

A Case Study on Value Congruence in Nonprofit Sport Organization¹

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Abstract

To examine the level of value congruence between individual and their nonprofit sport organization. A single case study design using qualitative and quantitative approaches was adopted. The core values of Jiangxi Fuzhou Football Association Organization are such as: Development, Friendship, Justice and Oneness. The study indicated congruent and incongruent terminal and instrumental value levels between individuals and organizational values. The level of congruence between nonprofit sport organization values and personal values impacts on operations and personal behaviors potentially. Congruent values are an important human resource management consideration. The core values need to be communicated on a more consistent basis.

Keywords: Nonprofit Sport Organization; Value; Value Congruence

1. Introduction

As diversification and modernization was sign of current China, demand of public sports public service of our country is growing rapidly and nonprofit sport organization has become a component part

that cannot be substitute in sport organization structure. Nonprofit sport organization (NPSO) with skilled characteristic, Increases in new varieties of public sport services, is in accordance with the public requirement. What is more, its pattern of movement which forms under its own characteristics covers the shortage of supplies given from the government. There is no doubt that nonprofit sport organization will play an important role in future. With the rapid development of non-profit sports organization, this tendency of voluntary failure has a very serious negative impact on the further development of NPSO. NPSO is driven by values of unity to organizations. Jung and Avolio found that the values and subsequent value congruence that occurs between a person and an organizational entity greatly impacts the achievement of organizational goals. Therefore, it is a new long-range goal to reach the value congruence between individual and organization for self-development of NPSO.

Despite this importance, little research has been conducted to address the specific nature of individual values in nonprofit sport organizations in China. The purpose of this study is to examine the individual-organization value congruence within a large, China nonprofit sport organization.

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In other words, the level of value congruence between the volunteers personally as compared to those defined for the organization as stated in value documents and defined by its directors is to be analyzed. This is followed by a description of the mixed method design used in this study. In the second section, the results are discussed with particular focus on understanding and explaining value congruence. In the final section, recommendations are made for future research and practice.

2. Method

2.1. Context

The organization selected for this case study was located in the Fuzhou city, Jiangxi province China. The organization, which is named “Jiangxi Fuzhou Football Association”, was established in 2002. Up to now 22 teams containing 800 participants who come from all around Fuzhou district have been registered. The nonprofit sport organization studied is comprised of 36 volunteers. The organization is departmentalized into eight main departments as a result of the large personal pool, there are (i) administration, (ii) Team Management Department, (iii) Competition Department, (iv) Referee Commission, (v) Member service, (vi) Planning department, (vii) Finance affairs, (viii) Disciplinary Committee.

2.2. Data Collection

Details of the data collection are provided below. Step one: document collection. A total of 53 documents were collected and analyzed. These documents included Leadership speech, policy statements, administrative regulations and meeting notes. All of the materials collected for the document analysis contained words or phrases that related to the values held by the organization. Step Two: observations. First, the participants in the study were notified that research observations would

be taking place at meetings and throughout the office. Second, the researchers were involved only as outsiders and did not participate in the meetings or activities that were being observed. This allowed for a more objective view of the actions being examined and provided the opportunity for the researchers to record the experiences unobtrusively as they unfolded. Finally, the researchers were directly involved in the setting and therefore were able to take notes as they observed. Step Three: surveys. The next method of data collection consisted of the survey. The Rokeach Value Survey (RVS) was chosen for use in this study based on the intention to identify personal values. It was distributed to all in the organization, and asked the participants to “arrange the lists in order of importance to YOU, as guiding principles in YOUR life”. Rokeach described two sets of values labeled, “terminal” and “instrumental”. Terminal values consist of desired end-state values and include items such as family Security, an exciting life, and happiness. Instrumental values are those values that provide the desired means to the end-state. The RVS was found to be a reliable and valid measure of the value systems employed by researchers within organizational settings. Step Four: interviews. The purpose of these fourteen interviews was to explore the views, opinions and experiences of individuals in relation to these values and value congruence. The men with the highest and lowest congruence with the organization’s values (as determined by the survey analysis) from each of the eight departments was chosen for the interview sample. In addition, the president and Secretary-General (SG) were interviewed because of their extensive knowledge of the core values of the organization. A total of 16 interviews were undertaken. During the interviews, participants were prompted to discuss their values, their perceptions of

the organization's values and their behaviors in relation to both individual and organizational values.

The response rates were 85.5% from employees ($n = 28$) and 69.4% from the managers of departments ($n = 15$). These percentages were deemed acceptable as representative of the populations involved.

The reliability of the survey instruments was assessed by computing Cronbach's alpha coefficient. Reliability coefficients ranged between 0.75 and 0.81 for this data set and were deemed acceptable.

The credibility of the qualitative findings was achieved through persistent observations, prolonged engagement, triangulation and member-checks. The process of triangulation, whereby different sources of information are gathered to uncover, verify and confirm themes, then provided additional credibility to the findings. These checks were completed at various intervals throughout the research process and were continued until the completion of the project when the findings were presented to each interview participant.

2.3. Data Analysis

The appropriate analyses for the RVS are the chi-square test, Mann-Whitney U test and Kruskal-Wallis k sample, as determined by Kinnear and Gray. The chi-square was performed to describe the predominant value ranks of both the individuals and the organization. Following the chi-square analysis, a Mann-Whitney U test and Kruskal-Wallis k sample were completed. The Mann-Whitney U was used to compare the rank order of two independent samples in order to identify significant differences ($p \leq 05$). The congruence levels were also analyzed using the Kruskal-Wallis k sample which compared three or more sets of rank order data. In our analysis of the data, we examined whether or not significant differ-

ences ($p \leq 05$) existed between the values of persons in different departments. The participants with the highest and lowest value congruence levels, as determined by the Mann-Whitney U case analysis, were purposefully selected from each of the eight departments.

The analysis of qualitative data was completed following the initial quantitative analysis. The interviews were audio recorded and transcribed verbatim. Words, phrases and quotations that were recognized as similar across interviews were grouped together into categories reflecting emergent themes. The codes were established from the observations and survey methods and reflected the values codes that each method uncovered. At this point, the coded data and categories from the documents and observations were included to generate the "big picture" through triangulation.

3. Results

The quantitative data revealed that a significant difference ($p \leq 0.05$) existed between the rankings of person values when compared with the organization's values. The result reports the statistical analysis obtained using the Mann-Whitney U non-parametric analysis depicting the level of significance and congruence. The terminal values of accomplishment ($U = 93.5$), wisdom ($U = 85.5$), equality ($U = 81.5$), and family security ($U = 58.5$) were the top ranked values identified as significantly different between individuals and the organization. The values of equality and wisdom were more important to the organization than to the persons. Conversely, family security and accomplishment were ranked higher in importance by the persons than the organization. In addition to the terminal values, the instrumental values of self controlled ($U = 96.5$), helpful ($U = 88.5$), logical ($U = 87.5$), and capable ($U = 76.8$) were also

determined to be statistically different. The values of self controlled, logical and capable were valued higher by the organization relative to the individuals' rankings, while helpful was valued higher by the individuals.

To examine whether value differences were present between the departments of the organization, the Kruskal-Wallis k test was run to establish the congruence of values between the different department groups within the organization. One terminal value and two instrumental values were found to have significant differences among all eight department groups ($p \leq 0.05$). The significant difference was for the terminal value of happiness ($k = 9.305$). The two instrumental values significantly different were cheerful ($k = 10.005$) and obedient ($k = 11.723$). The significant difference was for the terminal value of happiness ($k = 9.305$). The two instrumental values significantly different were cheerful ($k = 10.005$) and obedient ($k = 11.723$). However, these "core values" uncovered in the document analysis are phase and revealed Development, Friendship, Justice, and Openness to be the organizational values.

4. Discussion

The findings indicate a number of areas where value congruence between the individuals and the organization was low. More specifically, persons within the organization categorized equality significantly lower than did the organization. Equality as a state is across all members when an organization's resources are distributed equally, defined by Chelladurai. The ninth interviewer recognized that her values were not congruent with those of the organization and has since voluntarily left the organization. Hood suggested perceived incongruent values of equality can lead to decreased satisfaction, commitment, and organizational performance,

as well as increased volunteer turnover. It is essential to understand values earlier within a volunteer's career in order to assess the level of congruence with the organization's values.

5. Conclusions

In brief, this study discovered the congruent and incongruent values that existed within a sport organization through a consideration of organizational and individual values. It is clear from the interviews and observations that not all persons shared the same level of value congruence. Two of the sixteen interviewees who possessed incongruent values have since resigned from the organization, suggesting that congruent values are an important human resource management consideration.

The differences demonstrate that the managers need to address value understanding within this organization. Confusion regarding value congruence can emerge when the management team is not consistently communicating the values. The core values that have been established by the executive members need to be communicated on a more consistent basis.

6. References

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