 02 , republished C, 03, 2019.

8. Lucia Hashemi, Bin Zeroual Fatihah: Stress, Dar Al-Hoda for Printing, Publishing and Distribution, Aïn M'lila, Algeria, 2006.

9. Maher, Ahmed(2004) : Organizational Behavior, a Skill- Building Approach, 3rd edition, Alexandria, University House, Egypt.

10. Marwan Abdul Majeed Ibrahim: Foundations of Scientific Research for Preparing University Theses, 1st edition, Al-Warraq Institution for Publishing and Distribution, Amman, 2000.

11. Rabeh Turki: Research Methods in Pedagogy and Psychology, National Book Foundation, Algeria, 1984.

12. Rami Ezz El -Din, Soliman Qadi Moamen; The Role of Governance Principles in Developing the Distinguished Performance of Workers in Sports Administration According to the viewpoint of employees of the Youth and Sports Directorate of the mandate of Bouira, Sports Innovation Journal, Mohamed Boudiaf University of M`Sila, Volume No.: 10, Issue No: 02 republished C, 03, 2019.

13. Zawy Zaid, Moftah Omron; Inspirational Motivation and its Role in Achieving Organizational Commitment among Workers in Sports Administration. Sports Innovation Journal, Mohamed Boudiaf University of M`Sila, Volume No.: 10, Issue No: 02 republished C, 03, 2019.

Forum work:

1- Boshnavah Ahmed   and Bosihman Ahmed,   the Importance   of   the Cultural Dimension and its Impact on the effectiveness of Management, intervention in the course of the International Forum on the effective functioning of the economic institutions, Faculty of Economic Sciences and Management, University of M`Sila, on 3rd and 4th of May 2005.