

Organizational culture and innovation the case of Workers Sports Federations artworks Qatar Dr. Ahmed Abdul rahman AL-Emadi Innovation

Given that the locus of this study is innovation, the concept needs to be defined as a first step. Innovation is “a process of developing and implementing a new idea [it] refers to the process of bringing any new problem solving idea into use ... it is the generation, acceptance, and implementation of new ideas, processes, products, or services” (Van de Ven & Angle, 1989, p. 12). In the words of McLean (2005), innovation is the process by which these ideas are captured, filtered, funded, developed, modified, clarified, and eventually commercialized and/or implemented. As can be discerned from these definitions, words associated with innovation include creativity, idea, invention, and breakthrough. Innovation is about “a process of developing and implementing a new idea” (Van de Ven & Angle, 1989, p. 12). It is the successful implementation of new, creative ideas within an organization it then follows

that no innovation is possible without identifying problems and opportunities, gathering information, generating new ideas, and exploring the validity of those ideas” (Amabile, 2004, p. 1).

It is unfortunate that there has been relatively little empirical work done in the area of organizational culture and innovation (Amabile, 1998), especially considering how important innovation is in any organization. With specific relevance to the present research, the existing literature investigating the relationship between organizational culture and innovation is very limited (McLean, 2005).

Research problem

Overall, research in sport management is characterized as being relatively lacking (Andrew et al., 2011). Research connected with aspects of organizational culture is no different. For, with specific reference to the area of organizational culture and performance, research is still in its infancy.

Certain applied research studies confirm that there are different levels of performance between sports federations and link these different performance levels primarily to differences in the organizational cultures of these federations and the rules or norms they enforce (5: 5). In addition, the sports federations lack the spirit of innovations, which is a principal driver of growth and improvement in modern administration. For it is no longer sufficient for an organization to espouse a traditional approach in functioning and furnishing products or delivering services. Because the outcome of an approach such as this would be the failure of the organization, innovation and creativity must be the fundamental characteristics of any organization of this kind.

The significance of the study lies in the emphasis it places on the impact which organizational culture that is current in sports federations in the State of Qatar has on performance levels. Hence, the study seeks to decipher the degree of correlation between success or failure of sports federations and the type of

organizational culture embraced in these federations. Similarly, the choice of sports federations in Qatar to undertake the present research and explore the effect of organizational culture on innovative abilities is an important step given that the State of Qatar is the country that continues to organize most of the sports games in the Middle East.

Examining the nature of the relationship between organizational culture and the capacity for innovation may be indicative of (a) the positive role they play in the successful cases of certain federations or (b) their negative role in cases of these federations' failure. This study also tries to investigate how the role of organizational culture may be promoted, if positive, and how it can be redressed to become more effective, if it has a negative role.

Previous studies

Yun Seok Choi's study (2005) sought to identify patterns and types of organizational culture based on a sample of baseball organizations in the USA and Korea. The researcher employed the survey method

using questionnaires administered to a sample of employees working at highly performing clubs. The main findings of this study revealed that a significant difference existed in the cultural strength of four cultural types based on three variables: size, winning percentage and attendance level.

Kristina Jaskyte's study (2005) is an exploratory examination of the correlation between organizational culture and organizational innovation in non-profit organizations. The researcher employed a descriptive, cross-sectional survey based on a convenience sampling methodology in collecting the data from a sample of non-profit organizations. Organizational innovation was found to be a significant predictor of organizational performance in non-profit organizations.

The aim of Joseph Kevin Valadares's study (2005) was to identify the relationship between organizational culture and its ability to empower health care ethics. Using personal interviews and survey questionnaires, the research conducted an experimental study implemented on a sample

of health care employees. The study identified a direct positive relationship between organizational culture and organizational ethics.

A study conducted by Samia Farid Mohamed (2006) explored the role of organizational culture in empowering personnel and its impact on the success of Egyptian basketball federation. Using a descriptive method, researcher implemented personal interviews and survey questionnaires to gather data from a sample of Egyptian basketball federation employees. The results revealed lack of interest in the level of education of job applicants and the absence of incentives for outstanding candidates.

The purpose of Manal Ismail Mohamed's study (2007) was to identify the impact of organizational culture, degree of job satisfaction, and personal traits on the manager's innovative ability. Using a descriptive study, the researcher administered cross-sectional questionnaires to a sample of middle class, food and beverage managers. The results yielded a statistically

significant, positive correlation between organizational culture and innovative abilities.

Iman Saber Abdulrahmane's study (2008) investigated the relationship between organizational culture and organizational development regarding the management of sports activities in Alexandria major/biggest clubs. The study involved interviews and questionnaires applied on a sample of middle and upper level, and executive club management. Organizational culture was found to contribute to paying attention to the needs of individuals and to promote externally- and internally-focused communication.

Review of the studies above

The studies referred to above tackled different aspects of organizational culture, including innovative abilities and the relationships between organizational culture and innovation. In the present study, the researcher further explored this relationship and utilized a descriptive methodology, hence the use of the questionnaire instrument in collecting the data needed for this research. The previous studies also differ in terms of

the sample types chosen and the manner in which they were chosen. This provided insights for the research and illuminated his decision to implement his study on sports federations in Qatar.

Research objective

The main goal of the research presented in this paper was to investigate the relationship between organizational culture and the innovative abilities of certain sports federations in Qatar. This goal would be attained in a number of ways:

1. Ascertaining the relationship between organizational culture and the innovative abilities of sports federations employees in Qatar;
2. Establishing a basis for common aspects of organizational culture in sports federations in Qatar through examining the characteristics of organizational cultures of Qatari sports federations;
3. Determining the type of organization culture characterizing sports federations in Qatar, especially the types that pertain to planning and control, etc.

Research questions

- Is there a relationship between organizational culture and innovative ability with regard to the type of sport federation in Qatar?
- Is there a relationship between organizational culture and innovative ability with regard to the type of position occupied (administrator, technician) at the sport federation?
- Is there a relationship between organizational culture and innovative ability with regard to the employee's years of experience at the sport federation in Qatar?

Research procedures

Research methodology

In order to gather the data needed for this study, descriptive survey research was employed. The methodology used utilizes quantitative tools in collecting and analyzing the data.

Research population

The population involved in this research comprised

administrators, employees and members of the following sports federations in Qatar for the 2010-2011 season: Athletics Federation, Swimming Federation, Tennis Federation, Football Federation, Handball Federation, and Volleyball Federation.

Research sample

The population needed for this survey research comprised all employees at the six sports federations in Qatar. The research population comprised 120 people, 20 of whom were chosen as a sample for the survey. Hence, the population selected for the main study consisted of 100 people and the response rate was 80% of the population involved in the research, i.e. 80 respondents. Table 1 demonstrates the distribution of the participants according to the category of sport federation.

**Table (1)
Sample distribution by federation (n=80)**

| | Federation | Number | % |
|---|-------------------|---------------|----------|
| 1 | Athletics | 10 | 12.5 |
| 2 | Swimming | 10 | 12.5 |
| 3 | Handball | 11 | 13.8 |
| 4 | Football | 11 | 13.8 |
| 5 | Volleyball | 20 | 25 |
| 6 | Tennis | 18 | 22.5 |

1. Data collection instruments

To collect the data required for this study, the researcher utilized questionnaires.

2. Implementation stages Research procedures

a) Designing the questionnaires

The questionnaires designed for this investigation were informed by insights from the relevant literature. For instance, a questionnaire on organizational culture and its relationship to innovative abilities in some sports federations in Egypt illuminated the questionnaire used in the research. Hence, invaluable inspirations emanated from the works of prominent scholars and researchers (2).

Changes were made to this questionnaire as deemed appropriate for this study of sports federations in Qatar. Accordingly, the questionnaire was divided into two parts. The first part focuses on organizational culture and its relationship to innovative abilities in sports federations while the second deals with the measurement of the characteristics of innovation.

b) Validity and reliability of the questionnaire

Validity of the questionnaire

To elicit information about the research topic and determine the validity of the questionnaire instrument, the researcher resorted to the following procedures:

- Internal consistency between the statements comprised under each of the four themes used in the questionnaire and the questionnaire in its totality,
- Internal consistency between the four themes and the overall questionnaire as a whole
- Internal consistency with regard to the questionnaire on innovative abilities, which encompassed 12 themes, through calculating the correlation coefficient. The calculated (r) value for the overall questionnaire themes fell between 0.91-0.99 and the tabulated (r) value was 0.05 = 0.44, which is statistically acceptable. This confirms the validity of the statements included under the relevant themes.

Reliability of the questionnaire (test & re-test)

- As a first step in collecting research data and in

order to verify the validity of the organizational culture questionnaire, the researcher relied on two application phases; the test was carried out prior to the re-test (Andrew et al., 2011). This allows testing the quality of the data and the data collection procedure. It ensures that the data gathered is valid and reliable and that the research instrument is adequate for the task it is designed for. In addition, testing and re-testing the questionnaires allows identifying problems and difficulties that might hamper the understanding of instructions or the questions. The first and second implementation phases of the questionnaire revealed a large degree of similarity; both rounds involved a sample composed of 20, with a two-week interval between the first and second applications. The mean for the test responses regarding the questionnaire themes as a whole was 149.42% with a computed

standard deviation of 22.76. The mean for the re-test round responses was 142.37 %, with a computed standard deviation of 35.38. The observed (r) value between the two applications was 0.98%, hence augmenting the trustworthiness of the questionnaire themes.

- The researcher also calculated the validity of the questionnaire focusing on innovative abilities through two implementation rounds on a sample composed of 20 participants with an interval of two weeks. The mean for the response rate corresponding to the questionnaire themes was 87.70% and the standard deviation was 23.28. In contrast, the mean for the responses regarding the re-test round was 85.00%, the standard deviation computed at 25.50%, and an (r) value for the two applications calculated at 0.89%, enhances the credibility and trustworthiness of the questionnaire themes, hence increasing its reliability.

Table (2)
Results and discussion The percentages for the participants' satisfaction with organizational culture (n=80)

| Theme | Estimated score | % |
|--|-----------------|-------|
| Theme 1: Team work and participation | 3351 | 69.81 |
| Theme 2: Maintaining agreement and harmony | 3416 | 71.17 |
| Theme 3: Innovation culture | 3882 | 68.11 |
| Theme 4: Ability of the federations' employees to collaborate with other federations | 804 | 67.00 |
| The overall questionnaire | 11453 | 69.41 |

Table 2 above demonstrates that 69.41% of the participants who responded to all different themes of the questionnaire enjoy a good organizational culture. The second theme, namely the ability to maintain agreement and harmony came in the first rank, i.e. 71.17% of the participants' responses. The first theme, i.e. Team work and participation, ranked second, i.e. 69.81% of the participants' responses. Innovation culture, the third theme, occupied the third position (68.11%) whereas the fourth theme, i.e. the ability of the federations' employees to collaborate with other federations, ranked last (67.00%).

The analysis of the participants' responses yielded

results that appear to be logical for two main reasons. The first is the fluidity which characterizes the organizational structure of the sports institutions in Qatar; the second is related to the logical distribution of roles and areas of specialization, distributed equally between leaders and authorities on the basis of the values of delegating tasks and responsibilities, as well as rationalizing decisions. A characteristic of these organizations concerns the preference of limited levels of supervision. This type of culture operates in stable environments characterized by a great degree of consistency and cohesion among employees in the different

sports sectors, and this facilitates a great amount of flexibility in making and executing decisions. Undoubtedly, this has had a positive impact on Qatar's ability to host and organize many regional and international competitions, including the spectacular organization of Asian Games in 2006 as well as the preparation of Qatar's bid to

host the 2022 World Cup, which stunned the world and led to earning the first place and hence winning over many powerful countries. Indeed, this provides clear evidence of the high quality of organizational culture that administrative and supervisory bodies have, which may in turn exceed the responses of the participants in this study.

Table (3)
Percentage for participants' satisfaction with innovative abilities (n= 80)

| | Theme | Estimated score | % |
|----|----------------------------------|------------------------|----------|
| 1 | Theme 1: Fluency | 823 | 68.58 |
| 2 | Theme 2: Flexibility | 829 | 69.08 |
| 3 | Theme 3: Authenticity | 655 | 72.78 |
| 4 | Theme 4: Imagination | 829 | 69.08 |
| 5 | Theme 5: Internal motivation | 590 | 65.56 |
| 6 | Theme 6: Sensitivity to problems | 402 | 67.00 |
| 7 | Theme 7: Love of risk-taking | 672 | 56.00 |
| 8 | Theme 8: Self-confidence | 643 | 71.44 |
| 9 | Theme 9: Positive attitudes | 627 | 69.67 |
| 10 | Theme 10: Persistence | 881 | 73.42 |
| 11 | Theme 11: Tendency to develop | 338 | 56.33 |
| 12 | The questionnaire as a whole | 7289 | 67.49 |

As is clear from Table 3 above, 67.49% of the participants possess good innovative abilities, as is manifest in the responses they provided with regard to the questionnaire items in general.

For instance, theme 10 (persistence) ranked first among the participants' responses (i.e. 73.42%), followed by theme 3 (authenticity) in the second position with 72.78%. Theme

8, Self-confidence, came in the third position (i.e. 71.44%) while theme 9 (positive attitudes) occupied the fourth position (69.67%). In contrast, flexibility and imagination came in the fifth position (68.08%), respectively, followed by theme 1 (fluency) in the sixth position (68.58%). Theme six (sensitivity to problems) ranked seventh, i.e. 67.00%, while theme seven (Love of risk-taking) came in the eighth position (56.00%). Theme five, i.e. internal motivation occupied the ninth position (56.56%) and theme 11, i.e. tendency to develop, came in the last position (56.33%).

Based on the analysis of the responses of this study's participants, it is clear that the administrative apparatuses in the sports organizations in Qatar enjoy a great degree of innovation, the main components of which

encompass: innovation, generation and execution of new ideas and rendering them in concrete form. Determination, persistence, original thought, and self-confidence are dominant features of the administrative system of sports organizations in Qatar. This is reflected in Qatar's bid to host the 2022 World Cup, an honor that Qatar won deservedly owing to the innovative and valuable ideas the bid brought about. Examples of these ideas include solutions to the sizzling summer heat and adherence to the authentic style of architecture in the design of football stadiums. These ideas also provide testimony to the original, authentic Arab Qatari culture as well as unprecedented solutions that will aid in overcoming problems associated with hosting an event of such magnitude as the World Cup.

Table (4)
One-Way Analysis of Variance for sports federations
organizational culture (n=80)

| | Variables | Source of variance | Degree of freedom | Sum of squares | Mean squares | Value (f) | Significance |
|---|------------------------|--------------------|-------------------|----------------|--------------|-----------|---------------|
| 1 | Organizational culture | Inter-group | 5 | ٢٩٦٧.٥٠ | ٥٩٣.٥٠ | 2.20 | Insignificant |
| | | Intra-group | 74 | ١٩٩٧٩.٣٩ | ٢٦٩.٩٩ | | |

Tabulated (f) value: $0.05 = ٤.٤٢$

As noted in Table 4, no significant differences were observed between the different sports federations in Qatar, with respect to organizational culture; for the computed between-group mean score was 595.50 whereas the within-group mean score was 269.99. The Tabulated (f) value was 2.20, calculated at 0.05, which is lower than the estimated tabulated value of 4.42(%). It may be argued that these results came as no surprise, owing to the good organizational structure characterizing administrative federations.

sports organizations in Qatar, in addition to the logical distribution of roles and areas of specialization, distributed equally between leaders and authorities on the basis of the values of delegating tasks and responsibilities, as well as rationalizing decisions. This is the reason sports federations operate according to a unified leadership and administration organization, hence showing no inherent or fundamental differences in the administrative and organizational systems of the sports

Table (5)
One-Way Analysis of Variance for sports federations innovative abilities (n=80)

| ??? | Variables | Source of variance | Degree of freedom | Sum of squares | Mean squares | Value (f) | Significance |
|-----|----------------------|--------------------|-------------------|----------------|--------------|-----------|--------------|
| 1 | Innovative abilities | Inter-group | 5 | 3865.12 | 773.02 | 4.50 | Significant |
| | | Intra-group | 74 | 12711.88 | 171.78 | | |

Tabulated (f) value: $f_{0.05} = 4.42$

As can be seen from Table 5 above, significant differences were observed between the sports federations in Qatar, with respect to innovative abilities. The calculated between-group

mean score was 773.02 and the within-group mean score was 171.78. The Tabulated (f) value was 4.50, computed at 0.05, which is higher than the estimated tabulated value of 4.42(%). It could be argued

that these results were not surprising, because individual games are characterized by greater fluency, flexibility, tendency to develop, creativity,

innovation through new, unprecedented solutions to problems, something that is lacking in group games.

Table (6)
Significance of difference in mean scores for sports federation using L.S.D test, with respect to innovative abilities (n=80)

| Variable | | Federation | First | Second | Third | Fourth | Fifth | Sixth |
|----------|--------|------------|-------|--------|--------|--------|---------|-------|
| 1 | Mean | | | | | | | |
| | First | | 11.20 | *15.71 | *22.89 | 7.25 | 4.58 | |
| | Second | | | 4.51 | *11.69 | - 3.95 | - 6.62 | |
| | Third | | | | 7.18 | -8.46 | *+11.13 | |
| | Fourth | | | | | *18.31 | *-15.6 | |
| | Fifth | | | | | | 2.67 | |
| | Sixth | | | | | | | |

As Tables 5 and 6 demonstrate, significant differences were observed for sport federations and individual and group games, with respect to innovative abilities. The results were in support of the individual games as the computed between-group mean score was 773.02 whereas the within-group mean score was 171.78. The tabulated (f) value was 4.50, calculated at 0.05, which is higher than the estimated tabulated value of 4.42(%). These differences may not be very significant but are nonetheless expected since

innovation is normally embodied in individual, not group, initiatives. Innovation is represented by intellectual fluency, i.e. the ability to present as many ideas as possible, and spontaneous flexibility and originality embodied in the ability to generate new and serious ideas. This mode of thinking always aims at development, innovation, and creativity through introducing new, unprecedented solutions to emerging problems. In fact, this is the element that is missing in group games.

Table (7)
Correlation coefficient between organizational culture & innovative abilities according to sport federation (n=80)

| | Federation | Sport Federation | | Innovative Ability | | Calculated (r) value | Tabulated (r) value |
|---|-------------------|------------------|--------|--------------------|--------|----------------------|---------------------|
| | | Mean | Number | Mean | Number | | |
| 1 | Athletics (n=10) | 146.70 | 16.34 | 85.40 | 14.57 | 0.44 | 0.63 |
| 2 | Swimming (n =10) | 148.50 | 12.34 | 91.30 | 6.90 | *0.86 | 0.63 |
| 3 | Handball (n =11) | 142.27 | 15.21 | 91.00 | 9.72 | *0.79 | 0.60 |
| 4 | Football (n=11) | 131.36 | 28.24 | 92.64 | 9.89 | 0.50 | 0.60 |
| 5 | Volleyball (n=20) | 142.05 | 16.51 | 94.05 | 7.45 | *0.57 | 0.44 |
| 6 | Tennis (n=18) | 150.78 | 6.58 | 92.39 | 5.55 | *0.50 | 0.47 |

As Table 7 shows, significant correlation coefficients were observed between organizational culture and innovative abilities for four sports federations as follows:
 Swimming: Calculated (r) value: 0.86; tabulated (r) value: 0.63
 Handball: Calculated (r) value: 0.79; tabulated (r) value: 0.60
 Volleyball: Calculated (r) value: 0.57; tabulated (r) value: 0.44
 Tennis: Calculated (r) value: 0.50; tabulated (r) value: 0.47
 In contrast, no insignificant correlation coefficient was observed between organizational culture

and innovative abilities for athletics and football federations. As was pointed out earlier, this could be due to the fact that sports federations in Qatar enjoy a logical distribution of roles and areas of specialization, distributed equally between leaders and authorities on the basis of the values of delegating tasks and responsibilities, as well as rationalizing decisions. Such a distribution of roles and areas of specialization is in accordance with the relevant organizational and administrative system governing the sport

organization, which yields a great degree of organization, flexibility, and fluency which

are all essential components of innovation.

Table (8)
Correlation coefficient between organizational culture & innovative abilities according to the nature of work (n=80)

| | Federation | Organizational Culture | | Innovative Abilities | | Calculated (r) value | Tabulated (r) value |
|---|----------------|------------------------|-------|----------------------|------|----------------------|---------------------|
| | | Mean | No | Mean | No | | |
| 1 | Administrative | 141.16 | 18.27 | 91.31 | 8.32 | *0.53 | 0.29 |
| 2 | Technical | 147.57 | 14.80 | 92.06 | 9.88 | *0.37 | 0.33 |

As is clear from Table 8 above, significant correlation coefficients were observed between organizational culture and innovative abilities, with respect to the type of work (administrative or technical). Thus, the calculated and tabulated values revealed that

for Administrative jobs, the Calculated (r) value was 0.53 whereas the tabulated (r) value was 0.29. For Technical jobs, on the other hand, the Calculated (r) value was 0.37 and the tabulated (r) value was 0.33.

Table (9)
Correlation coefficient between organizational culture & innovative abilities according to years of experience (n=80)

| | Years of Experience | Organizational Culture | | Innovative Abilities | | Calculated (r) value | Tabulated (r) value |
|---|---------------------|------------------------|-------|----------------------|-------|----------------------|---------------------|
| | | Mean | No | Mean | No | | |
| 1 | 1 to 10 (n=23) | 144.09 | 18.97 | 92.83 | 7.30 | *0.74 | 0.41 |
| 2 | 11 to 20 (n=26) | 142.00 | 18.72 | 92.42 | 8.92 | 0.07 | 0.39 |
| 3 | 21 to 30 (n=22) | 148.14 | 12.00 | 92.37 | 9.19 | *0.78 | 0.42 |
| 4 | 31 to 40 (n=9) | 139.11 | 16.84 | 84.06 | 10.97 | 0.38 | 0.67 |

The results presented in Table 9 above show that significant

correlation coefficients were observed between

organizational culture and innovative abilities, with respect to the number of years of experience at the different sports federations. Significant differences were attributed to those who possess 1 to 10 years of experience, for the Calculated (r) value was 0.74 and the tabulated (r) value was 0.41. For those with 21 to 30 years of experience, the Calculated (r) value was 0.87 and the tabulated (r) value was 0.42. In contrast, no significant differences were observed between organizational culture and innovative abilities with regard to people with 11 to 20 or 31 to 40 years of experience.

Conclusion, implications and recommendations

In the light of the review of the literature, the findings of this study – based on statistical analyses have pointed out some salient issues. These may be summarized as follows:

- Sports federations in Qatar enjoy a good organizational culture to a large extent.
- With regard to the organizational abilities of the sports federations, the theme regarding maintenance of agreement and harmony ranked

the highest in the participants' responses.

- Sports federations in Qatar largely enjoy good abilities at the level of: fluency, flexibility, authenticity, imagination, internal motivation, problem-solving, risk-taking, self-confidence, positive attitudes, determination and persistence, and development.
- No significant statistical differences were observed between sports federations in Qatar, with respect to organizational abilities.
- Significant statistical differences were observed for between sports federations in Qatar, with respect to innovative abilities.
- Significant statistical differences were observed between the sports federations in Qatar, with respect to innovative abilities, in favor of individual games sports federations.
- A significant correlation coefficient was observed between organizational culture and innovative abilities in favor of swimming, handball, volleyball, and tennis.
- In general, differences were observed between organizational culture and

innovative abilities, with respect to the type of work at sports federations in Qatar (administrative, technical), in favor of administrators.

Drawing on the analysis of the data and the discussion of the findings, this study concludes with the following four recommendations:

- The need to develop and promote the organizational abilities of sports federations in Qatar

- The importance of organizing training workshops to enhance the ability for problem-solving and development.

- The need to support and consolidate the existing agreement/consistency between sports federations

It recommended that further research is needed to conduct similar studies that involve all sports federations in Qatar and the region. Utilizing a larger sample would be particularly useful to provide a good representation.

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