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Relationship between Organizational DNA and Organizational Identity and its Effect on the Organizational Agility (Case study: Foolad Mahan Sepahan Sport Club)

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ABSTRACT

Background: The aim of this study was to investigate the relationship between organizational DNA and organizational identity and its effect on the organizational agility in Foolad Mahan Sepahan sport club. **Objective:** This research is descriptive and correlation that was conducted in survey. Target and sample populations of the study were consisted of all the managers, coaches and staffs of the club with a total of 60 people. In order to collect data, organizational DNA questionnaire by Honald (2002), organizational identity questionnaire by Cheney (2005) and organizational agility questionnaire by Sharifi and Zhang (2010) were used. The reliability of the study tools through retest and with Cronbach's alpha coefficients of was calculated to be 0.92, 0.85 and 0.89. Face validity was assessed by experts and the content validity of the questionnaire were evaluated based upon viewpoints of 10 professors of sport management and was confirmed with the agreement coefficient of 0.86. **Results:** The results showed that there was no significant relationship between organizational identity and organizational DNA, but there was a significant positive relationship between organizational identity and organizational agility. The dominant organizational DNA of the club was objective. The organizational identity in terms of media attention had the highest average. Similarly, organizational agility in terms of competence had the highest average. **Conclusion:** In general, it suggests that the management style and communicating with the human resources should be taken into consideration by the club's directors.

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INTRODUCTION

Organization is a complex entity consisting of various and numerous aspects. Social system is one of the most complex systems known to us. That's why the organizations are attributed the metaphor of "living organism" [9]. It seems that currently organizational life is based on metaphors that guide us in a way to enable us to see and understand organizations as better as possible. Regarding the role of DNA in living organisms can help researchers and scholars to identify and predict new dimensions and perspectives of the organizations [15]. However, it seems that organizations without having efficient, satisfactory and committed employees cannot achieve their goals [17]. Thus, achieving organizational goals depends on the efficient use of human resources that its dynamism, in turn, depends on the different factors including committed employees who have fine their identity in the workplace [9].

Based on conducted studies we cannot expect that two sets can have the same dominant organizational DNA. So, the dominant DNA of the organization effectively combines with other types of DNA and the important point is that types of sub DNA to be around the dominant DNA, which is necessary to the success of organizational performances. Meanwhile, organizational identity can also have significant effect on the performance and results obtained of that [14]. With careful attention to the daily affairs of the enterprise, not only we will be able to discern the type of organizational DNA, but also we can it in the most effective way to rich and develop it. This should be done by the use of the proper leadership and management and utilization of the qualified consultants [15].

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At present, the claim that organizational identity as a capital increases the organizations' wealthiest an accepted claim and the strong organizational entity and resources provide many benefits for organizations [16]. In this circumstance, we must await for the challenges arising from this mismatch, because the lack of identity results in consequences such as the lack of proper understanding of ourselves, loss of competitive advantages of organization and jeopardizing the existence of organizations in a dynamic and competitive environment that nowadays organizations are inevitably working within. It also leads to an identity crisis, deviation in identity and fall of the organization, which jeopardizes also the survival of organization [5].

In general, we are faced by the lack of shared identity between members of the organizations with the organizations. So, it seems that members and staff of these organizations see their jobs only as a source of income for subsistence and in addition to the lack of participating in the efforts of the organizations; they are also indifferent about the advances of the goals of the organization in which they are working [10]. Obviously, such an attitude toward the organization results in the reduced commitment of members and the occurrence of interferences in the process of the realization of and achievement to the goals [5]. According to viewpoint of the most scientists and specialists, individual, organizational and societal identities are made and the construction of identity is a process that in the lifetime of every individual, community or organization takes form and is constantly changing. So, if identities are made then there should be components that contribute in their construction [8].

The agility of organization is the ability for rapid response to the environmental changes and it would be effective in tending towards the organizations goals [1]. The ideal agile enterprise is defined as throne that efficiently and economically prepares the right product until when a new window of opportunity to open before the organization [2]. Foundation of agile organizations is based on integration of system, IT, staffs, business processes and equipment within a coordinated and flexible organization to respond quickly to events and changes in the environment [12]. The agility as the twenty-first century's business paradigm has been advocated as it is considered as a successful and winner strategy today [6]. Agile methodology is an approach that is focused on employees. It should be relationship-oriented and flexible, i.e. being ready to adapt to the planned and unexpected changes at any time, fast, i.e. encouraging the rapid development of product, reactive, i.e. responding properly to the planned and unexpected changes, and learner, i.e. focused on improving and correcting during the period of product development and after that [1]. Unlike the traditional methods, agile methods relying on employees of their creativity fight with the instability, because there is significant relationship between organizational agility and job satisfaction of employees. Also, a high correlation was observed between agility and demographic characteristics components [3,13].

Given that agility is the result of awareness to the changes in all dimensions, including recognizing opportunities and challenges either within or outside the environment, in the case there is good capability in the use of resources to responding to these changes in good time and in a flexible manner, in a way that organizations have also the ability to execute it, then agility would become more effective [7]. Therefore, organizations that have less complexity in their processes would more quickly adapt to the changes and it for this reason that we call them agile. Conversely, making changes in organizations that have complex processes is more difficult and the agile of these organizations is less than others [6]. Yang and Goy (2003) argue that agility is focusing on the benefits and also can be defined as the ability to touch the long-term changes, which employ the power of initiative and innovation in the organization [20].

Current organizations work in an uncertain, dynamic and changing environment [4]. In past decades, most of the organizations would choose the strategy and restructuring and re-engineering and to response to challenges and environmental changes, but now the past approaches and solutions have lost their ability to deal with organizational challenges as well as those from the external environment and it is better to replace them with new approaches [18,19]. In the value system of our society sport is one of the most important and influential aspects of organizational interactions on the manufacturing and servicing of the organization. Knowledge transfer as one of the main goals of the organization strongly needs to a good relationship between levels of management [3].

So, today's professional sports clubs to achieve their goals need to self-realization, which in turn requires deeper understanding of aspects of organization and management. On the other hand, human resource management is one of the key and important functions of management [11]. It seems that present concerns of professional sport clubs for achieving to their goals has enough convinced the club managers to undress and ways to achieve to them. Foolad Mahan Club Sport is known as one of the private clubs nationally. This club within experienced management is present in numerous sports at various ages and at the levels of Premier League of the country. Given the aims of Foolad Mahan sport clubs an sport organization, including developing the physical fitness, promoting healthy morale in people, development and popularization of sport, coordination of physical education and recreation activities and development and promotion of champions sports, creation of any problems in this organization or low productivity, efficiency and effectiveness of the organization would reduce the level of performance. So, it seems results of this study can help club managers to determine whether there is a significant relationship between organizational DNA, identity and agility or not? This way, managers

can by choosing and implementing the right strategies, proceed towards the proper perspective. Hence, in this research it has tried based upon gathered information to evaluate the relationship between organizational DNA and identity with organizational agility in the Foolad Mahan sport club.

Methodology:

Given the nature of the present research, which investigates the current statuses, as well as given research's goals, the present researches descriptive-correlation. Also, in terms of purpose it is applications. Target and sample populations of the study were consisted of all the managers, coaches and staffs of the club with a total of 60 people. To collect data, organizational DNA questionnaire by Honald [14] with four components of objectivity, background, meaning and individual and 79 items was used. Organizational identity questionnaire by Chaney was also used by 60 items and 10 components. Organizational identity questionnaire concerned issues such as organization's importance, giving attention to media, the out review of the organization and external and internal communications of the organization. Sharifi and Zhang Organizational agility questionnaire's with 29 items included speed, competence, responsiveness and flexibility. The reliability of the study tools through retest and with Cronbach's alpha coefficients of was calculated to be 0.92, 0.85 and 0.89. Face validity was assessed by experts and the content validity of the questionnaire were evaluated based upon viewpoints of 10 professors of sport management and was confirmed with the agreement coefficient of 0.86. The present study to investigate and analyze data has used descriptive statistics, e.g. frequency, mean and standard deviation, and inferential statistics, e.g. correlation coefficient and F-test. All the data was analyzed using the statistical software package of social sciences, version 19.

Results:

Results of the descriptive statistics of the gender distribution of people suggest that men and women constitute 64% and 36% of the sample size, respectively. The most populated part of the sample is approximately 53 percent for the license degree and the smallest part, i.e. PhD degree, includes 3% of respondent. According to the information obtained from the descriptive statistics of the dimensions of organizational DNA, the largest and the smallest averages were for objectivity and individual-oriented with 3.54 and 3.40, respectively. Also, averages of meaning-oriented and field-oriented dimensions were 3.51 and 3.45, respectively. Among organizational dimensions, the largest and the smallest averages were for media attention and human resource management with 4.04 and 3.15, respectively. The average value for other components was as follows, organizational importance: 3.83, the outer aspect of organization: 4.02, ratings of organization: 3.81, board performance: 3.67, the performance of the managers of the organization: 3.83, organization's operations: 3.62, external communications: 3.63, and internal communications: 3.82. Among the agility dimensions of organization, competence and flexibility with average values of 3.60 and 3.42 had the largest and lowest average values, respectively. While the average of the other components including speed and responsibility was equal to 3.50 and 3.44, respectively. In inferential statistics, before investigating the research hypothesis KS test was used to test normality of sample and Levine test was used to test homogeneity of variance ($p < 0.05$). Based on the results obtained, the sample follows a normal distribution and research's variables have gotten the homogeneity of variance.

According to Table 1, the Pearson correlation coefficient for variables organizational identity and organizational DNA was 0.125 and for variables organizational agility and organizational DNA was equal to 0.528. The significant value obtained was greater than the standard significance level, i.e. $\alpha = 0.5$. Therefore, there is no significant relationship between two variables of organizational DNA and organizational identity.

According to table 2, Pearson correlation coefficient for these two variables is 0.589 and the significant value observed was less than the standard significance level, i.e. $\alpha = 0.5$. Therefore, there is significant relationship between these two variables. Given the positivity of the correlation coefficient is, the direct relationship between them can be concluded. In other words, by increasing the organizational identity, the organizational agility would also increase.

According to table 4-20, the significance level obtained for employees of Foolad Mahan is not significant at the confidence level of 95%, i.e. there is no significant relationship between different aspects of the organizational DNA. In other sense, it can be acknowledged that there exist all four types of organizational DNA in the Foolad Sepahan Sport Club. However, given average values of organizational DNA dimensions, i.e. the largest average for objectivity with 3.54, the lowest average for individual oriented with 3.40, meaning-orientation with average of 3.51 and field-orientation with average of 3.45, objectivity can be introduced as the dominant component of organizational DNA.

Conclusion:

According to the results in Table 1, there is no significant correlation between organizational DNA and organizational identity. Thus, it can be stated that different internal and external factors have been influential in shaping of organizational identity in Foolad Mahan Club, but given the fact that the organizational DNA is being considered as a method of thinking and pondering about the organization and it is considered a factor for

management and leadership and other concepts related to the organizations well as the fact that organizational DNA through analyzing teamwork and decision-making and development and promotion of human resources to understand the organization, it has a closed and understandable correlation with the concepts of organizational identity, because people who tend to find their identity through the organization have a great tendency to perceive the sense of trust and teamwork. Results of our study are inconsistent with that of Alidadi and Nazari that considered organizational DNA as an important factor in the organizational identity of Sepahan and Zob-Ahan sport clubs. Also, there is no significant correlation between organizational DNA and organizational agility. Recognition of organizational DNA helps us to guide improvement and development program of the organization more effectively and to identify the lack of alignment of organizational subsystems with the organizational DNA and this way to convert the organization to whom resounding pleasant symphony. As shown by Shahaie [6], in agile organizations the employee's objectives are aligned with those of the organization and these two objectives combined together aim at meeting the changing needs of customers. The origins and types of interaction within organizations are effective in agility of organizations. Perhaps this on-alignment can be attributed to the new being of Foolad Mahan club and the low age of the club's employees that are not yet familiar with the organizational missions and duties. The kinship relationship in the club can be considered one of reasons for the lack of significant relationship between organizational DNA with the organizational identity and agility. Thus, according to current research, it seems that internal communications in this club are somewhat inappropriate and accordingly it is recommended to the directors of the club to strengthen internal communications through encouraging staffs and their incentives, receiving of employees' creative thoughts and their views in different fields of the organization and providing feedback to them strengthens internal relationships of the organizations. Also, they can by communicating with other organizations and local and international organizations and agencies to strengthen the external communications. Moreover, to alignment components of these two variables, their executive ingredient should be guided for getting aligned with the organizational changes to achieve the organizational goals. It seems that the exchanges in the component of human resource management are needed more than other components.

According to the findings in Table 2, there is significant relationship between organizational identity and organizational agility. Given the positivity of the correlation coefficient, the direct relationship between them is obvious. In other words, by increasing the organizational identity, the organizational agility would also increase. The necessity for adapting to these changing worlds those humans can change according to that. Accepting the changes is the necessity of innovation, invention and improvement in life and organization and generally it is necessary for human evolution. So, accepting changes is the necessity the growing life of human being and artisan integral part of any organization that is known to be a stable and continuous phenomenon. Organizational identity imparts individuals alongside the organization's objectives and will lead to their double effort and finally provide organizational agility for the organizations. Thus, results of this study are consistent with those by Lin Chiuand Tsen that consider Organizational identity as one of the predictors of organizational agility. Given results of these two studies, it can be acknowledged that taking into consideration the human resources dimension in achieving an organization's objectives can be of great importance. According to the results, it is possible that managers of sport organizations by making major changes in the organization about issues related to employees and the way of their management as well as by providing services to them and by employing meritocracy practices would be able to achieve their desired goals faster.

In the present study, based on results obtained from Table 3, organizational DNA is objectivity-oriented. Also, it is meaning-oriented in terms of mission and organizational structure components and it is objectivity-oriented in terms of the component of leadership style. Hence, it seems that the leadership style of senior managers at the Foolad Mahan club is objectivity-oriented, which clearness and obviousness of the problem, e.g. the ways and means of carrying out activities, decision makings, expectations of employees and managers, the amount of reward and so on, are some of its features. Objectivity-oriented leadership style also means that the leader is responsible for shaping and regulating the work environment and by precise monitoring emphasizes on the implementation of laws and regulations. In these organizations, leader after receiving feedback from different subgroups guides planning and take the final decision. In other words, they operate in individual-oriented components, whereas in the objectivity-oriented approach it is better that leaders carry out plans in a regular and repetitive manner. According to the research conducted by Alidadi and Nazari, the dominant organizational DNA in Sepahan and ZobAhanclubs were evaluated to be convergent and meaning-oriented, respectively. So, it seems that organizational DNA in Foolad Mahan club has its own unique style. According to the results of this research, no difference was observed among the dominant organizational DNA. As Honald [14] also recommends, given the importance of alignment of organizational components in the management and leadership segment as well as its sensitivity, it seems that we can through changing definitions and managerial performance make their features closer to the dominant organizational DNA, i.e. objectivity-oriented, because it seems that attunement of organization's components with the dominant organizational DNA, either from the perspective of managers or from the perspective of achieve to the organization's goals, could have faster and more considerable effects.

In general it can be acknowledged the club's internal communications is somewhat inappropriate. So, club managers should encourage employees and motivate them, to receive their creative thoughts and ideas on different fields of organization and provide feedback to strengthen the organization's internal communication efforts. In addition, managers should improve communications by making intimate relationship through encouragement and motivation of employees and also to align components of these two variables in order to achieve organizational goals by accepting changes. These changes seem be appropriate to occur in management and leadership and sensitivity components. Hence, the management of human resources should be placed at the center of the consideration of managers, because it allows sport organization managers by making substantial changes about the organization and staff as well as management approaches and by providing services and meritocracy practices to achieve to the desired goals as fast as possible.

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