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Organizational Culture and Job Satisfaction in Korean Professional Baseball Organizations

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The purpose of this study was to identify the pattern of organizational culture and investigate a link between organizational culture and job satisfaction in the Korean Professional Baseball League (KPBL). The findings of the present study revealed that the baseball clubs in the KPBL tended to emphasize a market culture. The results of this study also suggest that the clan culture has a significant influence on overall employee job satisfaction and satisfaction with co-workers, supervision and personal growth. Given the importance of a conceptual relation between organizational culture and job satisfaction in effectively managing sport organizations, implications and suggestions for sport organizations in the KPBL are presented.

key words: *Organizational Culture, Job Satisfaction, the Competing Values Framework (CVF)*

Introduction

With the rapid growth of the sport industry, many professional sport organizations are facing challenges such as expanding information technology and increased globalization (Li et al., 2002). To effectively deal with these challenges, these sport organizations might need to create, manage, and change their organizational culture (Slack & Parent, 2006). Many scholars (e.g., Doherty & Chelladurai, 1999; Scott, 1997; Shilbury & Moore, 2006; Slack & Parent, 2006; Weese, 1995) in the field of sport management have indicated that understanding and managing organizational culture can lead to enhanced organizational performance and promote an organizations' long-term success. According to Colyer (2000) and Delobbe et al. (2000), identifying and understanding organizational

culture is an essential step in evaluating the organizational performance of sport organizations. Furthermore, Slack & Parent (2006) has mentioned that an analysis of organizational culture might provide deep insights into sport management by helping sport managers develop and change various characteristics of their organizations. Thus, creating, managing, and changing organizational culture within sport organizations may play a significant role in successfully dealing with internal and external challenges.

The professional baseball league in South Korea has been operating in a time of rapid Korean economic growth over the last two decades. Even though there is no statistical evidence to adequately describe the Korean professional baseball industry and its performance, many scholars and practitioners (e.g., Ha & Jun, 2002; Jun, 1997; Kim & Choi, 2001; Kim & Jeong, 1999) have noted that the professional baseball industry is significant, contributing millions of dollars to the Korean economy while directly and indirectly employing a substantial number of people. The Korean Professional Baseball League (KPBL) in South Korea was established in 1980 and was followed by the development of a variety of professional sport leagues including soccer and basketball. In South Korea, for example, baseball has been estimated to be a \$17.2 million industry in U.S. dollars (Korea Sports Industry Network, 2002), and professional baseball is by far the most popular spectator sport in South Korea. The quality of play in the KPBL has improved dramatically in the past several years as the influx of Koreans into Major League Baseball (MLB) in North American attests. Interestingly, the characteristics of Korean professional baseball organizations are quite different from those of the United States. First, all professional baseball organizations in South Korea are owned and operated by large corporations whereas in the USA individuals often own teams. For Korean corporations, the primary purpose of running a professional baseball team is to promote large corporations by exposing their brands through the media (Song, 2003). Therefore, the Korean professional baseball clubs have not paid serious attention to generating profits through managing and developing organizations effectively. Most financial support for operating a baseball team is provided by large corporations. As a result, almost all Korean professional baseball organizations have faced financial deficiencies and challenges in managing cultural issues such as misunderstanding organizational goals, conflicts in decision-making processes or strategic directions, and a lack of job satisfaction (Choi, 2005). Furthermore, although sport managers, practitioners, and administrators within the Korean sport

industry have recently recognized problems in managing and changing organizational culture, little is known about how to develop, manage, and change organizational culture. To successfully deal with these challenges, sport managers should be prepared to better understand and analyze various organizational phenomena. However, there has been little effort to analyze specific dimensions of organizational culture affecting such important variables such as job satisfaction. Although ongoing research is still required, employee attitudes have been found to interact with environment factors that influence job satisfaction. Job satisfaction is important to investigate because it is related to employee turnover, and time missed. In addition, employee job satisfaction to transfer organizational learning appears also to be influenced by organizational culture (Kontoghiorghs, 2001). Despite the significant relationship between organizational culture and job satisfaction, only a few available studies have explored interactions between these variables in the field of sport management. A better understand of these relationship will contribute to theory and practice in sport management and provide further insight into the influence of organizational culture on employee job satisfaction.

Purpose of the Study

The purpose of the current study is to analyze the link between organizational culture and job satisfaction in the KPBL. Additionally, we also provide descriptive data on organizational culture and job satisfaction. Specifically, the present study has three primary objectives: (a) investigating the four major cultural types (clan, adhocracy, hierarchical, and market) and the four dimensions of job satisfaction in the KPBL; (b) determining if there are differences in cultural strength across the four cultural types within KPBL; (c) examining the relationship between the four cultural types and overall job satisfaction as well as the four dimensions of job satisfaction.

Theoretical Framework

Organizational Culture

Organizational culture refers to the deep and complex set of norms and values of

an organization that strongly affects organizational members (Champoux, 1996). In addition, Schein (1992) stated that organizational culture is defined as widely shared values and assumptions that are deeply rooted in an organization. Likewise, Zammuto and Krakower (1991) defined organizational culture as the patterns of values and ideas in an organization that shape human behavior. Therefore, the type, dynamic pattern, and strength of organizational culture are considered significant dimensions for study in order to precisely measure organizational effectiveness, in turn, allowing various organizations to facilitate internal integration and external adaptation (Weese, 1995). In fact, organizational culture has been considered an essential predictor in investigating overall organizational effectiveness. In addition to the organizational outcome, organizational culture has the potential to affect individual outcomes, including job satisfaction, commitment, and ethical behavior (Deal & Kennedy, 1982; Lund, 2003; Sosa & Sagas, 2006). However, little empirical research has been conducted to examine the effect of organizational culture on these individual outcomes (Schein, 1992; Sheridan, 1992). Furthermore, most studies examining the association between organizational culture and employee affective and behavioral outcomes have been conducted in the United States. As McKinnon, Harrison et al. (2003) noted, researchers have investigated the relationship between organizational culture and individual outcomes in a non-Anglo-American cultural context. Regarding this issue, Agarwal et al. (1999) addressed the importance of the need to broaden the research of organizational culture beyond the cultural boundaries of Anglo American countries.

Thus, organizational culture has become a central concept for researchers in the analysis of various organizational phenomena. Even though organizational culture is a meaningful variable that contributes to organizational effectiveness, there has been little exploration of organizational culture studies in sport management. According to Colyer (2000), the trend of organizational culture in sport management has focused on volunteer commitment, the relationship between volunteer and professional sport administrators, and decision making in sport organizations. Slack & Parent (2006) has strongly addressed the need for more organizational culture studies in sport management. In his words, “a focus on organizational culture provides a different approach to understanding patterns of action in sport organizations” (p. 271).

The Competing Values Framework (CVF)

The CVF was originally proposed by Quinn & Rohrbaugh (1981) to investigate organizational culture in various organizational settings. Quinn & McGrath (1985) introduced the use of the CVF applied to organizational culture. The CVF (Quinn & McGrath, 1985) was driven by the Competing Values Model (Quinn & Rohrbaugh, 1981, 1983), which examines dimensions and values that underline organizational effectiveness. The CVF has been considered a useful tool in helping organizations study the change of organizational culture needed to reach a desired quality culture (Cameron & Quinn, 1999). This framework makes assumption that organizations can be characterized according to cultural traits or dimensions common to all human organizations (Colyer, 2000). In detail, the first value dimension is related to organization focus, from an internal, micro emphasis on the well-being and development of people in the organization to an external, macro emphasis on the well-being and development of the organization itself. The framework consists of four cultural value types: clan, adhocracy, market, and hierarchy. Each cultural value is characterized by particular set of organizational characteristics: shared beliefs, style of leadership, dominant characteristics, strategic emphases, and criteria of success.

As illustrated in Figure 1, the vertical axis indicates organizational focus ranging from internal to external while the horizontal axis describes organizational structure in terms of flexibility versus control. Each cultural type competes or is in direct contrast to the set of values expressed in the opposing cultural type. The clan culture is primarily concerned with human relations. This culture emphasizes flexibility and maintains a primary focus on the group culture for group maintenance. Second, although the adhocracy culture also focuses on flexibility and change, it maintains a primary focus on the external environment. Third, the market culture emphasizes productivity, performance, goal fulfillment, and achievement. The purpose of organizations with emphases on the market culture tends to be the pursuit and attainment of well-defined objectives. Finally, the hierarchy culture emphasizes internal efficiency, uniformity, coordination, and evaluation. The focus is on the logic of the internal organization and the emphasis is on stability. The purpose of organizations with emphases on the hierarchy culture tends to be the execution of regulations. Motivating factors include security, order, rules, and regulation (Cameron & Quinn, 1999). One of the most important applications of the CVF is as a guide for change. Thus, the main purpose of the CVF is to allow researchers to diagnose organizational culture and make recommendations for facilitating change in organizations.

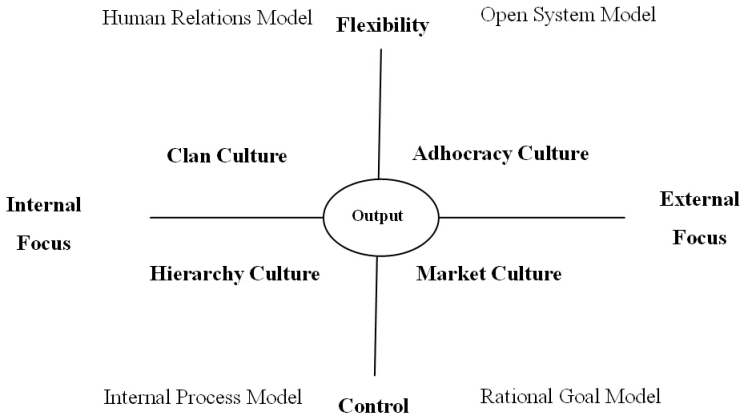


Figure 1. *Competing Values Framework*

Note. The Competing Values Framework of organizational culture

Figure is adapted with permission from "Diagnosing and changing organizational culture based on the Competing Values Framework" (Cameron & Quinn, 1999). Addison-Wesley Publishing Company, Inc. p. 32.

Analyzing organizational members perceptions using quantitative methods with the CVF can determine the characteristics of an organization that are evident according to the four cultural types such as clan, market, adhocracy, and hierarchy making the CVF. The result of the analyses can be plotted on a chart to produce a visual representation of the current and desired culture profile. The CVF refers to whether an organization has a predominant internal or external focus and whether it strives for flexibility and individuality or stability and control. Together these two create four quadrants, each representing a distinct set of cultural values indicators (see Figure 1). These indicators represent the different ends of two dimensions that constitute the rudiments of the CVF. Notable in these four quadrants is that they represent competing assumptions regarding cultural values. Each continuum highlights value creation and key performance criteria that are opposite from the value creation and performance criteria on the other end of the continuum. The dimensions, therefore, produce quadrants that can also be contradictory or competing on the diagonal. For instance, total external focus on marketing may be effective to build a strong customer base, but could result in less focus on employee relations and satisfaction. This could result in improved effectiveness in the externally

focused marketing dimension and reduced effectiveness in the internal dimension of human relations. Likewise, the CVF and the resulting cultural profiles provide a straightforward way to model the complexity of organizational culture, which practitioners can use for diagnosis and intervention in organizations (Brown & Dodd, 1998). Comparison of the current organizational profile with the ideal can generate discussion concerning strategies for improvement and growth for each of the four quadrants (Cameron & Quinn, 1999). Consequently, constructing organizational culture profiles can be particularly relevant for understanding of human resource management, quality initiatives, and planning and undertaking change and development.

In order to measure organizational culture with the CVF, Cameron & Quinn (1999) also developed the "Organizational Culture Assessment Instrument (OCAI)" which is used to identify the organizational culture profile based on the core values, assumptions, interpretations, and approaches that characterize organizations. There have been several studies (e.g., Cameron & Freeman, 1991; Cameron & Quinn, 1999; Colyer, 2000; Shilbury & Moor, 2006) indicating that the OCAI is valid and reliable for measuring organizational culture in a variety of organizations. Kalliath et al. (1999) used a structural model of the CVF to test an earlier-developed scale of the OCAI (Quinn & Spreitzer, 1991) and reported "excellent validity and reliability estimates" (p. 143). Finally, Colyer (2000) has reported moderate to high internal consistencies of the subscales as indicated by Cronbach's alphas ranging from .58 to .88.

Job Satisfaction

Job satisfaction has also been widely studied over the last four decades of organizational research (Currivan, 1999). Job satisfaction has been defined and measured both as global construct and as a concept with multiple dimensions or facets (Locke, 1969, 1970; Price, 1997; Scarpello & Campbell, 1983). Job satisfaction includes many dimensions including job design, supervision, rewards, degree of influence, opportunity for growth, communication, evaluation, and relationships with co-workers. In general, Dawis & Lofquist (1984) define job satisfaction as "a pleasurable affective condition resulting from one's appraisal of the way in which the experienced job situation meet one's needs, values, and expectation" (p.72). Many researchers have investigated the relationship between job satisfaction and various organizational variables such as leadership, organizational

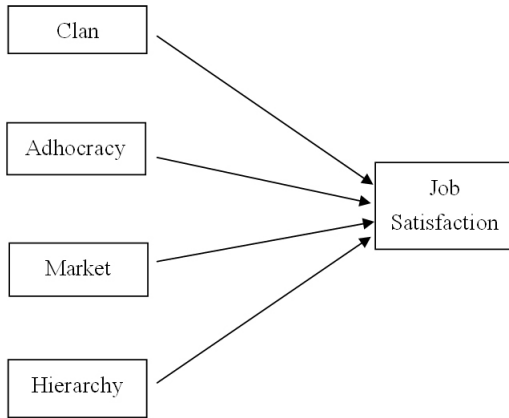


Figure 2. Relationship between the four cultural types and overall job satisfaction

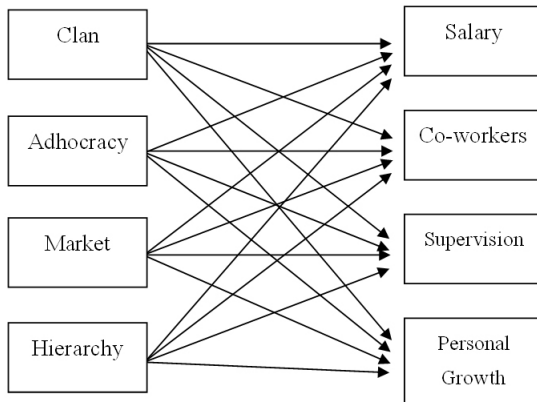


Figure 3. Relationship between the four cultural types and the four dimensions of the job satisfaction scale

climate, and commitment. For instance, Wallace & Weese (1995) investigated the links between transformational leadership, organizational culture, and employee job satisfaction using 69 Canadian YMCA organizations. They found differences in job

satisfaction level based on both leadership styles and cultural types. In other words, organizational culture can positively or negatively affect employees' job satisfaction. Whisenant et al. (2004) also examined job satisfaction with non-traditional participants who were the members of the Association for Women in Sport Media. In their study, six dimensions of job satisfaction were assessed (i.e., job security, pay, co-workers, supervision, general satisfaction, and personal growth). According to their findings, organizational learning, including work environment, impacted job satisfaction. In addition, Doherty (1998) argued that job satisfaction is influenced by leadership, organizational culture, and organizational structure. Most job satisfaction studies in the field of sport management have been conducted using college athletes, administrative staff employed by parks and recreation departments, coaches, and volunteers (Doherty, 1998; Whisenant et al., 2004). To our knowledge, no researchers have examined foreign professional sport organizations. Thus, the current research effort addresses this shortcoming.

Methodology

Sample

From all seven baseball organizations in KPBL, one hundred thirty-seven organizational members participated in this study. After collecting the completed surveys, four surveys were eliminated because participants had less than 1 year of work experience. The remaining one hundred thirty-three surveys were used for data analysis. All participants were full time employees. Participants were male ($n = 111$) and female ($n = 22$). The largest sub-groups of the participants were staff (80.5%) and manager (10.5%). The years of employment with the organizations ranged from 1 year to 27 years ($M = 62.54$ months, $SD = 61.29$).

Instruments

Organizational Culture

The OCAI instrument was used to measure cultural type. The OCAI consists of four subscales; clan, adhocracy, market, and hierarchy. Each subscale was comprised of

six items that addressed employee perceptions of core cultural elements, such as dominant cultural type, leadership, management of employees, organizational glue, strategic emphases, and criteria of success. Participants were asked to rate the extent to which they agreed with each statement, using a six-point Likert scale that ranged from 1 (“strongly disagree”) to 6 (“strongly agree”). A reliability analysis was conducted to investigate the internal consistency of the OCAI by using Cronbach’s alpha coefficient. The reliability coefficients for the four cultural types ranged from .76 to .85.

Job Satisfaction

The job satisfaction measure was adapted from Job Diagnostic Survey developed by Hackman and Oldham (1980). A six point Likert-scale ranging from 1 (“strongly disagree”) to 6 (“strongly agree”) was also used to measure job satisfaction. The original survey was composed of twenty-four items.

Data Analysis

The data was analyzed using the Statistical Package for Social Science (SPSS, version 16.0). First, we examined the reliability and validity of our instruments. Second, we examined descriptive statistics for the four cultural types as well as the four aspects of job satisfaction. Third, we conducted Repeated Measures Analysis of Variance (RM-ANOVA) with within-subject design to investigate differences in the four cultural types within the league. RM-ANOVA with within-subject design allowed us to compare the scores obtained within a group of subjects instead of between groups of subjects. The traditional view of a repeated design is to regard it as a two-factor design. Specifically, one factor represents the repeated condition (i.e., culturally types; clan, adhocracy, market, and hierarchical), whereas the second factor represents subjects. Fourth, a series of multiple regressions analyses were conducted to predict overall job satisfaction and each dimension of job satisfaction with the four cultural types as predictors.

Results

Reliability and Validity of Instruments

We validated the survey for our sample using factor analysis and reliability

analysis. A factor analysis using Maximum Likelihood method and Varimax Rotation was conducted to examine job satisfaction factors. Based on the statistical analysis results, four factors with an eigenvalue greater than 1.0 were extracted. The four factors were represented by eleven items with factor loadings above 0.4 for each factor and explained 75.7 % of the total variance. Four factors were operationally designated as pay, co-worker, supervision, and growth. Reliability coefficient alpha for the four factors ranged from .85 to .94. Consequently, these results confirm that each of the four factors is unidimensional and factorially distinct.

Descriptive Results

Means and standard deviations for all variables can be found in Table 1 and 2. In general, all four cultural types were moderate to high as the means ranged from 3.91 to 4.15 on a six point scale. Job satisfaction was also moderate to slightly high mean with scores ranging from 4.09 to 3.35 on the six point scale.

Table 1. Means and Standard Deviations of Cultural Strength Dimensions

	Clan	Adhocracy	Market	Hierarchy
Mean	3.919	3.905	4.153	4.033
SD	0.888	0.835	0.757	0.783

Note. The range of mean scale = 1 to 6

Table 2. Means and Standard Deviations of Job Satisfaction Dimensions

	Salary	Co-Workers	Supervision	Personal Growth
Mean	3.353	4.085	3.772	4.090
SD	1.188	.9326	1.012	.9176

Note. The range of mean scale = 1 to 6

Cultural Type Differences

The results of RM-ANOVA showed statistically significant differences in cultural strength across culture types ($F_{(3, 1.779)} = 8.02, p < .05, \omega^2 = .39$). The results of post-hoc tests using Tukey’s HSD indicated that there were two statistically significant differences out of the six possible pairwise comparisons. Market type was higher than both clan and adhocracy.

Multiple Regression Results

Multiple regression analyses were employed to predict job satisfaction with the four cultural types. Each of the four cultural types was used as an independent variable. Figure 4 presents results predicting overall job satisfaction. The R^2 was used to assess models’ overall predictive fit. The clan culture ($\beta = .51, t = 3.57, p < .01$) had a strong positive impact on overall job satisfaction. Adhocracy ($\beta = .12, t = .86, p < .39$), market ($\beta = .13, t = 1.27, p < .21$), and hierarchical ($\beta = -.13, t = 1.01, p < .30$) cultures had no statistical significant influence on job satisfaction. We explained 35% of total variance in job satisfaction ($R^2 = .35, F = 17.48, p < 0.01$).

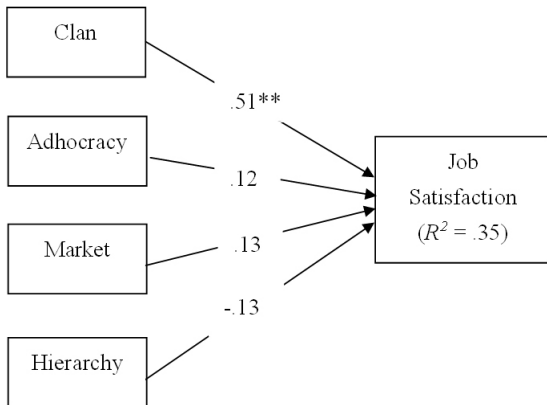


Figure 4. Results of Multiple Regression Analyses using the four cultural types to predict overall job satisfaction.

Note: ** $p < .01$

Next a series of four multiple regression analyses were performed using the four cultural types to predict each job satisfaction dimension (factors); Salary, co-workers, supervision, and personal growth (See Figure 5). First, we found that two cultural types, the market ($\beta = .31, t = 2.70, p < .01$) and hierarchical ($\beta = -.332, t = -2.39, p < .05$) had a significant impact on employee salary satisfaction. About 17 percent of the total variance of employee salary was accounted for ($R^2 = .17, F = 6.47, p < .01$). Second, clan culture ($\beta = .512, t = 3.442, p < .01$) was only cultural type that significantly impacted job satisfaction with co-workers. Thirty percent of the variance in co-workers was explained ($R^2 = .30, F = 13.80, p < .01$). Third, the clan ($\beta = .331, t = 2.134, p < .05$) culture also had a strong impact on the satisfaction of supervision. The amount of total variance of supervision accounted for was about 24 percent ($R^2 = .24, F = 10.032, p < .01$). Finally, the clan culture also displayed a strong positive impact ($\beta = .436, t = 2.743, p < .01$) on personal growth while the other three cultural types showed no significant impact. Twenty percent of the total variance in the personal growth was explained ($R^2 = .20, F = 8.06, p < .01$).

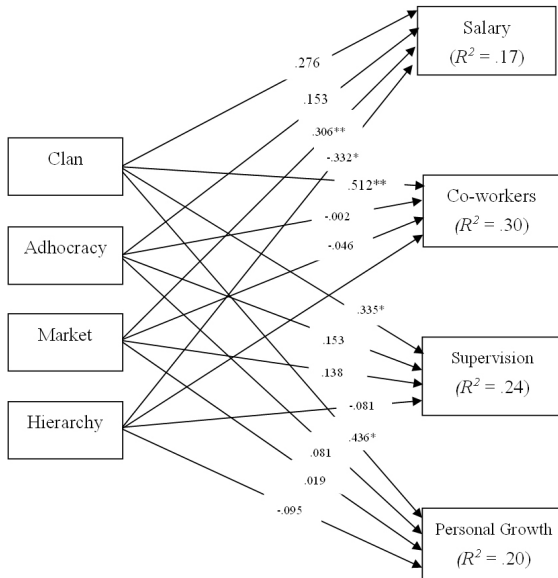


Figure 5. Results of Multiple Regression Analyses using the four cultural types to predict each factor of the job satisfaction.

Note: * $p < .05$, ** $p < .01$

Discussion

The primary purpose of this study was to investigate the link between employees' perceptions of their organizational culture and their job satisfaction within a sample of baseball clubs in the KPBL. The secondary purpose of our study was to provide descriptive data on cultural type and strength and the job satisfaction dimensions.

Cultural Type and Strength

First, the four major cultural types were assessed to develop a cultural profile of the KPBL. There were slight differences in employees' perceptions of organizational culture. The market culture was viewed as stronger than the clan and adhocracy cultures. The market culture emphasizes an external orientation in terms of goal orientation and market power with internal control. For example, market culture is neither synonymous with market function nor with consumers in the marketplace. Market culture operates primarily through economic market mechanisms, mainly monetary exchange. That is, the major focus of a market culture is to conduct transactions (exchanges, sales, and contacts) with other constituencies to create a competitive advantage (Cameron & Quinn, 1999). According to Kim (2004), most public organizations in South Korea are characterized by a hierarchical culture as the dominant culture type. However, Choi (2005) reported that business and public organizations had strong cultural emphases on both the market and hierarchical culture. The current findings support Choi's (2005) research by showing that professional baseball leagues in South Korea appear to be operated with a strong market cultural value, similar to other business organizations in the country.

According to Cameron & Freeman (1991), previous research in organizational culture study has revealed that strong cultures are associated with homogeneity of effort, clear focus, and higher performance in environments where unity and common vision are required. A strong culture is also more effective in dealing with new environments and change compared to weak cultures. Additionally, Arnold & Capella (1985) pointed out strong cultures that are externally oriented are more successful in turbulent, competitive environments than weak, internally oriented cultures. In the present study, KPBL organizations demonstrated moderate cultural strength in the four cultural types; clan, adhocracy, market and hierarchical.

Similarity in the mean values indicates that moderate cultural balance has been achieved by these organizations. However, based on recommendations by Colyer (2000), each club should focus on strengthening all of the four cultural dimensions described in this study. According to Cameron & Quinn (1999), each cultural value should be considered as important in influencing organizational goal achievement. Thus, the balance of cultural strength across the four cultural types is an important measure of organizational effectiveness and how well organizations accept or adjust to their environments in a marketplace. Deal & Kennedy (1982) suggested that no single type of culture is best in all environmental conditions, and that a match must exist between culture and environment. In addition, Colyer (2000) suggested that a strong dominant culture may not always be desirable. For example, a strong one-dimensional culture could result in individuals placing unconstrained demands on themselves, as well as acting as barriers to adaptation and change.

Organizational Culture and Job Satisfaction

In the current study we also tested a conceptual model of the effect of organizational culture on employee job satisfaction. Our results suggest that clan culture has a significant influence on overall employee job satisfaction as it predicted overall job satisfaction and three distinct dimensions of job satisfaction. These results were consistent with those of the study by Lund (2003) which found that there was a positive relationship between job satisfaction and clan culture. Given that the clan culture is primarily concerned with human relations this finding is not surprising. The positive impact of the clan culture on employee job satisfaction can be explained by the fact that the importance of personal values and respect for people is presumptively universal regardless of cultural boundaries (Bond, 1991; Mckinnon et al., 2003). In addition, Kerr & Slocum (1987) indicated that an organization that is people oriented and respects its employees tends to create reciprocal responses of commitment, satisfaction, and intention to stay with the organization. Sheridan (1992) found that corporations whose culture emphasizing respect for people and team orientation had better voluntary retention rates than those having a culture emphasized the completion of work tasks. Clan culture emphasizes flexibility and maintains a primary focus on the group culture for group maintenance. The clan culture also encourages trust and participation as core values, and emphasizes cohesiveness and membership satisfaction. Leaders tend to be

participative, considerate, and supportive, and they facilitate interaction thorough teamwork.

Clan culture had a significant impact on three of the four job satisfaction subscales: co-workers, supervision, and personal growth. In general, our findings suggest that the clan culture is the most desired cultural type to increase employees' job satisfaction as well as motivation for achieving organizational success. As noted earlier, a lack of job satisfaction from their employees has been one of the serious problems in the KPBL (Choi, 2005). The low levels of job satisfaction can be explained by market and hierarchy cultures of the KPBL. Lund (2003) empirically supported that job satisfaction was negatively related to market and hierarchy cultures. Because the KPBL was described as a predominately market and hierarchy culture, the KPBL might consider shifting to more flexibility and discretion rather than control and stability. The KPBL may need to assess and improve the processes associated with decision-making, communication, and performance. Furthermore, they should provide opportunities to organizational members, from the top to bottom of the organizations, to be involved in aspects of strategic planning as well as the decision making process. Based on the adhocracy culture results, they should also consider moving from a hierarchy to a flexible structure that emphasizes speed and agility and develop visible rewards that recognize the creativity and innovation of employees, teams, and units. In brief, the KPBL may need a stronger emphasis on innovation, people orientation, and customer services. KPBL organizational members may need to invent new ways of adapting to change and uncertainty.

In the current study, we demonstrated a detailed understanding of how aspects of organizational culture influence job satisfaction. The results from this study provide sport managers and researchers with some insight into the relationships among the variables investigated and the potential for taking an applied approach to exploring dimensions of job satisfaction as well as organizational culture. Such practices are outlined in the organization literature and could be evaluated to determine organizational success in improving the organizational culture, as well as providing contexts for future examination of workplace culture and performance.

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