

THE RELATIONSHIP BETWEEN LEADERSHIP COMPETENCE AND ORGANIZATIONAL CULTURE AMONG SOME SELECTED WOREDAS IN HADIYA ZONE SPORTS OFFICE, ETHIOPIA

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ABSTRACT

To investigate the relationship between Leadership competence and organizational culture among some selected woredas and hadiya zone sports office. Descriptive survey method was designed for this study and the research applied for this study was a quantitative method in nature. The data collected by Questionnaires from selected all Woredas city administration and zones sports office. The research data and information collected from Leadership competence and organizational Culture variables. The target population of this study was all hadiya zone, city administration (2x3=6) and woredas sport office employer (7x6=42). From those woredas sports office the researcher selected by using purposive sampling techniques 48 employers from selected woredas sports office employer. After data were collected, the analysed by SPSS Software (Version 20). Such as mean, standard deviation, one way ANOVA for the comparison of each variable mean deference and correlational analysis for the purpose of correlation of the major variables. The level of significance is set at 0.05 alpha levels. The researcher assumption/hypothesis of this study was: (1) there is no significant difference between Leadership competence and organizational culture among some selected woredas and hadiya zone sports office. (2)there is no significant difference between Leadership competence and organizational culture of employee their age among some selected woredas and hadiya zone sports office.(3)there is no correlation between the variables of Leadership competence and organizational culture of employee indices some selected woredas and hadiya zone sports office. (a) There is no significant difference between Leadership competence and organizational culture variables in selected woredas and hadiya zone sports office. (2) there is no significant difference between Leadership competence and organizational culture of employee their age among some selected woredas and hadiya zone sports office.(c) Leadership competence and organizational culture some of variables are negatively correlated in selected city administration, zone and worades sports office.

Keywords: Leadership Competence, Organizational Culture and Sports Office.

INTRODUCTION

Leadership Competence is manifested through concrete actions, in the ability to act effectively in a certain situation. To put your competence into action is important. There is a big difference between knowing, understanding and applying. Only when you are able to apply something in practice, you do own a certain competence (Bass & Avolio, 1994). Leadership Competence is the output of a learning process. Competence is not a part of your personality or personal trait. Leadership Competence is something that humans can train and develop. Some of the competencies can be unconscious. The person doesn't necessary always know that she

possesses a certain competence. In practice Leadership competence is seen as an ability to act and apply knowledge, skills, attitudes and experiences by using Visioning, Achieving Goals, Empowerment, Network building, Communication (Allardt, 1981; Boyatzis, 1982).

A good competence leads to high performance which leads to excellent outcomes. Competence must always be seen in relation to outputs of organizational culture like Team Leadership, managing Change, Coordinating Teamwork, Cultural Strength (Bass & Avolio, 1994). Leadership continues to draw interest of academics and practitioners in many fields, including sport management (Bennis, 1989; Clarke & Clarke, 1996; Denison et al., 2006). As the world of sport has expanded, various approaches to leadership have been significant factors in the performance of sport organizational culture. One of the current approaches to leadership that has been the focus of much research since the 1980s is the organizational approach (Akpe, 1995; Burns, 1978; Nelson & Low, 1980).

Many leadership scholars have debated that leadership is a critical component to organizational effectiveness, performance, trust, and commitment (Bass & Avolio, 1994). Fiedler & Garcia (1987) noted that *“The quality of leadership competence is one of the most important factors in determining the success and survival of organizational culture”*. Weese (1995) said that *“The successful organization has one major attribute that sets it apart from unsuccessful organizations: dynamic and effective leadership”*. Another area gaining momentum in the organizational behavior literature is organizational culture which is present throughout an organization at all times (Chatzoglou et al., 2017; Paul & Ken, 1998). Organizational culture can be defined as the deep-rooted beliefs, values, and assumptions widely shared by the members of organization and strongly shape the identity and behavioral norms for the group (Lim & Cromartie, 2001). Organizational culture provides insight into the inner workings and belief system of the unit and offers behavior codes for employees (Jurado et al., 2006).

Leadership competence and organizational culture have been studied and examined by many scholars to solidify the relationship between these two constructs (Kotter, 2008). Some scholars believe that leadership competence and organizational culture are intertwined and are best examined as if they were two sides of one coin (Schein, 1992). Founders of organizations and/or leaders create and shape the cultural characteristics of the organization (Caldwell et al., 2004). At the same time, as the organization develops and time passes, the created culture of the organization exerts an influence on the leader and shapes his or her actions and style (Ogbonna & Harris, 2000; Nelson & Low, 1979; Quinn & Spreitzer, 1991; Schein, 1978).

Organizational culture is wide-spread in an organization. Ogbonna & Harris (2000) explained *“Culture affects people, their beliefs, their relationships in and outside the organization, their views of the organization’s product or service, their views of competitors, and much more”*.

The implicitness dimension is about how veteran employees often take the core values of the organization’s culture for granted. Sometimes veteran employees assume that everyone knows the core values, therefore they do not think it necessary to explain those core values to newcomers (Denzin & Lincoln, 1994; Rost, 1993). The imprinting dimension is about culture having deep roots in the organizational history, so the values and beliefs are imprinted on the members of the culture so strongly, making it hard to change (Fiedler & Garcia, 1987). The political dimension views culture as closely related to systems of power in an organization. The plurality dimension describes how subcultures exist in most organizations (Flauto, 1999). When managers try to change an organization’s culture, power struggles can occur among those subcultures. The interdependency dimension explains that complex connections can exist between subcultures, beliefs, and symbols. Cultures also are connected to external environment of the organization culture (Jago, 1982; Meyer et al., 1993).

This study was absorbed on the selected woredas, hadiya zones sports offices of correlational analysis in leadership competence and organizational culture (Hersey & Blanchard, 1969).

Therefore, this study was providing sport leadership competence for better awareness of the effects of organizational culture to determine which effective for sports organizational performance (Martins & Terblanche, 2003; Townsend & Bassoppo-Moyo, 1997).

OBJECTIVES OF THE STUDY

To investigate the relationship between Leadership competence and organizational culture among some selected woredas and hadiya zone sports office.

MATERIALS AND METHODS

The main purpose of this study to investigate the relationship between Leadership competence and organizational culture among some selected woredas and hadiya zone sports office. This study, based on the quantitative research approach and design, where descriptive server methodology is employed. The survey was cross-sectional in nature and a standardized questionnaire was used to collect the data from the respondents for ledership competence and organizational culture. The measurement scale on each variable is adopted from the different study, modified to suit the research objectives; and measured on five points Likert scale. The total population of the selected woreda, city administration and zones sports office employees the researcher was selected seven woredas, city administration and zones sports office by using purposive sampling technics. The total participants of this study will be (N=48). After the data were collected, the raw data entered into computer and were analysed by SPSS Software (Version 20). Descriptive statistics were calculated for each selected variables on the nature of the basic research questions and used appropriate statistical techniques (Sueki, 1998). Hypothesis analysed by mean and standard deviation, ANOVA and correlational analysis for leadership competence and organizational culture in sports office employees. To conduct this research, as well as to collect data and information about the variables of the Visioning, Achieving Goals, Empowerment, Network building, Communication, Team Leadership, managing Change, Coordinating Teamwork and Cultural Strength. The items are assigned and measured a score between 1 and 5 (1=Strongly Disagree, 5=Strongly Agree). The questionnaire was administered to 48s subjects including seven woredas, city administration and zone sport office employer. The level of significance is set at 0.05 alpha levels (Hundito & Mohan, 2018; Pavitt, 1999; Spencer & Spencer, 1993).

RESULTS

| Leadership competence | N | Minimum | Maximum | M | SD |
|-------------------------------|----------|----------------|----------------|----------|-----------|
| Visioning | 48 | 12.00 | 27.00 | 18.70 | 3.77 |
| Achieving Goals | 48 | 12.00 | 26.00 | 18.56 | 3.35 |
| Empowerments | 48 | 12.00 | 24.00 | 17.35 | 2.74 |
| Network Building | 48 | 8.00 | 26.00 | 18.12 | 3.88 |
| Communication | 48 | 10.00 | 26.00 | 17.62 | 3.27 |
| Organizational culture | N | Minimum | Maximum | M | SD |
| Team Leadership | 48 | 10.00 | 24.00 | 17.56 | 2.87 |
| Managing Change | 48 | 11.00 | 22.00 | 17.27 | 2.88 |

| | | | | | |
|------------------------|----|-------|-------|-------|------|
| Coordinating Team work | 48 | 11.00 | 24.00 | 17.68 | 2.65 |
| Cultural Strength | 48 | 12.00 | 26.00 | 17.64 | 3.54 |

The results of the mean and standard deviations which indicated that Employer were Leadership competence more Visioning (M=18.70 and SD=3.77) and less in Empowerments (M=17.35 and SD=2.74) than other Leadership competence variables. And under Organizational culture more Coordinating Team work (M=17.68 and SD =5.51) and less in Managing Change (M= 17.27and SD=2.88) than other Organizational culture variables. This indicated that the employer better opinion and positive views in Visioning under Leadership competence and Coordinating Team work is better than other variables of Organizational culture (Table 1).

| Item | Source of variation | Sum of Squares | df | Mean Square | F | Sig. |
|------------------------|---------------------|----------------|----|-------------|-------|-------|
| Leadership competence | Between Groups | 458.833 | 3 | 152.944 | 1.255 | 0.301 |
| | Within Groups | 5360.417 | 44 | 121.828 | | |
| | Total | 5819.250 | 47 | | | |
| Organizational culture | Between Groups | 102.747 | 3 | 34.249 | 0.467 | 0.707 |
| | Within Groups | 3229.919 | 44 | 73.407 | | |
| | Total | 3332.667 | 47 | | | |

Table 2. reveals that the mean score for observed Leadership competence and Organizational culture One way ANOVA shows that there is no statistically significant difference between selected woredas and hadiya zone sports office employer in Leadership competence at $F= (3, 44)=1.255$, $P=.301$ is more than 0.05 level of tolerance and Organizational culture at $F= (3, 44)=.467$, $P=.707$ also more than 0.05 level of tolerance. Hence, there is no significant difference between Leadership competence and Organizational culture employer indices in selected woredas and hadiya zone sports office is hereby accepted.

| N=48 | VI | AC | EM | NE | CO | TL | MC | CT | CU |
|------|--------|--------|-------|--------|--------|--------|-------|--------|----|
| VI | 1 | | | | | | | | |
| AC | .403** | 1 | | | | | | | |
| EM | .143 | .040 | 1 | | | | | | |
| NE | .251 | .309* | .275 | 1 | | | | | |
| CO | .184 | .217 | .332* | .568** | 1 | | | | |
| TL | -.184 | .283 | .063 | .448** | .235 | 1 | | | |
| MC | .314* | .294* | .082 | .255 | .270 | .350* | 1 | | |
| CT | .169 | .416** | .146 | .261 | -.238 | .243 | .313* | 1 | |
| CU | -.231 | .180 | .275 | .241 | .494** | .399** | .240 | .383** | 1 |

*. Correlation is significant at the 0.05 level (2-tailed). **. Correlation is significant at the 0.01 level (2-tailed) (Table 3).

N=48, * $p \leq .05$ ** $p \leq .01$

Note: VI=Visioning; AC=Achieving Goals; EM=Empowerment; NE=Network building; CO=Communication; TL= Team Leadership, MC=managing Change, CT=Coordinating teamwork, CU=Cultural Strength.

When the Pearson correlation coefficients were computed among Leadership competence and organizational culture indices in of employee indices some selected woredas and hadiya zone sports office. The results indicated that Visioning of the employer in the sports office positively correlated with Achieving Goals ($r=.403$, $p \leq .05$), and managing Change ($r=.314$, $p \leq .01$) respectively.

On the other hands, Visioning did not have any relationship between Team Leadership, and Cultural Strength variables. In leadership competence, Achieving Goals variables positively correlated with Coordinating teamwork ($r=.416$, $p \leq .05$) and managing Change ($r=.294$, $p \leq .01$) in organizational culture activities and Network building ($r=.309$, $p \leq .01$) from Leadership competence and Empowerment positively correlated with Communication ($r=.332$, $p \leq .01$).

Finally, Pearson correlation coefficients revealed that Network building positively correlated with Communication ($r=.568$, $p \leq .05$) and Team Leadership ($r=.448$, $p \leq .05$) respectively. And also Cultural Strength positively correlated with Communication; team Leadership, Coordinating teamwork variables but, coordinating teamwork variables is did not correlate with Communication (Prujn, 1995; Scott, 1999; Segal, 1981; Tesluk, 1997).

DISCUSSION

The keys investigated were Leadership competence, Visioning, Achieving Goals, Empowerment, Network building, Communication. And Organizational culture, Team Leadership, managing Change, Coordinating teamwork, Cultural Strength. To achieve the purpose of this study, a questionnaire on the Leadership competence and organizational culture of employee indices selected woredas and hadiya zone sports office was descriptive survey methods, quantitatively designed and used as the instrument for data collection. The study found there is no significant difference between Leadership competence and organizational culture among some selected woredas and hadiya zone sports office and Visioning of the employer in the sports office positively correlated with Achieving Goals and managing Change respectively (Peter, 2001).

Organizational Culture is a dynamic phenomenon and influenced by leader behavior. Leaders are those who help shape the culture. Leadership competence and organizational culture are two sides of the same coin. Cultural norms define how an organization will define leadership and leaders create and manage culture. Leadership and organizational culture are conceptually intertwined with each other. Explained that culture begins with leaders by imposing their own values and assumptions on a group. If the assumptions imposed come to be taken for granted in a group where the leadership is regarded as acceptable, and then it will be defined as a culture. When certain assumptions do not work any longer facing some difficulties, leadership comes into play once more perceiving the limitations of one's own culture and the culture is evolved adaptively. He argued that organizational culture starts with the founders of the organization and filters down throughout the hierarchy, and organizational leaders will likely continue to try to shape culture so that it is consistent with the organization's goals. Leadership competence, Achieving Goals variables positively correlated with Coordinating teamwork and managing Change, in organizational culture activities and Network building from Leadership competence variables Empowerment positively correlated with Communication.

However, by definition, organizational culture is shared understanding and acceptance

among staff members of what is valued and expected in an organization, thus “*It may be directed, but it is not ultimately determined, from above*”. Therefore, cultural understanding is essential for all of the organization members, especially for the leaders. Schneider (1994) also asserted the intimate relationship between organizational culture and leadership competence by mentioning leaders build paradigms. He said “*How the leaders of an organization believe things should be done drives the kind of culture that is established*”. According to Kuhn (1970), model is defined as a “*Constellation of concepts, values, perceptions, and practices shared by a community which forms a particular vision of reality that is the basis of the way a community organizes itself*”. In order to have organizational effectiveness in sport organizations, it is necessary for leadership competence to possess a stronger organizational culture and to carry out culture-building activities. By the virtue of their formal role in sport organizations, sport administrators are responsible for empowering subordinates to establish goals and the vision, and for motivating members toward achieving these goals and vision of leadership competence and organizational culture (Lim & Cromartie, 2001).

CONCLUSION

This study was absorbed the relationship between Leadership competence and organizational culture induces as identified by the researcher from the sources of literature review and the results of the questionnaire in among some selected woredas and hadiya zone sports office. And the research concludes that the employer opinion of the problems of Leadership competence and organizational culture for the recommends the relevant solutions.

1. The mean of Visioning is better in Leadership competence and Coordinating Team work in Organizational culture. This indicated that the employer better opinion and positive views in Visioning under Leadership competence and Coordinating Team in Organizational culture.
2. Leadership competence and organizational culture the employer opinion show that there is no significant difference in sports office selected woredas and hadiya zone sports office. And there is no significant difference between employer age in Leadership competence and organizational culture.
3. Visioning of the employer in the sports office positively correlated with Achieving Goals and managing Change variables. On the other hands, Visioning did not have any relationship between Team Leadership, and Cultural Strength variables. In leadership competence, Achieving Goals variables positively correlated with Coordinating teamwork and managing Change, in organizational culture activities and Network building from Leadership competence variables Empowerment positively correlated with Communication. The woredas/zone sports management staff and sports office employer should be made the positive linkage and improve between Leadership competence and organizational culture.
4. All woredas/zone sports management staff and sports office employer should promote Visioning, Achieving Goals, Empowerment, Network building, Communication, Team Leadership, managing Change, Coordinating Teamwork and Cultural Strength in a good ways and Workshops and short-term training can be held for all of sports management staff and sports office employer on the improvements of positive relationship and application of Leadership competence and organizational culture in order to that they may be able to identify their office gaps and should be made aware in the problems.
5. Develop Leadership competence and organizational culture with high commitment and strategies could achieve the success of employer and office results, quality, and overall management capability.

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