The Effects of Organizational Culture on Organizational Creativity and Innovativeness in the Sports Businesses

Ersin Eskiler[1], Serdar Geri[1], Kursad Sertbas[1] and Fehmi Calik[2]

[1]Sakarya University, Faculty of Sport Sciences, Department of Sports Management, Sakarya, 54187, Turkey
[2] Sakarya University, Faculty of Sport Sciences, Department of Recreation, Sakarya, 54187, Turkey
E-mail: <eeskiler@sakarya.edu.tr>, <sgeri@sakarya.edu.tr>, <ksertbas@sakarya.edu.tr>, <fcalik@sakarya.edu.tr>

ABSTRACT The businesses, under the effects of continuously changing internal and external environmental conditions in a globally competitive environment, to affect shape and lead environment in order to gain competitive advantage beyond adapting to environmental changes has become a necessity. This study aims to determine the effects of organizational culture with regard to supporting and developing the creative thinking and innovative behaviors in order to realize and achieve the change in service businesses that offer sports and recreational activities. The questionnaire prepared for this purpose was applied to employees of the businesses operating in the sports industry. Obtained data was analyzed by using the SPSS 17.0 software package program (descriptive statistics, reliability analysis, factor analysis and regression analysis). As a result of these analyses carried out, the dimensions of organizational culture were found to have significant effects on organizational creativity and organizational innovativeness. At the end of the research, the findings were interpreted and the possible contributions to the literature and the practitioners were discussed.

INTRODUCTION

Sports services have drawn attention because of its investment, employment and the size of the value added among the all service industries in recent years. One of the best examples to that fact is that there had been only a total of 114 sports and fitness centers in Istanbul according to the data of the year of 2003 but this figure increased by nearly five times by the end of 2012 and the number of active sports and fitness centers increased to 534. This growth rate can be accepted as the indication of increase in competition environment in the sports industry. The management science, which has become increasingly important after the industrial revolution continues to maintain and preserve its importance among the sports businesses in today's business world. Accordingly, the existence of

Address for correspondence:
Dr. Ersin Eskiler
Sakarya University,
Faculty of Sport Sciences,
Department of Sports Management,
Sakarya, 54187, Turkey
Telephone: +90 (264) 295 66 36
Fax: +90 (264) 295 66 42
E-mail: eeskiler@sakarya.edu.tr

businesses with high levels of efficiency, which markets goods and services compatible with differing environmental conditions and renewing systems in the light of technological changes on a global scale has become a necessity. Current developments in the market have led and resulted in the competition to increase in the market rapidly and company managements to be more creative and work flows, which allow the application of innovative actions to be developed (Shin 2015; Uzkurt and Sen 2012; Yahyagil 2001). The organizational culture is undoubtedly one of the primary and the main elements of realizing creative and innovative applications and implementations, which can create opportunities for businesses to gain a competitive advantage (Gumusluoglu and Ilsev 2009; Mobarakeh 2011; Naranjo-Valencia et al. 2011; Sanz-Valle et al. 2011; Sharifirad and Ataei 2012). In other words, the organizational culture may have an important function in the elimination of obstacles and barriers in front of innovation and creativity (Sadi and Al-Dubaisi 2011) due to its structural feature. According to Erkmen (2000), the main source of similar behaviors within an organization is the culture. At the same time, the organizational culture has a significant effect on reducing or eliminating

the tension, which occurs as a result of the uncertainty that would be created by innovations and changes and the negative impact of these uncertainties on employees. However, considering and reviewing the literature related to this subject, only a limited number of studies can be mentioned about revealing the relationship between the concepts of organizational culture and innovative and creative business behaviors. Therefore, the relationship between organizational culture and organizational creativity and innovativeness has been discussed in the first place within the scope of the research. Later then, an application was carried out in order to determine the relations and interactions between these concepts.

The Concepts of Organizational Culture, Creativity and Innovativeness

As well as providing a strong economy to businesses through innovations that will be obtained by use of the creativity, it is also an important factor in gaining competitive advantage and achieving success (Gumusluoglu and Ilsev 2009; Mohammadi et al. 2015). The businesses, to adapt to environmental changes and even gain the ability to give direction to the change, is only be possible for them to embrace the business processes supporting the creativity and innovativeness. It is possible to access various definitions for the concepts of creativity and innovativeness when the literature related to this issue is examined.

The concept of innovation may be defined as transforming an idea into a marketable and saleable new or a developed product or a process of implementation in which an idea can be realized beginning from the invention stage, and also can be defined as adoption of a new idea, opinion or a behavior (Damanpour and Evan 1984). The most important feature of innovation is that it provides social and economic benefits and these benefits can be commercialized. Toffler mentioned that there are three consecutive processes of innovation. In the light of this description, first of all, the existence of a creative and applicable idea should be mentioned in the first place and then, the stage of implementation and application of this idea can be thought of and lastly this idea applied and implemented should be widely popularized through the society (Onag 2009). According to Lumsden (1999),

the innovativeness is the degree of adaptability of intellectual outcomes that occur at the end of the process of creativity to the existing circumstances and conditions. In the light of this opinion, Yahyagil (2001) stated that innovativeness could only be studied under two dimensions, that is, "individualism and pluralism". Firstly, "the creativity is limited to a single individual, in other words, innovativeness emerges as a result of creativity of an individual. Secondly, the creativity belongs to a group and/or a team and the interaction and synergy obtained as a result of pluralistic effort can be transformed into innovativeness." (Yahyagil 2001: 10). Innovation emerges as a result of creative activities and creativity is accepted to be a process in which the innovation can form according to this opinion (Arslantas 2001; Ozbag 2014; Ramalingam et al. 2015).

According to Goodman (1995), creativity is "a process of generating and creating ideas, which can be transformed into innovations for the solution of some problems". In other words, creativity means creative-innovative and at the same time useful-beneficial ideas and solutions generated by individuals in general (Gumusluoglu and Ilsev 2009; Mohammadi et al. 2015; Phipps et al. 2012). The successful management of ideas generated by employees of business is the prerequisite of the innovativeness. From this point forth, while creativity occurs on an individual basis, the innovativeness emerges on an organizational basis (Gumusluoglu and Ilsev 2009, cited from Oldham and Cummings 1996). Organizational creativity is perceived as "the capacity of generating creative and original objects" that intends to be compatible with the changing environmental conditions. It is to find different solution ways for the problems and reveal and do a work and/or produce a product in a different shape and way (Suvarioglu 1994; Yahyagil 2001, 2006). Employees of business, who are primarily necessary for the formation of organizational culture, should have some abilities and skills (cultural richness and background, determination, courage, tenacity, tolerance, free and holistic thinking, having a vision for the future, integrity of attitudes and behaviors). This is because the characteristics of employees play a key role in the formation and development of the creativity (Cavus and Akgemci 2008; Hon and Leung 2011; Lima 2015; Marsap 2009; Ozbag 2014). According to Mobarakeh (2011), only an appropriate atmosphere gives birth to creative ideas and

promotes them. However, according to Robbins (1991), organizational culture facilitates employees to have much more common values rather than their individual interests as well as providing a kind of identity for them (Orucu and Ayhan 2001; Ramalingam et al. 2015). Therefore, the organizational culture can be accepted as one of the most important concepts, which can contribute to the development of organizational creativity and organizational innovativeness within the business.

The concept of organizational culture that had been first emerged in 1970s and 1980s (Erkmen 2000; Tipu et al. 2012) has become the most efficient and also the most controversial concept in management researches and implementations (due to its format, shape, definition and measurement) in a very short time (Linnenluecke and Griffiths 2010). The organizational culture that has an important effect on survival and development of organizations is an intellectual structure, which offers employees of the organization to know how to behave within the organization and in public, interact with the organization and enable them to see the reality of the organization. At the same time, it has a significant impact on social lives of employees and in shaping of their visions of the world (Balci 2001; Cavus and Akgemci 2008; Glisson 2015; Guclu 2003). Similarly, the effect of founders (values and beliefs which they have in the light of former philosophies and ideologies) (Terzi 2000) and employees (they form a culture consisting of their own specific values and norms) (Basaran 1991) are important in organizational culture, incontrovertibly (Guclu 2003). In this context, organizational culture shows a feature similar to personality traits of individuals and each business has a unique culture (Oden 1997). Organizational culture may be defined as beliefs, attitudes and values that are jointly shared in a company (Schwartz and Davis 1981) and composes and constitutes the emotional side of a business with an alliance of unwritten rules such as a number of symbols, rituals and myths (Ouchi 1987). In other words, organizational culture is the common sense shared by individuals in the group (Frontiera 2010).

According to Schein (1992), there are three elements of organizational culture consisting of the artifacts, espoused values and basic assumptions. The artifacts refer to organizational structures such as myths, symbols and stories created by members and technology and the espoused values represent organizational strategies, goals and philosophies, and hence reasons adopted. Finally, basic assumptions refer to unconscious states, beliefs, perceptions, thoughts and feelings, in short, final sources of all kinds of values and actions (cited by Ghinea and Brãtianu 2012, from Schein 2004). Businesses can generate solutions for their problems of adapting to the changing environment and in the issue of internal integration and coordination thanks to these cultural dynamics that they have (Uzkurt and Sen 2012) and can extend their lifetimes and strengthen the dynamism by supporting creative and innovative ideas within the company (Mobarakeh 2011). The following hypotheses have been put forward in the light of studies, descriptions and explanations in the literature.

- H1: There is a significant relationship between the dimensions of organizational culture and organizational creativity.
- H2: There is a relationship between the dimensions of organizational culture and organizational innovativeness.
- H3: The dimensions of organizational culture have a significant effect on the organizational creativity.
- H4: The dimensions of organizational culture have a significant effect on the organizational innovativeness.

METHODOLOGY

Aim of the Research and Sample Selection

This study aims to determine the effects of organizational culture on organizational creativity and organizational innovativeness. For this purpose, this study was focused on the service businesses offering sports and recreation activities, which have begun to be in the forefront since 1980s and have great importance in improving and strengthening physical and mental conditions of individuals. The population of the study consists of businesses that aim individuals to benefit from sports facilities in the best way to develop their skills and to participate in these sports events actively. For this purpose, the business for which an answer will be searched among all the businesses within the boundaries of Istanbul province was chosen as the sample of this study by using the Intentional (Judgmental) Sampling Method. Data was obtained

from 160 people who were eager to participate in the study among the employees of the business within the sample determined before by use of face-to-face interviewing method and 97 applicable questionnaires among these formed a basis to the analyses (rate of return 61%).

Data Collection Tools and Data Collection Process

As a result of a comprehensive literature review, by basing on the quantitative research method, the questionnaire was created by benefiting from some scales of which the validity and reliability in the literature was tested before. The questionnaire form used in the study consists of four separate sections and a total of 62 phrases. In the first section, a scale consisting of 17 phrases, which had been created by basing on the fourth dimension of Richard Pascale's four-dimensional organizational culture inventory, which is associated with the subject was used, in order to measure the variable of organizational culture (Gulova and Demirsoy 2012; Tiryaki 2005). In the second and third sections, some phrases that had been prepared to determine the organizational creativity and innovativeness were included in the questionnaire. 21 phrases related to organizational creativity and 18 phrases related to organizational innovativeness have been cited from the study of Cavus and Akgemci (2008). In the last section, there are 4 phrases intended to collect general information about demographic characteristics of respondents. Introductory information consisting of percentage distribution of basic characteristics of participants is shown in Table 1. The phrases included

in the questionnaire excluding those regarding the demographic characteristics of participants were created in accordance with 5-point Likert scale in the range of "5=Strongly Agree to 1=Strongly Disagree". It has been paid attention to the phrases to be written in a short and simple form, which will make it easy to understand for everybody. The SPSS 17.0 software package program was used in evaluation and analysis of data obtained by the questionnaire and descriptive statistics, reliability analysis, factor analysis and regression analysis were applied to this data.

RESULTS

It is seen that fifty-four percent of participants are female and forty-six percent are male. According to the distribution based on the variable of age, ninety-two percent of participants are seen to be in the age group of 40 years and lower. This state may be considered as a reflection of the fact that mostly young people are employed in sports services such as the same with the overall service industry. Considering the variable of education, it is seen that seventy-one percent of the participants of the questionnaire are undergraduates and postgraduates and when their number of service years in the institution is examined, intenseness is seen in the variable of "between 1 to 3 years".

5th, 10th and 12th phrases of which phrase-whole relationship value was found to be under 0.40 after the reliability analysis performed in regard to the variable of organizational culture were removed from the scale and it was observed that phrases related to organizational culture have been collected under two factors as a result of

Table 1: Demographic characteristics

Gender	n	%	Age	n	%
Female	49	54.4	21-30	47	52.2
Male	41	45.6	31-40	36	40
Total	90	100	41-50	5	5.6
			51 and over	2	2.2
			Total	90	100
Educational status	n	%	Number of service years in the institution	n	%
Elementary	3	3.2	Less than 1 year	21	22.3
Secondary	24	25.8	Between 1-3 years	35	37.2
Undergraduate	56	60.2	Between 4-6 years	29	30.9
Postgraduate	10	10.8	7 years and over	9	9.6
Total	93	100	Total	94	100

descriptive factor analysis applied to 14 remaining phrases. Factor loads has been named as "functional culture" and "situational culture" as the same with the studies of Gulova and Demirsoy (2012) and Tiryaki (2005). While the dimension of functional culture measures the perceptions of employees regarding their duties, the dimension of situational culture describes the cultural features and characteristics perceived by the employees of businesses regarding their organizations (Gulova and Demirsoy 2012; Tiryaki 2005). In addition, the value for Cronbach's Alpha was calculated as 0.914, which shows the organizational culture scale has an internal consistency in terms of the scale's reliability.

Table 2: Factor analysis for organizational culture phrases

Factor	Factor loads	Variance (%)
FACTOR 1		
28.73		
FCT 1	0.80	
FCT 2	0.73	
FCT 3	0.73	
FCT 4	0.67	
FCT 5	0.64	
FCT 6	0.61	
FCT 7	0.59	
FCT 8	0.52	
FACTOR:2		
SCT 1	0.80	26.78
SCT 2	0.80	
SCT 3	0.70	
SCT 4	0.69	
SCT 5	0.53	
SCT 6	0.51	
Total Variance		55.51
KMO: 0.86 Bartlett's Test of Sphericity		
Approx. Chi-square		784.252
df		105
Sig.		.00

FCT: Functional Culture Traits; SCT: Situational Culture Traits

As a result of reliability analyses applied to the variables of organizational innovativeness and organizational creativity, the 18th article regarding the organizational innovativeness and 16th and 21st articles regarding the organizational creativity were removed from the scale because their phrase-whole relationship value had been found to be lower than 0.40. The Cronbach's Alpha values for these variables were found as 0.952 and 0.949, respectively. As a result of factor analysis related to the variables of organizational innovativeness and organizational

creativity, both variables were collected under one separate factor (Table 2).

Table 3: The results of the correlation analysis concerning the relationship between organizational culture and organization creativity and organizational innovativeness

		Organizational creativity	Organizational innovativeness
Dimensions of Organizational Culture	FCT	.551**	.540**
	SCT	.467**	.450**

** p < 0.01 FCT: Functional Culture Traits; SCT: Situational Culture Traits

This state shows that there is a positive, moderate and statistically significant correlation between the functional culture and situational culture, which are sub-dimensions of organizational culture and also between the variables of organizational creativity and organizational innovativeness (r=0.551, p<0.01; r= 0.54, p<0.01; r=0.467, p<0.01; r=0.45, p<0.01). In this case, the following hypothesis among the study hypotheses were accepted to be true: "H_1: There is a significant relationship between the dimensions of organizational culture and organizational creativity", and "H_2: There is a relationship between the dimensions of organizational culture and organizational innovativeness." (Table 3).

Table 4: The results of the regression analysis aimed at measuring the effect of the dimensions of organizational culture on the organizational creativity

	Beta coefficients	t values	Sig.
FCT	.551	7.725	.000
SCT	.467	6.539	.000

F: 51.22; p < 0.001; R^2: 51%
Dependent Variable: Organizational Creativity
FCT: Functional Culture Traits; SCT: Situational Culture Traits

The values for regression model (F= 51.22 / p<0.001) that examines the effects of the dimensions of organizational culture on organizational creativity was found significant as shown in Table 4. Extent of disclosure was found as fifty-one percent for the effect of the dimensions of organizational culture, which are the variables of the study on organizational creativity. Considering the BETA coefficients, it is seen that the effects

of the dimension of organizational culture of FCT were found more when compared to the dimension of organizational culture of SCT on the organizational innovativeness. Considering t values and sig. values, it is seen that the dimensions of organizational culture of FCT (t=7.725) and SCT (t=6.539) have statistically significant effects on the organizational creativity. In this case, the hypothesis of *"H₃: The dimensions of organizational culture have a significant effect on the organizational creativity"* was accepted to be true and valid for organizational creativity.

Table 5: The results of the regression analysis aimed at measuring the effect of the dimensions of organizational culture on the organizational innovativeness

	Beta coefficients	t values	Sig.
FCT	.54	7.351	.000
SCT	.45	6.127	.000

F: 45.786; p < 0.001; R²: 48%
Dependent Variable: Organizational Innovativeness
FCT: Functional Culture Traits; SCT: Situational Culture Traits

The values for regression model (F= 45.786 / p<0.001) that examines the effects of the dimensions of organizational culture on organizational innovativeness was found significant as shown in Table 5. Extent of disclosure was found to be forty-eight percent for the effect of the dimensions of organizational culture, which are the variables of the study on organizational innovativeness. Considering the BETA coefficients, it is seen that the effects of the dimension of organizational culture of FCT were found more when compared to the dimension of organizational culture of SCT on the organizational innovativeness. Considering t values and sig. values, it is seen that the dimensions of organizational culture of FCT (t=7.351) and SCT (t=6.127) have statistically significant effects on the organizational innovativeness. In this case, the hypothesis of *"H₄: The dimensions of organizational culture have a significant effect on the organizational innovativeness"* was accepted to be true and valid for organizational innovativeness.

DISCUSSION

While studies in the field of management in general and in the field of sports management in particular take place in the literature intensively in regard to organizational culture, studies that conducted in the field of organizational creativity and innovativeness have been increasing in recent years (Hoeber et al. 2015; Pisano 2015).

When the findings obtained from the study are examined in terms of the relevant literature, it is possible to argue that the dimensions of organizational culture (functional culture traits and situational culture traits) have a significant effect on organizational innovativeness (Martins and Terblanche 2003; Naranjo-Valencia et al. 2011; Sanz-Valle et al. 2011; Tushman and Anderson 2004; Uzkurt and Sen 2012) and organizational creativity (Hon and Leung 2011; Mobarakeh 2011; Mohammadi et al. 2015; Phipps et al. 2012), and these results show parallelism with the other studies in the literature. In other words, these results can be evaluated as an indication of consistency of research hypotheses set forth with the literature.

It is a necessity for businesses to have a creative and unique culture shared among all departments of the business for them to survive and to gain advantage over their competitors (Glisson 2015; Guclu 2003) and it is inevitable for businesses to closely follow-up the changing market conditions in order to increase their competitive capacity and take measures to ensure compliance to the competitive structure of globalization process (Ramalingam et al. 2015). Colyer (2000) stated that organizational culture is an important determinant of successes and failures of businesses according to the result of the study. In addition, the role of directors and managers is very important in adoption and implementation of new management approaches. Primarily, the top management and all the other line management share the responsibility of shaping and forming the vision and the belief and value system of the organization in accordance with the organizational objectives (Bilir 2003; Lima and Canbarro 2015). In this regard, managements of businesses should implement creative and innovative organizational processes, which will enable the orientation of the change in the first place and in a manner consistent with the culture of the organization. It is a fact that various principles, values and fundamental opinions that have become habits for the employees of the business and rooted in the organization will undergo a change so as to support creativity and innovativeness. Thus, it is possible to prevent

employees to resist against the change and the active participation of all employees to creative and innovative business processes can be provided. If businesses want to take a sustainable competitive advantage in a structure in which it is given importance to the production of innovative and creative ideas, first of all, they should reveal all characteristics and features of organizational culture and organizational climate by considering the characteristics and features of economic sector that the business is included in or areas of activity (Glisson 2015; Lima and Canbarro 2015; Yahyagil 2001). Improvement of the concepts of organizational creativity and innovativeness within the strong frameworks will only be possible with the adoption of these concepts by all employees in a strong and sustainable organizational culture and them to act in an integrity towards the objectives of the business related to the fact that these concepts are closely related with the individual characteristics and traits of employees (personality, motivation factors).

CONCLUSION

In the present study, the researchers aimed to clarify the relations between organizational culture and creativity and innovativeness because of the limited number of studies that examine the relations between the aforementioned concepts especially in the field of sports. As a result, the dimension of organizational culture had statistically significant effects on organizational creativity and innovativeness in sport enterprises. As of this aspect, this study is an important contribution to the literature.

RECOMMENDATIONS

This research is limited with only one business operating in Istanbul province. This condition eliminates the generalizability of the study. Similar studies need to be conducted on different businesses in different cities. Although, the questionnaire was created and used as a measurement tool for determining the perceptions of employees based on the literature, which accepts it as an organizational culture scale, it is also possible to mention other scales with different phrases in regard to the measurement of organizational culture. Therefore, different and various organizational culture measurement tools must

be considered and various and different researches and studies must be conducted in this direction. It is a fact that there is not any commonly held result as to which organizational culture plays a leading and pioneering role in creating more creative and innovative business structure despite of the fact that organizational culture is an important factor for the organizational creativity and innovativeness. Similarly, designing and preparing new researches and studies in order to examine the different concepts (organizational climate, leadership), which examines the relations between organizational creativity and organizational innovativeness and may effect on the relationship between these two phenomenon may provide an important contribution to the literature. These limitations and restrictions should not be ignored when conducting future studies and researches.

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