

Organizational Behavior as a Driver of Organizational Culture Development in Sports Settings: Field Study on The Medea' State School Sports League.

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Received: 08/12/2025 ; Accepted: 28/05/2026 ; Published: 14/07/2026

Abstract

Organizational behavior serves as a critical driver in shaping the cultural fabric of sports institutions. To explore this dynamic, the present study adopted a descriptive survey design, utilizing a structured questionnaire to gather data from all members of the Médéa State School Sports League via a comprehensive survey. The study revealed the existence of a distinctive organizational culture, characterized by values, beliefs, and administrative practices grounded in cooperation and mutual respect. Furthermore, its members exhibit positive organizational behavior (i.e., group behavior), which plays a pivotal role in the development of organizational culture among the members of the State School Sports League.

Drawing upon the findings of the present research, this study proposes and advocates for a strategic focus on the fundamental dimensions of collective behavior within sports

organizations—specifically, teamwork, leadership, and communication—alongside systematic efforts to refine them. Such refinement is critical to developing a workforce defined by professional relationships rooted in respect and cooperation. Moreover, it is imperative to align staff behaviors and values with the ethos of teamwork, as this alignment serves to instill job security and reinforce employees' confidence, thereby enhancing their administrative discretion, stimulates creativity and proactivity, and ultimately contributes to a marked improvement in the overall organizational efficiency of the sports institution.

Keywords: Organizational Behavior – Administrative Leadership – Organizational Culture – Sports Institutions –State School Sports League.

Introduction:

Sports institutions are deeply invested in achieving their objectives through efficient and effective management, which involves a comprehensive integration of various resources and strategies. This includes a blend of material, financial, human, and technological resources, along with meticulously planned programs. This requires planning human efforts and the aforementioned resources, coordinating them, and directing them toward the achievement of institutional objectives and the success of the administrative process within these institutions. Beyond purely administrative considerations, socio-psychological factors hold profound importance in fostering employee loyalty, commitment, and enhanced motivation within their work. These include values, beliefs, expectations, and organizational norms. This combination of material and moral factors, in addition to the organization's history and achievements, creates what is known as its organizational culture. Organizational culture constitutes a major component of the identity of both the organization and its employees. It can create a strong moral bond among employees on the one hand, and strengthen their commitment to the organization to which they belong and their efforts to enhance its distinction on the other. A strong organizational culture creates an atmosphere of mutual trust between superiors and subordinates, which encourages them to adopt positive organizational behavior that promotes creativity and innovation.

Ahmed Maher (1998) states that the objective of studying organizational behavior is to identify the causes of this behavior, to predict this behavior when these causes are identified, and to guide, control, and regulate behavior by influencing its causes. Similarly, Al-Adili (1995) notes that the aim of studying human and organizational behavior is to enhance performance, productivity, administrative effectiveness, and employee job satisfaction. This ultimately contributes to achieving the shared and desired objectives for the employee as an individual and for the organization they work for, whether it is a public or private entity, in order to fulfill societal objectives (Moamen Abdel Aziz, 2015, pp. 42–43).

Trich Lahcen, citing Al-Kilani et al. (2018), argues that administrative empowerment is concerned with granting employee's authority and responsibilities, encouraging them to participate and take the initiative in making appropriate decisions, and giving them the freedom and trust to perform their work in their own way without direct managerial intervention. This strengthens the relationship between management and employees, helps motivate them, promotes work participation within teams, and breaks internal administrative and organizational rigidity between management and employees. Consequently, emphasizing the

principle of employee empowerment has become a fundamental element for the success of organizations (Treich Lahcen, 2022, p. 827). Such an approach effectively reinforces the key dimensions of group organizational behavior.

Salem Al-Ayachi (2019), adds in a study entitled “Organizational Culture and Its Relationship with Organizational Commitment among Employees in Sports Organizations”, further emphasizes the need to create a strong organizational culture in the youth and sports sector in Algeria. Such a culture contributes to raising the level of performance of both organizations and employees, provided that the conditions and factors supporting the values of teamwork and creativity are available, and that employees are given the opportunity to participate in decision-making processes and in setting organizational goals. It also enhances their ability to adapt to changes in the external environment. All these factors can raise performance levels as a result of employees’ increased willingness to work and higher degrees of loyalty and belonging to their organizations. Since commitment is the outcome of several variables—such as the employee’s desire to remain in the organization, attendance at work at the prescribed times, good performance or achievement at work, and a sense of security—the behavior that an individual displays toward their organization represents an affective feeling, which, for some, is translated in practice into working in the interest of the organization even in the absence of supervision and material or moral incentives, along with the desire to continue working. Accordingly, the interaction of various organizational dimensions affects the members of the organization, their attitudes, and determines their behavior and organizational commitment.

The State School Sports League is regarded as one of the most important institutions and organizations established by society to achieve sports-related objectives emanating from the school environment. It is a human organization composed of a group of physical education and sports teachers who constitute its true capital and represent the most critical factors for its excellence. Their success translates directly into the success of State School Sports League in fulfilling their duties and providing services to school sports, students, and the educational system as a whole.

Therefore, as researchers, it is incumbent upon us to identify solutions and mechanisms for these leagues, school sports, and sports institutions in general, and to work on their enhancement based on the quality of their organizational culture, the realization of their objectives, and achieving distinction and superiority compared to other sports institutions.

2- Problematic:

Human behavior in organizations, or organizational behavior, has become one of the main scientific subjects in the curricula and programs of the field of management in all universities, colleges, and institutes. It has become clear that organizations cannot achieve their goals efficiently and effectively without a clear and profound understanding of the behavior of employees within organizations, as they play a crucial role in the administrative domain. (Momen Abdel Aziz, 2015, p. 140)

Organizational culture also represents the set of cultural dispositions exhibited and adhered to by employees during the performance of their duties, characterized by flexibility that enables them to carry out their tasks with a degree of creativity, thereby contributing to enhanced achievement and productivity. It can be considered a system of shared values, expectations,

practices, and attitudes. Furthermore, it constitutes the interactive framework within the organization that regulates relationships among individuals through control processes and structural configurations, which interact to produce the standards and norms governing behaviors and actions; indeed, it directs these behaviors by providing referential frameworks for appropriate conduct and delineating responses to various influencing changes in the organizational flow. (Maamri Mohamed, Rabie Mohamed, 2022, p. 596)

A strong organizational culture, in which employees genuinely believe, fosters a set of feelings and emotional attachments that enhance their discipline and strengthen their commitment to the organization. This is largely attributable to the alignment between employees' personal values and beliefs and the prevailing organizational values and beliefs, creating intrinsic motivation that encourages higher levels of performance, productivity, and contribution in their work.

Based on the foregoing, and in order to investigate the role of organizational behavior—specifically group behavior—in developing organizational culture within sports institutions, by examining its impact in developing organizational culture through the elements of teamwork, leadership, and communication within the institution, this was undertaken to highlight this role through the following main research question: Does organizational behavior have a role in developing organizational culture in sports institutions? From this main question, the following set of sub-questions emerges:

- Does teamwork play a role in developing organizational culture in sports institutions?
- Does leadership play a role in developing organizational culture in sports institutions?
- Does communication play a role in developing organizational culture in sports institutions?

3. Research Hypotheses:

Main Hypothesis:

Organizational behavior plays a role in developing organizational culture in sports institutions.

Sub-Hypotheses :

- Teamwork plays a role in developing organizational culture in sports institutions.
- Leadership plays a role in developing organizational culture in sports institutions.
- Communication plays a role in developing organizational culture in sports institutions.

4. Research Objectives: These can be summarized as follows:

- To identify the role of teamwork in developing organizational culture in sports institutions.
- To identify the role of leadership in developing organizational culture in sports institutions.
- To identify the role of communication in developing organizational culture in sports institutions.

1. Significance of the Study:

The significance of the study lies in highlighting the role of organizational behaviors, through their three elements—work collectivity and the processes of leadership and communication within the sports institution—in developing its organizational culture.

6. Study Delimitations: The study was conducted during September and October 2025 among the members of the State School Sports League of Médéa.

7. Definition of the Study Terms:

1.7. Organizational Behavior: A field of study that investigates the impact of individuals, groups, and organizational structure on behavior within the organization, with the aim of

applying research findings toward enhancing organizational performance (Mansour Mohammed Ismail Al-Ariki, 2013, p. 17).

2.7. Organizational Culture: Organizational culture refers to the system of meanings, symbols, beliefs, rituals, and practices that have evolved and stabilized over time, becoming a distinctive characteristic of the organization in such a way that they create a common understanding among organizational members regarding the organization's identity and the expected behavior of its members (Mahmoud Siddiq Abdul Wahid, 2015, p. 53).

3.7. Teamwork: Teamwork refers to a number of individuals who are linked by relationships that can be observed or identified. Its importance lies in performing a supervisory role over its members through their adherence to the group's standards (Mu'min Abdel Aziz, 2015, p. 124).

4.7. Administrative Leadership: The art of influencing individuals and coordinating their efforts and relationships (Malath Mohammed, Muayad Salim, 2014, p. 54).

Leadership style or behavior is a process characterized by continuous effectiveness, expressing the relationship between one person to another in a specific situation. This relationship is embodied through the mutual influence between the two parties. In practical life, multiple leadership styles can be observed as practiced by managers with subordinates to achieve specific objectives, such as authoritarian style, participative style, and laissez-faire or permissive style (Malath Mohammed, Muayad Salim, 2014, p. 59).

5.7. Communication: (Administrative communication) Newman and Solmar defined the communication process as the exchange of facts, ideas, opinions, and feelings between two persons or more, while Connor defined it as the transmission and transfer of information from sender to receiver, with the necessity that the information be understood by the receiver (Mansour bin Nayef Al-Otaibi, Ibrahim Al-Zain Hajo, 2011, p. 123).

6.7. Sports Organization: A sports organization is a group with continuous organization structure consisting of several natural or legal persons, whose purpose is to provide care for youth and to create the appropriate national and social conditions for developing their abilities within the framework of the general policy of the state (Thamer Omrani and Al-Hashemi Omrani, 2021, p. 249).

8. Theoretical Framework of the Study:

1.8. Organizational Behavior as Cultural Reproduction:

Organizational behavior is conceptualized as a manifestation of cultural reproduction; it serves not merely as a referential framework for psychological predispositions, but also as a cultural framework underpinning of the social construction. These frameworks constitute references from which individuals derive solutions, methods, and approaches that enable them to integrate their convergent strategies and orientations in order to maintain relationships and collective teamwork. This implies the conformity of the individual to the organizational culture, which allows for the differentiation of members belonging to organizations. Cultural factors are effective in controlling the nature of behavior and social relations. This cultural vessel, from which group members absorb consciously or unconsciously, ultimately leads to the formation of a collective identity that transcends the individual identities constituting it without completely eliminating them.

In this sense, organizational culture is oriented toward regulating the behavior of its constituent members, at least to the extent required to ensure the group's continuity, by delineating appropriate and inappropriate conduct so as to support the stability and equilibrium of the organization's social system—conceived as a social entity that subsists independently of the consciousness and the very existence of its individual members.

Neglecting the cultural system as a reference framework for individual behaviors signifies that the social entity would cease to exist as such, impeding organizational development and affecting its efficiency in achieving its objectives. Giant organizations were not born in an instant; rather, they are the product of experiences, crises, successes, and failures accumulated over an extended period of time, until they stabilized into their current organizational culture. This is because organizational culture supports harmony and integration, ensuring group continuity and its capacity and efficiency to solve its own problems in pursuit of a common goal, through the establishment of methods and approaches to confront the obstacles it faces.

Dr. Jaghluli Youssef summarizes this by stating that organizational culture lies in the organization's ability to produce a human collective encompassing dependency and leadership relationships, as well as unequal relationships that are accepted by all its members, thereby enabling the achievement of the common goal on one hand and the reproduction of the group on the other. In this sense, the group allows the team or collective to form and constitute itself as such through the production of tools and methods of integration and belonging to this group first, and through generating solutions that enable them to mobilize their capabilities and knowledge and to reconcile their conflicting orientations in order to ensure the group's continuity and survival (Jaghluli Youssef, 2022, pp. 56–58).

Accordingly, we posit that organizational culture constitutes the custom or moral code that governs and regulates the individual behavior of employees within their institutional work groups. Conversely, it is equally evident that the interaction of these individual behaviors across the material dimension, the level of values, and the level of the organization's fundamental assumptions engenders a collective behavior that embodies and translates the values, beliefs, and practices which collectively form the organizational culture. At this juncture, the integrative and complementary relationship between individual behavior, collective behavior, and organizational culture comes distinctly to the fore, as manifested through their mutual influence and reciprocal determination.

2.8. The Importance of Organizational Culture and the Advantages of Its Existence for Sports Institutions:

Mahmoud Siddiq Abdul Wahid, citing (Al-Rakhimi, 2000, p. 55), (Lai and Lee, 2007, p. 310), and (Williams and Francescutti, 2007, p. 151), attributed the importance of organizational culture to its influential role in all activities of sports institutions, where it exerts pressure on employees to advance in thinking and acting in a manner consistent with the prevailing culture. The significance of organizational culture for the sports field can be encapsulated in the following points:

a. Culture constitutes one of the defining hallmarks of sports bodies, serving as a source of pride and esteem for employees, particularly when its underlying values are rooted in innovation, excellence, and proactiveness.

- b. Organizational culture serves as an implicit potent mechanism that empowers managers to achieve organizational objectives.
- c. Achieving competitive advantage and ensuring organizational sustainability.
- d. Broadening the horizons and expanding the cognitive awareness of employees regarding the changes taking place within their work environment.
- e. Culture is a pivotal element that significantly affects the organization's ability to change and its capacity to keep abreast of ongoing developments in its surroundings environment.

The presence of a distinctive organizational culture helps generate multiple advantages, most notably fostering institutional loyalty and a sense of belonging, enhancing organizational stability, strengthening employees' awareness of surrounding events and issues, delineating areas of shared interest, clarifying managerial priorities, and enabling the anticipation of managerial behavioral patterns in difficult situations and crises. It also promotes desirable leadership and mentoring roles, provides a basis for allocating incentives and job positions, specifies standards for recruitment, selection, , and advancement benchmarks, and offers normative guidelines regarding what employees should say or do (Mahmoud Sadiq Abd Al-Wahid, 2015, pp. 58–60).

3.8. organizational culture Functions:

The organizational culture represents the fundamental driving force behind the success of any sports institution. It exerts a pivotal influence on reinforcing employee cohesiveness, safeguarding the group's identity, and facilitating the execution of duties with greater proficiency, relying on informal norms and regulations that act as behavioral guides across diverse scenarios. Hence, it performs a range of critical functions, notably:

- Fostering a sense of institutional entity and identity among employees, and reinforcing mutual commitment.
- Underpinning the sustainability of the sports organization as a social system, ensuring its survival, continuity, and development
- Promoting internal integration among individuals through the establishment of effective communication modes and synergistic teamwork.
- Enhancing the organization's adaptation to its external environment by ensuring swift responsiveness to the needs and aspirations of beneficiaries, consistent with worldwide sports trends.
- Realizing the strategic objectives and mission of the sports institution through the orientation and mentorship of its personnel. (Hussein, 2018, p. 292).

9. Research methodology and field procedures:

1.9. Study Approach: The descriptive approach was adopted in this study.

2.9. Study Population: The study population consisted of the members of the state School Sports league of Médéa. Given their small number (16), a census method (comprehensive enumeration) was employed. The population comprised 12 general members, the League President, the Secretary-General, and the officials responsible for individual and team sports.

3.9. Study Instrument: A questionnaire was utilized as the data collection tool from the study participants.

10. Presentation, Analysis, and Discussion of Findings:**1.10. Presentation and Discussion of the First Hypothesis Findings:**

Which posits that teamwork plays a role in the development of organizational culture within sports institutions. To verify this hypothesis, a series of questions were formulated as follows:

Statements	Responses	Frequencies	Percentage %	Calculated χ^2	Tabulated χ^2	Degrees of freedom	Significance Level
You feel that there is trust among your colleagues at work within your institution.	Yes	16	100	16	3.84	01	0.05
	No	00	00				
You readily accept your colleagues' feedback regarding your administrative practices.	Yes	14	87.5	9			
	No	02	12.5				
You believe that commitment to the public interest is among the organizational values of your institution.	Yes	12	75	4			
	No	04	25				
The institution's management grants its employees the right to participate in	Yes	12	75	4			
	No	04	25				

program discussion.							
The institution emphasizes the formation of work teams.	Yes	16	100	16			
	NO	00	00				
The institution is concerned with fostering team spirit among employees.	Yes	16	100	16			
	No	00	00				
The institution encourages behaviors that support team spirit among employees.	Yes	16	100	16			
	No	00	00				
A climate of cohesion and solidarity prevails between the management and employees within the institution.	Yes	14	87.5	9			
	No	02	12.5				

An analysis of the findings, based on the study sample's responses, indicates an overwhelming consensus that the management of the Medea' State School Sports League commands genuine respect and esteem by its members. The members express a sense of trust among peers, perceive themselves as valued team members, take pride in the institution's established organizational culture, demonstrate loyalty, and show a commitment to safeguarding its reputation. Concurrently, employees exhibit observable behaviors that underscore their collective work ethos, including receptiveness to peer feedback, involvement in decision-making, and contributions to program planning.

The findings further reveal a clear consensus on the existence of trust among colleagues, as well as between members and the League's officials. The League also places significant emphasis on forming work teams, promoting behaviors that reinforce team spirit, and cultivating a collective work orientation among its personnel.

Specifically, 87.5% of the respondents perceive a prevailing climate of cohesion and solidarity within the institution, extending to both the management-employee dynamic and peer-to-peer relationships, while also exhibiting openness to colleagues' feedback regarding their administrative conduct. Additionally, 75% of the sample affirm that the State School Sport League's management grants employees the right to engage in program discussions and considers adherence to the public interest as a fundamental organizational value.

The analysis of the calculated Chi-square (χ^2) values, which consistently surpassed the tabulated critical thresholds at (d.f = 1) and a significance level of ($\alpha = 0.05$), confirms that these results are statistically significant. Collectively, these responses represent a compelling indicator of the members' collective work orientation, reflecting their internalization of organizational values and their demonstration of behavioral practices that foster a strong organizational culture. This culture, in turn, significantly contributes to the sports institution's capacity to realize its strategic objectives and consolidate its standing within the competitive sports landscape.

These empirical findings are consistent with the theoretical framework proposed by Dr. Nabil Abdul Hadi (2012) in his work "Shaping Social Behavior", wherein he posits that a group transcends the mere aggregation of its individual components. He contends that the interconnected parts of a group are intrinsically linked, and that effective interaction among members reinforces group cohesiveness. This cohesiveness, consequently, enables the successful execution of activities and the attainment of shared goals. Furthermore, the group exerts a multifaceted influence on the individual—educationally, productively, socially, and developmentally. Abdul Hadi also emphasizes that interaction among group members fosters the exchange of ideas and reinforces the individual's self-perception and self-evaluation as a social being through active group affiliation.

2.10. Presentation and Discussion of the Second Hypothesis Findings:

This hypothesis posits that leadership contributes to the development of organizational culture in sports institutions.

In order to test this hypothesis, a set of questions was designed and presented as follows:

Statements	Responses	Frequencies	Percentage %	Calculated χ^2	Tabulated χ^2	Degrees of freedom	Significance Level
The organization actively supports its employees in their day-to-day	Yes	16	100	16			
	No	00	00				

administrative practices.							
The organization's management formulates its decisions based on a shared organizational vision and mutual expectations with its members.	Yes	12	75	4			
	No	04	25				
The administrative leadership effectively fosters an equitable and just organizational environment.	Yes	16	100	16			
The institution's administrative leadership actively fosters positive organizational values that significantly contribute to the achievement of its goals.	Yes	16	100	16			
	No	00	00				
The institution's	Yes	13	81.3				

management supports its employees by fulfilling the needs they anticipate from the organization.				06.25	3.84	01	0.05
	No	03	18.7				
The institution's management provides moral incentives to employees, thereby enhancing their organizational culture within the organization.	Yes	13	81.3	06.25			
	No	03	18.7				
The organization's management consistently encourages purposeful and constructive organizational behaviors.	Yes	16	100	16			
	No	00	00				
It is observed that the leadership behaviors within the institution enhance its	Yes	16	100	16			
	No	00	00				

organizational culture.							
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Our interpretation of the respondents' answers reveals a consensus regarding a league's management commitment to supporting employees in their daily operational practices. Furthermore, the leadership actively works to cultivate a fair and equitable organizational climate that reinforces positive organizational values, thereby contributing to the achievement of institutional objectives, while simultaneously encouraging purposeful organizational behaviors that members perceive as enhancing the association's organizational culture.

Empirically, 75% of the study sample perceive that the institution's management adopts a decision-making approach grounded in shared organizational vision and mutual expectations with its members. Additionally, respondents acknowledge that management supports its workforce by addressing employees' anticipated needs and providing moral and psychological support, within the limits of the association's capacities and available resources.

Furthermore, 81.3% of respondents indicate that the institution's management provides moral incentives to employees, which consequently enriches their organizational culture in terms of shared values, beliefs, and administrative practices within the institution."

Upon analyzing the calculated Chi-square (χ^2) values—which significantly surpassed the tabulated critical thresholds at ($df = 1$) and a significance level of ($\alpha = 0.05$)—it is evident that the results are statistically significant. These responses, consequently, serve as a compelling indicator of leadership's contributory role in fostering organizational culture within sports institutions. Indeed, this finding strongly attests to the Provincial league's management being characterized by constructive organizational behaviors and firmly held values and principles that collectively cultivate a robust organizational culture. Such a culture not only facilitates the realization of institutional goals but also instills in employees a deepened sense of accountability and commitment to their duties within the Provincial School Sports league.

These findings are consistent with the theoretical framework advanced by Malaz Mohamed Mofeed Al-Yasin and Muayyad Said Al-Salem (2015) in their work, "Analysis of Administrative Values and Leadership Behavior of the Manager". In their book, they draw upon a seminal study conducted by researchers at Ohio State University, which investigated leaders' behaviors by asking subordinates: 'What are the behaviors, actions, and functions that leaders perform?' The analysis of subordinates' responses yielded two distinct clusters of leadership functions:

- The first cluster encompasses task-oriented functions related to work structuring and coordination.
- The second cluster encompasses relationship-oriented functions related to the appreciation and consideration of individuals.

The study revealed four distinct leadership patterns. Empirical findings from their field research indicate that the leadership style which demonstrates high concern for task accomplishment alongside high consideration for relational and appreciative dimensions proves to be highly effective, generating outstanding positive relationships between

management and employees. Accordingly, it can be inferred that the behavioral repertoire exhibited by leaders substantially contributes to the development of organizational culture, by optimizing administrative process effectiveness and cultivating exemplary social values and interpersonal relationships within the institution.

These results are further corroborated by the study of Hachrouf Osama and Laadjal Yahia (2020), featured in the Scientific Journal of Physical Education and Sports, under the title "The Role of Creative Leadership in Improving the Level of Organizational Culture in Sports Administration". Their field research, conducted at the Directorate of Youth and Sports in the state of M'Sila, revealed that creative leadership contributes to enhancing organizational culture within sports administration.

3.10. Presentation and Discussion of the Third Hypothesis Findings:

This hypothesis posits that communication contributes to the development of organizational culture within sports institutions.

In order to test this hypothesis, a set of questions was designed and presented as follows:

Statements	Responses	Frequencies	Percentage %	Calculated χ^2	Tabulated χ^2	Degrees of freedom	Significance Level
The management is keen to foster goodwill and harmony among employees within the institution.	Yes	16	100	16			
	No	00	00				
The institution's management works to remove communication barriers among its employees.	Yes	16	100	16			
	No	00	00				
The institution's management listens to its employees' opinions regarding its	Yes	11	68.8	2.25			
	No	05	31.2				

internal problems.					3.84	01	0.05
The institution is concerned with the quality of the communication process in enabling it to achieve its objectives.	Yes	16	100	16			
	No	00	00				
The institution encourages its employees to discuss decisions.	Yes	16	100	16			
	No	00	00				
Administrative information reaches the institution in a timely manner.	Yes	14	87.5	9			
	No	02	12.5				
Communication channels within the institution are characterized by clarity.	Yes	16	100	16			
	No	00	00				
The communication process contributes to improving the relationship among employees.	Yes	16	100	16			
	No	00	00				

The analysis of the study sample's responses reveals that the prevailing organizational norms are conducive to continuity and adherence, while members are afforded the opportunity to express their views, offer suggestions, and voice their concerns before final decisions are made through majority voting. Notably, there is a marked alignment between the values and

objectives of the league's members and those of the league itself. Members demonstrate a sustained commitment to providing support and assistance to the league, and express a strong desire to maintain the relationships they have cultivated relationships that constitute a form of social capital, enabling them to establish networks across different regions of the country and facilitating the convergence of perspectives on strategies for advancing school sports. Concurrently, the league demonstrates a forward-looking orientation, actively exploring innovative approaches to enhance work performance and ensure its continued development.

With respect to the acquisition of significant functional responsibilities within the school sports league, 68.75% of the study participants responded in the affirmative, expressing their ambition to assume the presidency of the league in the future, as well as other key positions including Secretary-General, coordinator of individual or team sports, and head of delegation for national school sports competitions.

Upon analyzing the calculated Chi-square (χ^2) value—which significantly surpassed the tabulated critical threshold at ($df = 1$) and a significance level of ($\alpha = 0.05$)—it is evident that the results are statistically significant. These responses, consequently, serve as a compelling indicator of the members' desire for continued affiliation with the Provincial School Sports league. Indeed, this finding strongly attests to their deep immersion in the prevailing organizational culture, which in turn fosters organizational commitment, as manifested in their sustained willingness to remain actively engaged within the league.

These findings are in alignment with the study undertaken by Sami Ali Abu Al-Rous and Sami Ibrahim Hanouna (2011), conducted on Palestinian universities in the Gaza Strip and titled "The Impact of Belief in the Institution on the Willingness of Employees in Palestinian Universities to Continue Working in Their Universities". The research revealed that over 81% of the sample exhibited a high level of institutional belief, reflecting their deep immersion in the prevailing values and beliefs within the university. Additionally, more than 77% of respondents expressed a willingness to remain employed in Palestinian universities, indicating a profound sense of organizational belonging. The study further established a positive correlation between continuance intention (as the dependent variable) and institutional belief (as the independent variable) at a significance level of ($\alpha = 0.05$), with a correlation coefficient of ($r = 0.687$).

11. Study Recommendations:

Based on the empirical findings, the following recommendations are proposed:

- Consider applicants' inclinations, orientations, and organizational beliefs to ensure compatibility with the institution's prevailing organizational culture during the recruitment process.
- Design and implement targeted training initiatives aimed at enhancing the professional competencies, behavioral patterns, and attitudinal orientations of human capital within sports institutions.
- Implement a democratic leadership approach that fosters employee satisfaction, organizational commitment, loyalty, and collective endorsement.
- Emphasize the equitable and methodical structuring of work teams within the sport's organizational framework.

- Cultivate and reinforce a culture of teamwork, proactive engagement, and constructive organizational behaviors, alongside the enhancement of social and interpersonal dynamics among employees.
- Develop strategic programs and delineate organizational objectives through the participatory engagement and collaborative input of all active stakeholders and hierarchical administrative levels within the sports institution.

Conclusion:

Organizational culture stands as a distinguishing feature that sets sports institutions apart from other organizational forms. It represents a source of pride and professional esteem for employees, while also broadening their cognitive and perceptual horizons particularly when its values are grounded in innovation, creativity, proactive orientation, competitive superiority, and interpersonal equity. Such a culture positively influences individual behavior and the broader organizational system, thereby facilitating the efficient realization of the sports institution's strategic objectives.

Furthermore, collective organizational behavior encompassing employee commitment, consensus on administrative practices, and shared values and beliefs plays a pivotal role in enhancing organizational culture. This is manifested through employees' organizational commitment, institutional loyalty, diligent execution of assigned duties, sustained willingness to remain with the sports organization, and steadfast belief in the organizational mission they collectively pursue.

A healthy and robust organizational culture can positively affect employee commitment by providing multiple reinforcing elements, including: addressing employees' needs and expectations, improving superior subordinate relationships, strengthening organizational cohesiveness and the quality of the organizational climate, and fostering a work environment characterized by respect for employees' opinions and attitudes. This, in turn, results in heightened job satisfaction and encourages a culture of collaboration and participative engagement, both presently and in the future.

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