

Validation of Organizational Culture Assessment Instrument Translated into Korean

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In organizational studies, culture has been described as an essential predictor of organizational effectiveness (Schein, 1997). Additionally, Dellobe, Haccoun, and Vandenberghe (2000) recently proposed that understanding organizational culture is one of the greatest theoretical tools for organization development. The importance of organizational culture in sport management is indicated by the fact that several scholars (e.g. Colyer, 2000; Doherty & Chelladurai, 1999; Weese, 1995; Scott, 1997; Slack, 1997) have addressed this topic in their studies of sport organizations.

Although sport managers, practitioners, and administrators within the Korean sport industry have recently recognized problems in managing and changing organizational culture, little is known about the outcomes of changing organizational culture. There have been several studies (e.g., Cameron & Quinn; 1999, Cameron & Freeman ; 1991, Quinn & Spreitzer; 1991) that indicated that all items in the Organizational Culture Assessment Instrument (OCAI) are valid and reliable for measuring organizational culture in a variety of organizations. However, since the OCAI was developed, it has been applied only once in a sport organization study (Colyer, 2000). Moreover, when an instrument previously developed in the other academic areas such as business, education and sociology is utilized or adapted to measure cultural values in the field of sport management, researchers need to verify psychometric properties such as reliability and validity for the instrument. With the increasing interest in cross-cultural research, there is growing need for standard and validated practices for translating psychological instruments. Developing a psychological acceptable instrument for another cultural group almost always requires more effort than a literal translation, which all too often is the common practice (Usunier, 1999).

Despite the importance of organizational culture in managing a sport organization, there has been little effort to analyze specific dimensions and factors of organizational culture within sport organizations, and no single instrument or questionnaire to measure variables has been utilized. Therefore, it was necessary to translate the Organizational Culture Assessment Instrument (OCAI) written in English by Cameron and Quinn (1999) into Korean to examine the concept of organizational culture in the population of Korean sport organizations. In the field of cross-cultural management, four common types of equivalence were identified for cross-cultural research through literature review (Flaherty et al., 1988; Schaffer & Riordan, 2003; Usunier, 1999). The four types are content, semantic, administration of survey, and functional. This study is the first step in examining validation of the OCAI for Korean measure of organizational culture with cultural equivalence. The OCAI consists of 24 items divided into the four cultural value types; clan, adhocracy, market, and hierarchical with six cultural dimensions (dominant characteristics, organizational leadership, management of employees, organizational glue, strategic emphases, and criteria of success).

The purpose of this study was to establish cultural equivalences for the Korean version of OCAI such as content, semantic, and administrative of survey; to examine the psychometric properties including reliability and construct validity of Korean translation of the OCAI and its English version; and to develop a reliable organizational culture scale that is applicable to Korean sport organizations. In this study, the investigators used the English and Korean versions of the OCAI to establish content, semantic, and administrative of survey equivalence and to evaluate psychometric properties. The examination of functional equivalence was not addressed in this study because it would be the next step in establishing cultural equivalence for the Korean version of the OCAI.

A convenient sample of 39 bilingual Koreans was selected for reporting validation and translation of the OCAI into Korean. The reliability coefficient for the scales in terms of the four cultural types utilized in this study ranged from .78 to .92 with the Korean version of the OCAI while its English version generated the reliability coefficient ranged from .79 to .92 respectively. There was no significant mean difference between the English items and their Korean translations. Pearson's correlations demonstrated that all items of the OCAI had significant correlations ($r = .43 \sim .90$, $p < .05$) between two versions. Overall, none of the items would be regarded as having unacceptable numeric properties.

The study also investigated the suitability of the OCAI into the field of sport management using 265 organizational members from purposively selected professional baseball organizations in South Korea and the United States. The reliability coefficient for the four cultural types using organizational members ($n = 132$) within Korean Professional League with the Korean version of the OCAI ranged from .77 to .84 while its English version with the sample ($n = 133$) from Triple-A Baseball League had .77 to .84.

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To establish equivalence validity of the OCAI, content, semantic, administrative, and sampling equivalences were performed. According to the fine process for translation, back-translation, and bilingual field test, the Korean and English version of the OCAI appears to have concrete construct validity and reliability for use in measuring organizational culture in the Korean population and the field of sport management.

In conclusion, the statistical analysis indicated that the Korean translation version of the original English OCAI showed acceptable psychometric properties. The decision criteria for psychometric equivalence were made by one rationale (the agreement score by native English speakers) and two statistical analyses: a paired t test and Pearson's correlations. Furthermore, because no previous studies have reported organizational culture in the Korean as well as Korean American populations, this translated OCAI could be very useful for researchers who are interested in examining organizational culture including cultural type, strength and congruence in sport organization sectors. The investigator suggested further psychometric testing in larger samples using organizational members in various sport organizations with dementia to establish further reliability and validity.