The purpose of this study was to review the existing literature pertaining to organizational culture in sport organizations. In order to achieve this objective, this study critically reviewed the definition, functions, elements, types of the organizational cultures. Further, Antecedents and consequences of organizational culture were also reviewed to fully understand the dynamics of organizational culture concept. Finally, this study attempted to apply the concept to sport organizational context. Future research direction and discussion was also presented.

Key words : Competing Values Framework, Organizational Effectiveness, Recreation, Youth Sports, Sport Culture

Organizational culture has become one of the most important topics in academic research and education, in organization theory as well as in management practice. In fact, the organizational theorists paid attention to this topic after they noticed the success of Japanese industry compared to North American and Western European organizations in the 1970s. In addition to the difference in the cultural context among them, the theorists found that Japanese organizations shared different values and beliefs, different norms of interaction, and a different set of understandings compared to the other countries. As such several organizational theorists began to focus on this topic (Slack, 1997).

Every organization has a unique set of shared values and beliefs for their organizational goals and survival. Members of an organization need to follow these values in their work. These values serve as a standard that makes an organization different from others organizations (Deal & Kennedy, 1988). Organizational culture is important in that it ensures organizations remain stable and allows new members to understand the organizational activities. Also, it leads the organization to follow certain ways (Bluedorn & Landgren, 1993). In addition, many re-
searchers have demonstrated the positive relationship between organizational culture and organizational performance and effectiveness (e.g., Cameron & Freeman, 1991; Deal & Kennedy, 1988; Denison & Spreitzer, 1991; Doherty & Chelladurai, 1999; Goodman & Svyantek, 1999; Lund, 2003; Kotter & Haskett, 1992; Siehl & Martin, 1988; Smircich, 1983). Therefore, it is necessary for organizations to understand the effects of their internal culture and ways in order to interact or deal with the external cultures.

Slack (1997) pointed out that organizational culture is particularly important to the study of sport organizations since the system and its subsystems of sport organizations are also affected by their own cultures. Sport organizations try to enhance the satisfaction, commitment, and performance levels of their employees, and to maintain a competitive advantage in the market place. Slack (1997) also argued that organizational culture offered an alternative approach to understanding patterns of action in sport organizations compared to the traditional socio-psychological approaches in sport management. In this sense, it may be important for sport organizations to understand the nature of organizational culture. Consequently, research in sport management attempted to investigate this topic during the last twenty years (e.g., Smith & Stewart, 1995; Weese, 1995). For example, Weese (1995) examined the relationship between leadership, organizational culture, and job satisfaction in North American sport and recreation organizations. The author found that transformational leadership promoted thicker cultures which affect worker satisfaction, commitment, retention, and productivity. However, there has been little exploration of the organizational culture of sport organizations as well as the relationship between organizational culture and organizational effectiveness in the sport settings.

It is possible that different types of sport organizations possess different organizational culture profiles. Therefore, it may be necessary to find ways to identify specific organizational cultural profiles and analyze the overall link between organizational culture and organizational effectiveness in the sport settings.

In this paper, perspectives of organizational culture established by various researchers will be reviewed. In addition, the concept of leadership as an antecedent of organizational culture and organizational effectiveness as a consequence will be briefly discussed in order to propose the organizational model applicable to the context of sport management. Furthermore, the description of the organizational cultural profiles of four types of sport organization as well as the organizational model regarding the relationship between organizational culture and organizational effectiveness in the sport setting will be proposed. Finally, future research plan with implication will be discussed. Before reviewing related literature on organizational culture, it is important to know what organizational culture is and its composition. The definition and elements of organizational culture are introduced in the following section.