

## Dynamics of Organizational Culture in Professional Baseball Organizations

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Specific to the sport of baseball, total revenue from all MLB teams in the U.S. was approximately \$2.8 billion in 2002. In Triple-A Minor League baseball, revenues were estimated at \$3.1 million in 2001 (Harrow, 2002). 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). Thus, professional baseball leagues are becoming almost universal, and baseball is considered by some as an "international pastime" in the 21st Century (Vass, 2003). With this type of growth and global interest, managing professional baseball organizations is becoming more complex and dynamic. For example, Amis, Slack, and Hinings (2004) pointed out that within the sport industry, technological advancement and greater competition in the market place have influenced most sport organizations to change internal and external environments in order to effectively deal with social change and need. In an attempt to manage complexity within the sport industry, many sport organizations are faced with problematic issues, such as poor internal or external communication, lack of job stability, conflicts in decision-making processes, and misunderstanding of organizational goals or strategic directions. To effectively deal with these challenges, sport managers or administrators should be prepared to better understand and analyze the various phenomena of organizational culture.

Many scholars in organizational studies have addressed that understanding and managing organizational culture leads to enhanced organizational performance and affects an organizations' long-term success. To determine the significance of organizational culture study for the development of organizations, there must be continued attempts to understand the practical aspects of organizational culture. The importance of organizational culture in sport management is also indicated by the fact that several scholars (e.g. Colyer, 2000; Doherty & Chelladurai, 1999; Scott, 1997; Slack, 1997; Weese, 1995) have addressed this topic in their studies of sport organizations. However, there has been little effort to analyze specific dimensions and factors of organizational culture within sport organizations, and there is no single instrument or questionnaire to measure variables utilized. Further, as the sport industry has been considered a global market, cross-cultural research is demanded in the field of sport management to identify the universality and uniqueness of organization culture across nations.

This study is designed to analyze organizational members' perceptions of organizational culture within professional baseball organizations in the United States and Korea. Additionally, this study also describes cultural types, strengths, and patterns of organizational culture within selected professional baseball organizations from the Korean Professional Baseball League (KPBL) and Triple-A Baseball (TAB) using the Competing Values Framework (CVF) (Quinn & Rohrbaugh, 1981). The CVF developed by Quinn and Rohrbaugh (1981) refers to whether an organization has a predominant internal or external focus and whether it strives for flexibility and individuality or stability and control. The framework is also based on six organizational culture dimensions (dominant characteristics, organizational leadership, management of employees, organizational glue, strategic emphases, and criteria of success) and four dominant cultural value "types" (clan, adhocracy, market, and hierarchical). One of the most important applications of the CVF is as a guide for change (Cameron & Quinn, 1999). Thus, the main purpose of the CVF is to allow researchers to diagnose organizational culture and make recommendations for facilitating change in organizations.

There are four primary objectives in the present study: (a) investigating the cultural strength and types with four major cultural types (clan, adhocracy, hierarchical, and market) within purposively sampled professional baseball organizations from Korea and the United States; (b) determining if there are differences in perceptions of cultural strength across the four cultural types within each league; (c) determining if there are differences in perceptions of cultural strength on each of the four cultural types between the collective samples from each country; (d) identifying the cultural patterns that might influence on annual attendance and winning percentage.

Participants for the study were administrative and staff employees of professional baseball clubs in KPBL and TAB. To be included in the study, it was necessary for participants to be full-time employees and to have at least one year experience with their respective baseball clubs. For data collection, a mail survey method was employed and a total of 600 questionnaires were mailed out to purposively selected professional baseball organizations (n=20) in South Korea and the United States. A total of 271 questionnaires from ten organizations (n=132: response rate 43%) in the TAB and seven organizations (n=133: response rate 48%) in KPBL were received accounting for a final overall response rate of 46.32%. The instrument used in this study was Organizational Culture Assessment Instrument (OCAI) developed by Quinn & Cameron (1999). The OCAI was employed to

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measure organizational members' perceptions of organizational culture in professional baseball organizations. The OCAI consists of six cultural elements that address four major cultural types (clan, market, adhocracy, and hierarchical). The questionnaire includes 24 items divided into four subscales in terms of the four types of culture. Each subscale has six items that address employee perceptions of core cultural elements such as dominant cultural type, leadership, management of employees, organizational glue, strategic emphases, and criteria of success. In order to identify probable translation error, a back-translation technique was employed for the study. In order to accomplish these objectives, the data collected was analyzed with statistical methods such as descriptive statistics, repeated measure ANOVA with within-subject design, and independent sample t-test.

The findings in the present study suggest that the CVF may be a useful tool in defining organizational culture profiles of sport organizations (Reliability Coefficient ranged from 0.77 to 0.84). Organizational culture profiles were developed for both leagues in two separate countries. The perception of organizational culture varies widely within the organizations and between the two leagues. Many high performing organizations within the TAB simultaneously emphasize the market culture along with the clan culture while the organizations within the KPBL focus on the market culture with the hierarchical culture. The results of comparison in the cultural strength of each cultural type indicated that overall cultural strengths for the TAB were higher than the KPBL. In addition, there was statistically significant difference of cultural strength in clan culture between KPBL and TAB.

The study should be helpful to managers and administrators who are interested in profiling organizational culture and directing change in professional baseball organizations. It is suggested that managers need to be sensitive to the variety of cultures that exist in their organizations. Managers and administrators in various sport organizations should identify not only the types of culture but where their organizations are located relative to the strength and balance of those cultures.