THE ORGANIZATIONAL CULTURE OF SELECTED WOREDAS IN JIMMA ZONE OF YOUTH AND
SPORT AFFAIRS OFFICES IN SOUTH WEST ETHIOPIA.

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ABSTRACT

The purpose of this study was to investigate the relationship between leadership styles (transactional, transformational, and laissez-faire) and Organizational culture dimensions (Dominant characteristics, organizational leadership Employee management, Strategic emphasis and criteria of success) in Jimma Zone Youth and Sport Affairs. Total participants in the research were 132, which is 120 Employee and 12 leaders. Multifactor leadership questionnaire (MLQ) and organizational Culture Assessing Instrument (OCAI), were used to measure leadership styles and organizational Culture respectively. The data obtained through the instrument were analyzed with graphs. Profiles of each of the six culture attributes and their average were analyzed and graphed. The results of the study revealed that Hierarchy culture was the dominant culture as perceived by employees and the preferred culture as perceived by employees was the clan culture. Jimma Zone Youth and Sport Affairs Office leaders firmly believed that application of Hierarchy culture was the principal means to bring success. Therefore, Jimma Zone Youth and Sport Affairs Office advised to adjust the existing culture gap between the two cultures which is ten points. The findings of the study also revealed that transformational leadership style has significant and positive correlations with criteria of success. Transformational leaders focus on developing their followers by tapping them of their potentials, inspiring them, promoting collaboration, motivating them, and by reinforcing positive behaviors. Based on these findings, it is evident that leadership development is a critical area that needs to be addressed by both relevant authorities and industries to increase youth and sport affairs office competitiveness.

INTRODUCTION

Organizational culture is the most important instrument for the success of an organization. A culture can generate a positive or negative way or affects the working environment. A strong organizational culture can generate motivation, responsibility

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and loyalty of employees to the organization (Goldstone, 2007). Organizational culture is a dynamic phenomenon that surrounds us at all times being constantly in acted and created by our interactions (Schein, 2004). A genuine look and paying attention to the formation of a strong and proper culture in organization from the beginning of the work and understanding the culture and changing steps can help to managers in achieving the goals of the organization, reducing conflicts within the organization, reducing costs and speed the appropriate response in confronting changing's. As with leaders in any situation, training and personal development are required to ensure that individuals can lead their organizations with creativity and into risk-taking situations, which is necessary in order to see progress achieved in the future (Devid.C Watt, 1998). Transformational leaders who build on assumptions such as: people are trustworthy and purposeful; everyone has a unique contribution to make; and complex problems are handled at the lowest level possible. Leaders who build such cultures and articulate them to followers typically exhibit a sense of vision and purpose. They align others around the vision and empower others to take greater responsibility for achieving the vision. Such leaders facilitate and teach followers.

This research assess current organization culture, preferred organizational culture in relation to the organization leadership style and put the future prospective of Jimma zone youth and sport affairs office. This investigation creates awareness about organizational culture and leadership play great role in the performance of the sport organization in Ethiopia. This study will provided crucial support for effectiveness of sport organization in Ethiopia and for further investigations and studies.

1. What is the preferred organizational culture in Jimma Zone Youth and Sport Affairs Offices as perceived by employees?

2. What is the organizational culture in Jimma Zone Youth and Sport Affairs Offices as perceived by employees?

3. Is there significant difference between organizational cultures in some selected woredas in Jimma Zone Youth and Sport Affairs Offices as perceived by employees?

MATERIAL AND METHODS

This study is carried out at Oromia Region State in Jimma Zone Youth and Sport Affairs office. The main town is Jimma which is 357 km far from Addis Ababa. It has an altitude range between 1760-1740 meters above sea level. The town has annual rain fall of 1130-2077 mm, climatic condition of the town is weynadega.

The total population of Jimma town is estimated to be 144,369, out of which 72,532 (50.24%) were constituted by males and the rest 71,837(49.76%) were females (CSA, 37, 2004)

The research design identifies the method of data gathering, which instruments are used, how they are dealt with and how the gathered information is arranged and analyzed. The intention of this study is to analyze the Relationship of organizational culture (dependent variable) and leadership style (independent variables) has on Jimma Zone Youth and Sport affairs office. The cross - sectional study descriptive and quantitative research approach was deemed appropriate to gather the primary data and attend to the research questions. Descriptive research determines and reports the way things are. This choice was made because this research involves investigating possible relationships among two or more variables and collecting data to test

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hypotheses. The variables are measured once through a survey where the opinions of the respondents are illustrated.

The total populations of the study participants were all 18 Jimma zones youth and sport affairs/ woreda offices. The target population for this study is woreda sport administrative, and employee of these offices.

For this study two-stage cluster sampling technique in lottery method were used to select 120 subjects out of 180 employees and purposive sampling technique also be used to get 12 subject out of 18 sports administration.

The purpose of the study is to explore the relationship between leadership and organization culture by surveying employees and Sport administrative leaders of Jimma zone youth and sport affairs offices. As per information obtained from the Jimma zone youth and sport affairs, there are about 18 woredas offices serving in the zone and an average number of employees are ten (10). Because of the woredas present within the zone bulky and far each other so the researcher prefer cluster sampling techniques. At the first stage the researcher made a clusters based on the geographical area of woredas that is 6 cluster since 3woredas are in one cluster from total of 18
30 woredas, secondly, from each cluster by using lottery method simple random sampling the researcher select 2 out of 3 woredas from each cluster so that is about 12 woredas are incorporated totally that they can represent the remaining others.

The researcher uses both primary and secondary data sources. Primary data were used to gather from woreda youth and sport affairs employees and their leaders to answer the closed ended questionnaires designed on an *ordinaland nominal scale.*

3.5 Data Sources and Type

In order to generate relevant data for the study, the researcher used both primary and secondary data sources. According to Biggam (2008), primary data is the information that the researcher finds out by him/herself regarding a specific topic. The main advantage with this type of data collection is that it is collected with the research's purpose in mind.. The study is basically empirical in nature; primary data was gathered from woreda sport commission employees and their leaders to answer the above questions..

3.7 Data Gathering Instruments

For the purpose of the study, the researcher used a quantitative approach involving a close-ended questionnaire was used as the measuring instrument. Three separate instruments, namely multifactor leadership questionnaire (MLQ) to the leadership style see (Appendix II) and the organizational culture assessment instrument (OCAI) identify the organization's culture, and to help identify the culture that the organization's members think should be developed to match the future demands of their industry (Cameron & Quinn, 2006:)

3.7.1 The organizational culture assessment instrument

The organizational culture assessment instrument is based on the competing values framework model (Cameron & Quinn, 2006: 31) and the four cultures (quadrants) of the competing values framework forms the basis of the OCAI. The purpose of this instrument is to identify the organization's culture, and to help identify the culture

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that the organization's members think should be developed to match the future demands of their industry (Cameron & Quinn, 2006: 23).

Scoring the OCAI

In order to score the OCAI, an average score for all "A" alternatives of all six dimensions should be computed. The same procedure is followed to score B, C and D, as computed in Exhibit 1.1 in Appendix A. When populating the OCAI results on the worksheet, the "Now" column, which is representative of the current culture, is used to plot the averages of A, B, C and D alternatives. The A-alternative represents the clan culture, the average is calculated of the A-alternative on the clan quadrant and B- alternative on the adhocracy quadrant, the C-alternative represents the market quadrant, and the D alternative represents the hierarchy culture. When plotting the results the four points in each quadrant are connected to form a four-sided figure in a kite-like shape. This is a picture of what the organization's culture is like currently. Each of the six dimensions that are being investigated are plotted 33 individually, for example, organizational leadership is plotted to show the profile of leadership style as it is currently and how it would be preferred. The same procedure of connecting the four points, A, B, C and D is followed, and a four-sided figure is developed. There are four comparison standards for the culture profiles, which can also be added to the research questions and they are:

1. The type of culture that is dominant in the organization.
 2. The discrepancies between the current culture and the preferred culture.
3. The strength of the culture type that is dominant in the organization.
4. The congruence of the culture profiles generated on different attributes.

3.7.1.1 Reliability and validity

Reliability refers to the extent to which the instrument measures culture types consistently. Quinn (2006) tested the reliability of the OCAI on 796 executives and used Cronbach alpha coefficients (reliability statistic) for all culture types that were computed (Cameron & Quinn, 2006: 153). According to Cameron *et al.* (2006: 155), validity refers to the extent to which phenomena that are supposed to be measured are actually measured. Cameron and Freeman produced evidence of validity of the OCAI by studying 334 institutions of higher education in the United States.

3.7.2 Multifactor Leadership Questionnaire (MLQ Form 5X)

Prior to selecting the Multifactor Leadership Questionnaire (MLQ Form 5X) for this research, several other instruments such as Managerial Grid, Situational Leadership Questionnaire, and Least Preferred Coworker (LPC) were considered as possible measurements of leadership behaviors. Though these instruments measure transformational and transactional leadership behaviors, the subscales and items do not focus on a separation or differentiation of these behaviors. Instead, their emphasis is on identifying the types of leadership behaviors that are most appropriate for the situation (Bass *et al*., 2003; Avolio*et al*., 2004). For these reasons, none of them was considered appropriate for this research. The Multifactor Leadership Questionnaire (MLQ) has been improved and tested since 1985 with the result that many versions of the questionnaire have been developed. It is formulated from the Full Range Leadership Model consisting of transformational, transactional, and laissez-faire

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34 leadership behaviors with nine subscales. Bass &Avolio (1995) [as cited in Bass *et al*., 2003], presented the MLQ Form 5X with nine subscales of leadership styles. Participants were asked to judge the extent to which their leader engaged in specific behaviors measured by the MLQ. The MLQ Form 5X is self-scoring and used 27 items excluding least relevant ones in our country's context to measure the nine subscales (3 items for each) in this study. These items are rated using a 5-point Likert scale labeled as 0 = not at all, 1 = once in a while, 2 = sometimes, 3 = fairly often, 4 = frequently, if not always. High score shows high effectiveness of leadership style perception while low score implies low effectiveness perception in the scale. Examples of items from the MLQ-Form 5X questionnaire include (*Ibid.*): (a) Inspirational motivation (*transformational)* - talks optimistically about the future; (b) MBE-passive (*transactional)* – directs my attention towards failures to meet standards; (c) *Laissez-faire* - avoids making decision.

 For those respondents who were selected, the final copies of the questionnaires were distributed in face-to-face situation by the researcher. This is done intentionally, if a need for additional explanation on how to respond and to get back as many questionnaires as possible.

3.9.1 Independent Variables of the Study

The independent variables are subscales for teach variables are contained in the Multifactor Leadership Questionnaire (MLQ Form 5X).Leadership style **Variable** Transformational   Transactional Laissez-Faire

35

3.9.2 Dependent

 On the other hand, six dimensions of organizational culture was used as dependent variables. These measures are the *scale* of the OCIA. Dominant Characteristics, Organizational Leadership, Management of Employees, Organization Glue, Strategic Emphases and Criteria of Success.

RESULTS

Descriptivestatistics

The main characteristics of the data are quantitatively described in the descriptive statistics. In the descriptive statistics summaries about the sample population responses are provided. The mean, median, mode, minimum, maximum, the standard deviation in relation to the independent, dependent variables are presented in the table below.

Analysis and Interpretation of Data Gathered by OCAI

To remain competent in the business and to survive in the environment one of the principal things to be carried out is frequent assessment of organizational culture.

The knowledge of one's organization culture is critical. It is because success depends on   the extent to which one's organizational culture matches the demand of the competitive environment (Cameron and Quinn, 2006).

Dominant Characteristics

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Success is defined in terms of dependable delivery, smooth scheduling and low cost. In contrast what employees preferred is Adhocracy culture, a dynamic entrepreneurial and creative place to work in. People take risks. Leaders are considered to be innovative and risk takers. What holds the organization together is commitment to experimentation and innovation? Being product or service leader is important. In such culture the organization encourages individual initiative and freedom. The Dominant characteristics graph in Figure 4.3.2.1indicatesfor this aspect hierarchy culture scores highest: 35.42 points. The dominant characteristics are results oriented where a major concern is getting the job done. The other cultural types have respectively scored as follows: adhocracy culture (26.54 points), clan culture (26.54 points) and Market culture (11.5 points). Both in hierarchy culture and in clan culture the point difference between the current and the preferred situation is not greater than, or equal to, 10 (+11.20 and -11.07 points respectively).

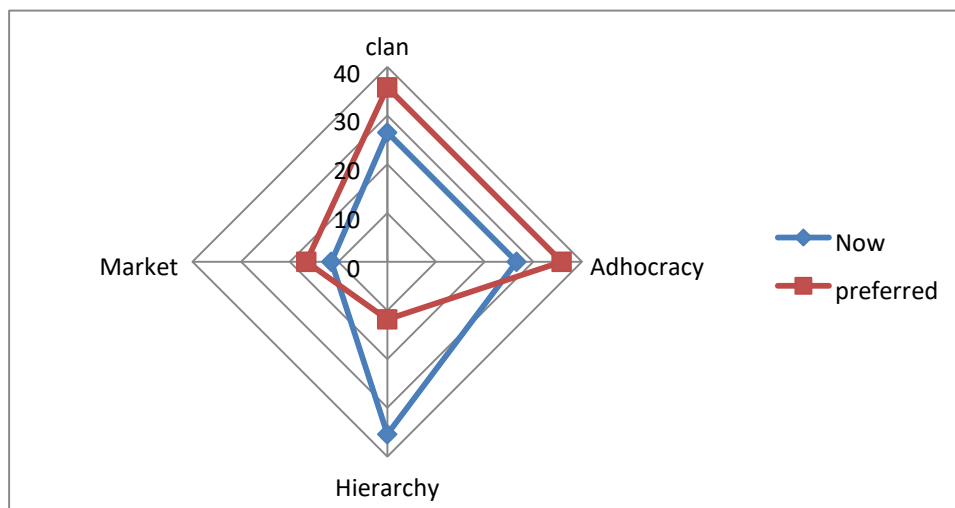|	Now	Preferred
clan	26.54	35.83
Adhocracy	26.54	35.83
Hierarchy	35.42	11.8
Market	11.5	16.6
Total	100	100

Figure 4. 1 dominant characteristics

Organizational Leadership

As it was indicated in figure 4.3.2.2and according to respondents the leaders were considered to be hard drivers, producers and competitors. The leaders are considered to be coordinators and organizers (hierarchy culture: 48.72 points). And they have more qualities: hard drivers, producers and competitors (market culture: 17.95 points). They are also considered to be mentors (adhocracy culture: 17.1 points). Leaders are least considered to be innovators and risk takers and parent figures (clan culture: 16.24 points).

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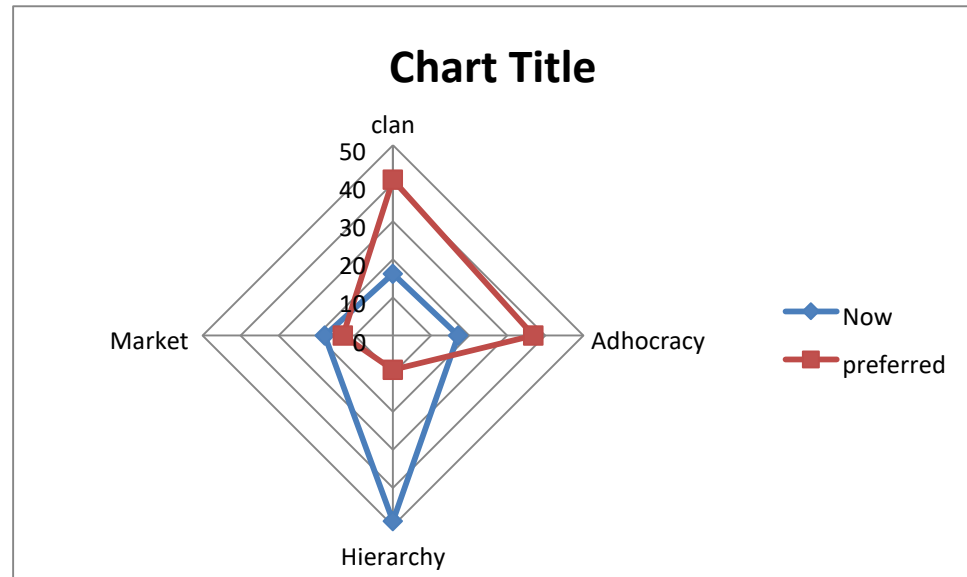|	Now	Preferred
clan	16.24	40.98
Adhocracy	17.1	36.88
Hierarchy	48.72	9

Figure 4. 2 Graph for Organizational leadership

Management of Employee

Under this Management of employee the employer respond in the Now column as perceived by them the existing management is the. Hierarchy culture (25.04 points): security of employment, conformity, predictability and stability in relationships. Teamwork, consensus and participation are important: management of employees match the clan culture with 33.04 points. People stick out their necks and take risks. The leaders are considered innovators and risk takers point of 25and least Hard-driving competitiveness, high demands and achievement score 23.03 points (market culture).

	Now	preferred
clan	25.21	43.10
Adhocracy	21	34.48
Hierarchy	46.21	12.1
Market	7.5	10.34

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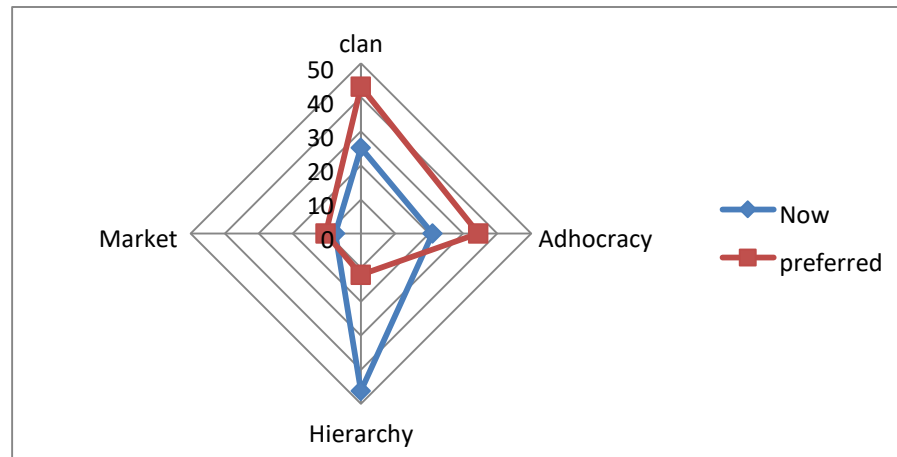SPORT AFFAIRS OFFICES IN SOUTH WEST ETHIOPIA.

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Figure 4. 3 Graph for Management of Employee

The Dominant Culture

The dominant culture is the type that scored highest, the strength of your culture is determined by the number of points awarded to a particular cultural type.

The type of culture that dominates the Jimma zone youth and sport affairs as perceived by sample respondents was the hierarchy culture which is has the highest score of 46.7. The lowest score is that of the Market culture with 13.43 points. The preferred culture has a highest score of 39.44 on the clan quadrant, and the lowest of 7.5 points on the hierarchy quadrant. The largest differences between the current and preferred culture are on the clan and hierarchy quadrants. Very formalized and structured places to work Procedures govern what people do. The leaders pride themselves on being good coordinators and organizers who are efficiency minded. Maintaining a smooth-running organization is most critical. Formal rules and policies hold the organization together. The long-term concern is stability and performance with efficient, smooth operations. Success is defined in terms of dependable delivery, smooth scheduling and low cost. The management of employees is concerned with secure employment and predictability.

Respondents indicated that they prefer a Clan culture A very pleasant place to work, where people share a lot of personal information, much like an extended family. The leaders or heads of the organization are seen as mentors and perhaps even parent figures. The organization is held together by loyalty or tradition. Commitment is high. The organization emphasizes the long-term benefit of human resources development and attaches great importance to cohesion and morale. Success is defined in terms of sensitivity to customers and concern for people. The organization places a premium on teamwork participation, and consensus. (Cameron and Quinn, 2006).

Discussion

Most of the total academic employees have worked from 3 to 5 years (49.2%), as the minimum requirement was 1 year, for their current organization and from 3-5 years under current leader (44.2%). The majority of leaders have worked from 3 to 5 years. The reason why the culture type is important is that the organizational success depends on the

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extent to which the culture matches the demands of the industry. The overall culture profile of

the business unit and the "Now" graph indicates that the highest score is that of the hierarchy

quadrant, meaning the dominant culture is that of hierarchy.

Emphasis on this Jimma Zone Youth and Sport Affairs Office is on internal maintenance and

control as procedures govern what people do, the long-term concern of an organization of this

culture is stability and performance with efficiency. Success is defined in terms of dependable

delivery and low cost (Cameron & Quinn, 2006: 66). The Clan culture was the preferred culture by employee's score of 39.44. The Clan Culture is typified by a friendly workplace, and it derives its name because it is like a family-type organization. The leaders of the organization are viewed more   as mentors than managers, and their major task is to empower employees and aid in their participation,   dedication,   and faithfulness to the company. The culture is characterized by teamwork, employee involvement programs,   and   corporate commitment to employees. Another important aspect of the Clan Culture is that customers are thought of as partners. Ultimate success in the Clan Culture is defined by excellent customer service and concern.

Discrepancies between the preferred and current culture
There are two areas which show the greatest discrepancies between the preferred   and   current culture profiles   in the overall culture profile. The widest differences between the   current and the   preferred   culture   exist   on   the   hierarchy quadrant and the clan quadrant.

The preferred culture seeks to put more emphasis on the clan culture whereas the current culture is dominated by the hierarchy culture. The current culture shows less emphasis on the clan quadrant or the score between the clan and hierarchy is more than 10 point which is 23.46 and the preferred culture suggests the opposite.
The preferred culture also shows a preferred increase in the clan quadrant which   is   about teamwork, employee involvement programs, and corporate commitment to employees.   And   as indicated by the graph and predicted by the competing values framework, this shift will come at an expense of the hierarchy culture which is strong on control and stability.

Conclusions
The   Jimma   Zone Youth and Sport Affairs Office   leaders believe that   the organization can survive and compete if and only if this culture Is seriously applied. Because of this they are very much demanding.
This of course needs competitive and goal oriented employees. If people are valued they most likely perform effectively and efficiently. This can change the result of the competitive environment. On the other hand, the Clan culture was the preferred culture by employees. They agreed that clan culture facilitates very friendly place to work in and people share a lot and also they consider their leaders as their mentors.

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Strong culture enhance employees' and organizational effectiveness because they perceive that their actions are freely chosen (O'Reilly, 1989).

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