

THE IMPACT OF ORGANIZATIONAL CULTURE ON ORGANIZATIONAL COMMITMENT AND INNOVATION: EVIDENCE FROM SPORT ENTERPRISES.

Alkistis Papaioannou

School of Social Sciences
Hellenic Open University, Patra, Greece
Email papaioannou.alkistis@ac.eap.gr
Corresponding Author

Panagiota Balaska

Department of Physical Education & Sport Science
Aristotle University of Thessaloniki, Greece
Email pmpalask@phed.auth.gr

Georgia Yfantidou

Department of Physical Education & Sport Science
Democritus University of Thrace, Komotini, Greece
Email gifantid@phyed.duth.gr

Konstantinos Koronios

Department of Accounting and Finance
University of Peloponnese, Kalamata, Greece
Email konskoron@hotmail.com

Abstract

Purpose of the paper: The aim of the present study was to examine the impact of organizational culture on organizational commitment and innovation in the context of sport enterprises of Greece.

Methodology: The study utilizes primary data collected through a questionnaire (which adapted from the literature) from 640 employees of 160 sport enterprises in Greece. The questionnaires were analyzed by means of SPSS. The reliability scales were tallied by using Cronbach's Alpha. Descriptive statistics, Pearson correlations and regression analysis were used in examining the impact of organizational culture on organizational commitment and sport enterprises' innovation.

Main Findings: Regression results revealed that organizational culture impacts positively on organizational commitment and innovation and committed employees provide more innovation capability. Evidence suggests that sport enterprises investing on their human resources, managed to achieve enhanced innovation.

Practical implications: This paper tries to examine the significance of organizational culture on organizational commitment and innovation, reaching useful policy implications for both employees and enterprises within the Greek sport sector.

Originality/value: Sport enterprises are progressively changing or undergo constant changes, coping with many and various challenges in relation to their Human Resources Management Practices in order to enhance their effectiveness. This study contributes to the literature on innovation and organizational commitment by emphasizing the role that organizational culture plays in innovation capability in sport enterprises of Greece. It also contributes to our knowledge of organizational culture and organizational commitment as key drivers of innovation capability within sport enterprises of Greece.

Keywords: organizational culture; organizational commitment; innovation; sport enterprises.

1. Introduction

The organizational and structural developments that have arisen due to the development of sport internationally have created the need for specialized leadership. At the same time, because sport is often used as a profession, great business opportunities and leadership needs are created, which necessitate the existence of specially trained executives capable of managing the various sports organizations. In this modern business environment, the organizational culture of every business is to play an important role in creating and maintaining a competitive edge over its competitors. The existence of a culture, as a specific organizational variable, contributes to the implementation of the organization's strategy and can be a powerful competitive advantage that acts as a factor of sustainability, growth and prosperity, influencing its performance (Zheng et al., 2010).

Organizational culture is claimed to be an important element of every business and organization and therefore is considered necessary for the achievement of internal integration and the implementation of strategy adaptation to the external environment.

Following the literature, organizational culture not only affects the employees' life, but also contributes to positive outcomes of the business (Schein, 1985). However, a trend in literature suggests that organizational culture has an impact on the organizational performance and efficiency (Marinaki et al., 2018; Hofstede et al., 1990). According to Schein (2017) organizational culture can be considered as: «1) A pattern of basic assumptions, 2) invented, discovered, or developed by a given group, 3) as it learns to cope with its problems of external adaptation and internal integration, 4) that has worked well enough to be considered valid and, therefore 5) is to be taught to new members as the 6) correct way to perceive, think, and feel in relation to those problems» (p.7). Moreover, Schein (2017) stresses that «the only thing of real importance that leaders do is to create and manage culture; that the unique talent of leaders is their ability to understand and work with culture; and that it is an ultimate act of leadership to destroy culture when it is viewed as dysfunctional» (p.11).

A number of authors have claimed that organizational culture foretells pioneering behavior, which is essential for the effectiveness of any sport organization in leveling higher (Chang & Lee, 2007; Eskier et al., 2016).

Moreover, the research has proved that organizational culture seems to have a significant role in influencing organizational commitment because of its impact on the discipline and the common goals of organizational members, but also on their integrity and sense of responsibility concerning the organization (Abdelzaher et al., 2017).

In addition, organizational commitment and more specifically the affective commitment includes employees' positive affectivity and increased levels of employees' intrinsic motivation, both of which are fundamental to encouraging their innovativeness (Auger & Woodman, 2016; Battistelli et al., 2013). Therefore, organizational commitment has been demonstrated to improve innovation capability, which influences the effectiveness of the organizations (Tarigan, 2018; Odoardi et al., 2019).

Since the organizational culture, organizational commitment and innovation have been described as exceptional business practices in managing the service companies such as sport enterprises and achieving excellence the purpose of the present study was to explore the impact of organizational culture on organizational commitment and innovation as well as the effect of organizational commitment on innovation activities in the context of sport enterprises of Greece.

More specifically, this study offers to the literature on innovation and organizational commitment by emphasizing the role that organizational culture plays in innovation capability

in sport enterprises of Greece. It also contributes to our knowledge of organizational culture and organizational commitment as key drivers of innovation capability within sport enterprises of Greece. Moreover, the practical implications of the study could enable sport service managers and practitioners to achieve better performance results. Furthermore, useful policy implications for both sport service managers and sport enterprises within the Greek sport sector are discussed and offer directions for future research.

2. Literature review and hypotheses

2.1 Organizational culture – organizational commitment

Organizational culture is the basic behavior required by individuals in an organization. This behavior is close to the organization's philosophy, principles and operating rules to ensure a harmonious working environment. Organizational culture includes concepts such as integrity, identity, accountability, discipline and common goals (Limaj & Bernroder, 2019).

Organizational commitment is the active relationship between the organization and its members by offering chances of participation in the decision making of the organization. It is based on passion and dedication to the organization (Tajeddini et al., 2020).

Wang et al. (2020) claimed that work engagement is an individual's psychological bond with the organization in the form of work involvement, loyalty and trust to the organization. It is a personal commitment with feelings of pride, sincerity and loyalty to the organization that contributes to the self-actualization and fulfilment of the individual as he is part of the organization and participates in the actions as well as the decisions that comply with the values of the organization. This organizational commitment is a very important aspect in achieving the organization's goals.

The relationship between organizational culture and organizational commitment is well-documented (Austen & Zacny, 2015) in the service sector and the results revealed a positive relationship. More specifically, it was found that the improvement of employee performance and commitment are considerably affected by organizational culture (Austen & Zacny, 2015). Similar research results supported the influence of organizational culture on the organizational commitment of staff (Arumi et al., 2019; Maulana et al., 2019; Ridwan & Anik, 2020), but also the impact of organizational culture on job satisfaction (Martin, 2020; Wahjoedi, 2021). Thus, according to Adam et al. (2020) it seems that the organizational culture should always be preserved so that the job satisfaction and commitment of the staff will be increasing and becoming stronger.

Organizational culture encompasses the values and norms that determine the behaviour of all members working for the same organization. Thus, when an individual consents to the existing organizational culture, then he becomes really attached to the organization (Sriphong et al., 2022). This is a noteworthy and positive correlation that develops between organizational culture and organizational commitment dimensions that help the organization grow (Sarhana et al., 2020). Therefore, following the previous discussion we formulate our first research hypothesis as follows:

Hypothesis 1: Organizational culture has a positive and significant effect on organizational commitment.

2.2 Organizational culture – Innovation

Organizational culture influences the behavior and the attitudes of employees and is a key factor for the effective work of the members of the organization (Salehipour & Ahmand, 2018;

Durgadevi & Vasantha, 2017). According to Sinha and Arora (2012), organizational culture can serve as an influential method for applying innovative ideas, affecting employees' behavior, enhancing their performance, and accomplishing organizational goals.

Organizational culture is one of the main elements that are responsible for the development of an organization, enabling the organization either to create new products, or to operate in new markets or to design new services adapted to the new needs of the market, covering the gaps (Cameron & Quinn, 2011; Duan et al., 2020; Ode & Ayavoo, 2020). The managers of the organization are responsible for shaping a work climate that permits the development of innovation and corresponding behaviors for creation both at the individual and team level (Wang & Ahmed, 2004; Azar & Ciabuschi, 2017).

Organizational culture is directly related to organizational innovation which is part of the organization's strategic planning to monitor and evaluate its goals (Grillitsch et al., 2019). Thus, organizational culture influences individual innovation defined as the employee's perception of the innovation process and organizational innovation which is the behavior of the organization to espouse innovative things, ideas and services and incorporate them into its strategic planning (Shahzad et al., 2017; Alexe & Alexe, 2018).

In order to innovate and progress technologically, companies should meet specific requirements regarding the internal behavior as well as the external communication (Tylecote, 1996). Siguaw et al. (2006) claimed that the organizational culture as a feature of operational competency formed by innovative orientation of the company. Also, organizational culture is significantly related to innovation development (Jamrog et al., 2008). The major factor is that organizational culture activates innovative behavior between the employees because it may help them come to terms with innovation as a high value which needs commitment (Hartmann, 2006). Additionally, cultural aspects and management behavior seem to be related and can affect change (Hartmann, 2006). As reported by the literature the fundamental feature of culture has binary effect on innovation: the one of socialization and the one of co-ordination (Tesluk et al., 1997). Socialization helps individuals to become aware of whether the innovative behavior and the creative can be part of the company's stride. Thus, business can improve through activities, procedures, values and policies that help creativity and innovation as well as the innovation capacity (Naranjo-Valencia et al., 2011).

Organizational innovation is also referred to as organizational effectiveness (Ghazali et al., 2022), because it is directly correlated to sustainability and the competitive advantage of an organization or a service (Domínguez-Escrig et al., 2019). The effectiveness of organizational culture on organizational innovation differs according to the effectiveness of the organization, so when the organizational culture creates a favorable and supportive environment for innovation, employees follow innovation processes, practices and behaviors in their workplace (Shanker et al., 2017). Based on those arguments, we state our second research hypothesis as follows:

Hypothesis 2: Organizational culture has a positive and significant effect in Innovation

2.3 Organizational commitment – innovation

Organizational innovation creates added value and sustainability for the organization and its management. Managers who encourage creativity and support it financially appear to have a positive influence on employees in terms of individual and organizational innovation (Almaskari et al., 2021).

Organizational commitment is the personal priority given by the employee to the achievement of the organization's objectives and his desire to maintain his relationship and participation in the organization's processes (Astuty et al., 2020). It is a behavior that shows the

employees' loyalty to the organization and their continuous interest in its development and progress (Astuty et al., 2020).

According to Erny et al. (2022) in the services provided, there seems to be a strong positive effect of organizational commitment to innovation as employees create innovative techniques and behaviors, further strengthening their organizational commitment such as examining opportunities, expressing ideas, etc.

Organizational commitment seems to have a very positive impact on innovation performance in companies when combined with professional orientation (Covin et al., 2020; Iqbal et al., 2021; Yeşil et al., 2012). The effect of organizational commitment on innovation has positive effects on the operational performance of firms and organizations as it creatively offers to the advancement of the innovation at the individual and group level (Riaz, 2010; Tarigan, 2018). Thus, the third research hypothesis is formed as follows:

Hypothesis 3: Organizational commitment has a positive and significant effect in Innovation.

The concepts and relationships posited in the three hypotheses stated above are briefly represented in the following Figure.1

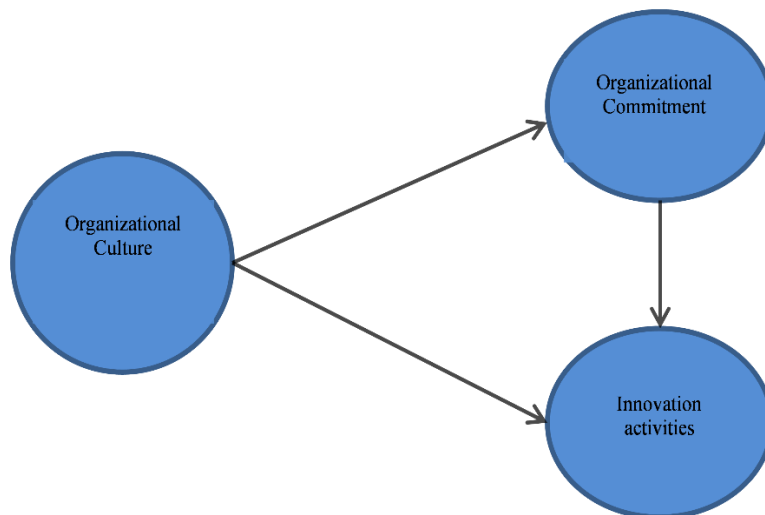


Figure 1: The hypothesized model.

3. Methodology

3.1. Sample and data collection

The population for this study stemmed from the database of the Association of Fitness Clubs Owners (AFCO), where one can find the list with all sport Service Providers (sport enterprises) in the Region of Attica. It contains 180 medium and large sport enterprises. The final participation in the current research includes 640 managers who work for 160 sport enterprises in Greece with a response rate of 88.9 percent. According to the findings of this research, 293 (45.8%) of the participants were females and 347 (54.2%) were males. The largest group of respondents pertain to an age range of 30 to 40 and the minor group of respondents were at the age of 50 years and more, which represent 48% and 4% of total respondents respectively.

Relatively to the positions of the respondents' responsibility, the 46.2% of the total population (296 respondents) were technical managers, while the 18.6% of the total sample held upper managerial positions in the sport enterprises (119 Owners/General managers). In addition, the 24.8% of the respondents were Human Resources Managers (159) and the rest percentage

66 (10.4%) was Accounting Managers of the sport enterprises. In relation to the educational level of the participants, most of the managers held a graduate degree (university education)- 384 (60%), while the 232 (36.2%) of the total sample held a postgraduate academic title (postgraduate education). 24 (3.8%) of the total sample held a high school degree. Regarding the work experience of the participants, 404 (63.2%) had over 10 years, 110 (19.7%) had 5 to 10 years and 126 (17.1%) had less than five years work experience (Table 1.).

Table 1. Characteristics of the Research Sample

Demographics	Categories	Frequencies	Percent
Gender	Male	347	54.2
	Female	293	45.8
Age	20-less than 30	173	27
	30-less than 40	307	48
	40-less than 50	134	21
	50 and more	26	4
Educational Level	graduates of High-school education	24	3.8
	University education	384	60
	Postgraduate education	232	36.2
Work Experience	Less than 5	126	17.1
	5-less than 10	110	19.7
	More than 10	404	63.2
Job Position	Owner/General Manager	119	18.6
	Technical Manager	296	46.2
	Human Resources Manager	159	24.8
	Accounting Manager	66	10.4

3.2. Measures

A 47-item questionnaire, adapted by the literature was used. The questionnaire offered particular information regarding the organizational culture in the Greek sport enterprises, managers' perceptions in relation to their organizational commitment and innovation activities. Additionally, the questionnaire contained five closed questions referred to the demographic characteristics of the respondents (Table 1.).

The questions were answered using a five-point Likert Scale. The reliability of the scales have been established by computing the values of Cronbach's alpha coefficient.

All key factors have Cronbach's Alpha larger than 0.79 (Table 2.). The content validity of the questionnaire was determined by professionals as well as academics in the fields of human resource management and sport management and marketing.

The Greek rate of the Organizational Culture Assessment Questionnaire (OCAQ) scale (Sashkin & Rosenbach, 1996) was applied to assess the perceptions of employees regarding their sport enterprise's organizational culture. Earlier studies provided strong evidence regarding the construct validity of the Greek version of the OCAQ (Papaioannou, et. al 2021). The OCAQ scale includes the following 5 key factors: managing change (5 items, $\alpha = 0.81$),

achieving goals (4 items, $\alpha = 0.80$), coordinating teamwork (10 items, $\alpha = 0.79$), customer orientation (5 items, $\alpha = 0.83$) and cultural strength (6 items, $\alpha = 0.84$).

Organizational commitment comprises of the following dimensions: normative commitment, continuance commitment and affective commitment according to the literature (Meyer & Allen, 1991). The first type of commitment relates to the cost incurred by employees when they stop attending or belonging to a particular organization. The second one refers to employees' feeling as it concerns their responsibility to stay with the organization, while the third concerns employees' positive responses and behaviours in the workplace, as well as their readiness to contribute to the organization's goals. In the particular study, organizational commitment is referred to the affective commitment ($\alpha = 0.83$), which was measured with a six-item scale taken from Allen and Meyer (1990).

Innovation activities have been analyzed with the six items ($\alpha = 0.81$) that have been adopted from the study of Abdi and Ali, (2013). A higher score of innovation activities indicates greater innovative behavior.

3.3 Data analysis

The data from each questionnaire was analyzed by SPSS -version 23.0. Standard descriptive statistics and Pearson correlation were used to analyze the gathered data. Also, simple and multiple regression analysis have been employed to test the three hypotheses.

4. Results

As shown in Table 2. the values of Cronbach's alpha for overall organizational culture and innovation measures are $\alpha = 0.86$ and $\alpha = 0.81$ respectively. The Cronbach's alpha for organizational commitment is 0.83. Cultural Strength ($\alpha = 0.84$) has the highest and coordinated teamwork ($\alpha = 0.79$) has the lowest score of Cronbach's alpha among the five key factors of organizational culture.

Moreover, the mean scores of all 7 key factors are almost in between 3 to 4. Coordinated teamwork (Mean = 3.9, SD = 0.625) and cultural strength (Mean = 3.9, SD = 0.678) have the highest mean score among the key factors of organizational culture. Managing change (Mean = 3.5, SD = 0.763) has the lowest mean score among all the key factors (Table 2.).

The findings also demonstrated the upper medium level of organizational culture and innovation, since the mean scores of overall organizational culture and innovation are 3.8. The level of organizational commitment is also upper medium with a mean score of 3.6.

The findings further shown a high level of coordinated teamwork and cultural strength, as the mean scores of coordinated teamwork and cultural strength (Mean = 3.9), are reportedly high, followed by achieving goals (Mean = 3.8), customer orientation (Mean = 3.7) and managing change (Mean = 3.5).

Table 2. Means, standard deviations and reliability estimates

Variables	Mean	SD	Cronbach's alpha	No. ofItems
Organizational culture	3.8	0.364	0.86	30
1. Managing Change	3.5	0.763	0.81	5
2. Achieving Goals	3,8	0.786	0.80	4
3. Coordinated Teamwork	3.9	0.625	0.79	10
4. Customer Orientation	3.7	0.852	0.83	5
5. Cultural Strength	3.9	0.678	0.84	6
Organizational Commitment	3.6	0.485	0.83	6
Innovation	3,8	0.735	0.81	6

Specifically, Pearson correlations were estimated in order to determine the typical relationships among the variables under investigation. The results of correlations on each key factor of organizational culture, organizational commitment and innovation are exhibited in Table 3. Almost all correlation coefficients were statistically significant at least at the five per cent significance level. Statistically significant correlations which worth mentioning are among the four key factors of organizational culture consisting of Achieving Goals ($r = 0.425$, $p < 0.01$), Coordinated Teamwork ($r = 0.322$, $p < 0.01$), Customer Orientation ($r = 0.369$, $p < 0.01$), Cultural Strength ($r = 0.215$, $p < 0.5$) and Organizational Commitment ($r = 0.328$, $p < 0.01$), while the key factor of organizational culture managing change has no correlation with Organizational Commitment ($r = 0.092$, $p > 0.5$).

Also, all the key factors of Organizational culture such us: managing change ($r = 0.475$, $p < 0.01$), Achieving Goals ($r = 0.321$, $p < 0.01$), Coordinated Teamwork ($r = 0.359$, $p < 0.01$), Customer Orientation ($r = 0.433$, $p < 0.01$), Cultural Strength ($r = 0.342$, $p < 0.5$) are considerably correlated to Innovation ($r = 0.475$, $p < 0.01$). Finally, Organizational Commitment is significantly correlated with innovation ($r = 0.412$, $p < 0.01$).

Table 3. Correlations of key factors

	1	2	3	4	5	6
Organizational culture						
1. Managing Change						
2. Achieving Goals	.386 **					
3. Coordinated Teamwork	.264 **	.386 **				
4. Customer Orientation	.276 **	.266 **	.582 **			
5. Cultural Strength	.157 *	.268 **	.231 **	.369 **		
Organizational Commitment	0.092	.425 **	.322 **	.267 **	.215 **	
Innovation	.475**	.321 **	.359 **	.433 **	.342 **	.412 **

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

In order to measure the impact of organizational culture on Organizational Commitment and innovation, and the impact of Organizational Commitment on innovation a simple regression was performed as presented in Table 4. Moreover, multiple regressions were employed to measure the distinct effect of five key factors of organizational culture on organizational commitment as shown in Table 5.

The results of the study pointed out that organizational culture is significantly related to organizational commitment ($\beta = 0.564$, $p < 0.01$). Thus, the hypothesis 1 is supported in which organizational culture positively results to organizational commitment. The impact of this relationship is quite high as the value of $R^2=0.321$, which shows that organizational culture predicts and interprets 32% of organizational commitment. Table 4 demonstrates that the hypothesis 2 is also accepted, as there is significant relationship between organizational culture and innovation ($\beta = 0.415$, $p < 0.01$).

Table 4. Summary of simple regression analysis

Hypothesis	Independent variable	Dependent variable	R ²	Beta	Sig.	Result
H1	Organizational culture	Organizational Commitment	0.321	0.564	0.000	Accepted
H2	Organizational culture	Innovation	0.156	0.415	0.000	Accepted
H3	Organizational Commitment	Innovation	0.113	0.326	0.000	Accepted

The results (Table 4) also proposed that organizational commitment is significantly related to innovation ($\beta = 0.326$, $p < 0.01$), and therefore the hypothesis 3 is supported as well, suggesting that highly committed workforce promotes sport enterprise's innovation. The R^2 value of this relationship is 0.113, which means that organizational commitment predicts and explains 11% of innovation.

The results of multiple regression analysis proved a significant impact of four out of five key factors of organizational culture such as Achieving Goals ($\beta = 0.257$, $p < 0.001$), Coordinated Teamwork ($\beta = 0.315$, $p < 0.001$), Customer Orientation ($\beta = 0.297$, $p < 0.001$) and Cultural Strength ($\beta = 0.215$, $p < 0.001$), on Organizational Commitment (Table 5). On the other hand, the key factor Managing Change, has no significant impact on organizational commitment ($\beta = 0.118$, $p > 0.5$).

Table 5. Summary of multiple regressions analysis

Independent variable	Key Factors	Dependent variable	R ²	Beta	Sig.	Result
Organizational culture	Managing Change	Organizational Commitment	0.482	0.118	0.925	Insignificant impact
	Achieving Goals			0.257	0.000	Significant impact
	Coordinated Teamwork			0.315	0.028	Significant impact
	Customer Orientation			0.297	0.012	Significant impact
	Cultural Strength			0.215	0.018	Significant impact

5. Discussion

5.1 Theoretical implications

Based on the results of the study, it seems that the organizational culture and its five key factors (table 2) are exercised in a great extent by the managers of the sport enterprises in Greece. Regarding the first Hypothesis, the findings indicated that the relationship between organizational culture and organizational commitment is highly significant, providing support for H1. This finding is in agreement with the suggested findings by Dima et al. (2019), who gave proof of the considerable contribution of the organizational culture on the organizational commitment within the service sector.

Also, the relationship between organizational culture and organizational commitment examined with regard to the five key factors of organizational culture (Table 5). The results pointed out that four out of the five key factors of organizational culture importantly influenced the organizational commitment. Moreover, the findings of the current research supported that the key factor of organizational culture managing changes was found to be an unpredictable dimension of organizational commitment. These findings are in agreement with Sarhana et al. (2020) who also argued that innovative culture dimension did not significantly affect the organizational commitment in the hotel firms. The researchers assumed that different variables such as satisfaction or performance may influence both the organizational commitment and the organizational culture.

In addition, this study validated that organizational culture significantly predicted innovation activities, providing support for H2. This means that sport enterprises were adjustable and able to be easily modified to respond to altered circumstances, while employees were urged by their managers to propose beneficial ideas regarding sport enterprise's development. Moreover, it appears that the workforce of sport enterprises put first their consumers' needs and considered their customers' problem solving as an issue of great importance. Finally, sport enterprises seem to be creating innovative programs and services as an extension of its existent operations. Finally, the sport enterprises adopted strategies in order to offer sport programs in relation to their customers' expectations (Sashkin & Rosenbach, 1996; Zeb et al., 2021). The findings of this study line up with Hussain et al. (2020) who concluded that organizational culture in the service sector considerably influence innovation activities of the SME's. Furthermore, the present findings verifies the importance of the organizational culture as a fundamental factor that can most encourage the development of innovative behavior among the staff in the workplace and constitutes a competitive advantage which is pivotal for the viability of modern enterprises (Hazem & Zehou, 2019).

Finally, H3 was also supported as organizational commitment had a greater impact on innovation activities. The results demonstrated that organizational commitment significantly affect innovation activities in sport enterprises. This result matches with the previous studies done by Nguyen et al. (2019), Oldham and Da Silva (2013), Wibowo and Christiani (2021) that employees' innovative capability cannot become evident except if they are committed to their work individually and in organization in the service sector.

The results of the present study revealed that encompassing research concepts from the broader scope of management literature (e.g. the OCAQ scale) can provoke a constant search for drivers concerning the organizational commitment and the innovation activities in the sport service context.

5.2 Managerial implications

This study showed that higher levels of organizational commitment and innovation activities relate to organizational culture.

Considering that organizational culture in sport enterprises appears to provide/offer substantial outcomes regarding the innovation activities (as suggested by the literature), the sport enterprises should further the subsistence of organizational culture in order to uphold/retain their favorable condition in the marketplace and be sustainable and beneficial (as suggested by the literature). Hence, the managers of enterprises should review and make use/utilize/exploit of their employees' qualifications. Moreover, they should make available information accurate in all details about the contemporary difficulties that sport enterprise confronts and devise methods to ensure that sport enterprise's decision making is founded on actuality, not just conjectures. Also, the sport enterprises should also institutionalize a set of shared values about how people should be cooperative for the purpose of resolving common problems and accomplishing mutual objectives. Moreover, the managers should assure that all the members of the sport enterprise apprehend its objectives and the matters of greatest importance. Also, the managers should originate a powerful commitment to improvement, from top-management leadership of the sport enterprise in order to formulate a vision that incorporates suitable values and beliefs which enable assertive organizational operation of the enterprise (Papaioannou et al., 2021; Robaki et al., 2020; Sashkin & Rosenbach, 1996).

Finally, sport managers should also employ a systematic process to provide their consumers with the right to report their dissatisfaction and define the general rules in order to record their complaints to foster customer long term relationships (Papaioannou et al., 2018; Robaki et al., 2020).

To sum up, organizational commitment and innovation activities are associated to the organizational culture. More specifically, four out of the five key factors of organizational culture, considerably influence organizational commitment. On the contrary, the key factor managing change does not significantly influence the organizational commitment in sport enterprises.

5.3 Limitations and future research

Nevertheless, the study does not come without shortcomings and limitations. A total of 160 (88.9%) of Greek Sport enterprises in the region of Attica, which were recognised by AFCO responded to the survey, so data for the current study was only collected from only one geographical region, so the results are only denotative and generalizations to all sport organization should not be done. This study was cross-sectional and as the literature showed, HRM practices (like organizational culture) are something that alters in time and consequently qualitative and long-term studies should be done in the future rely upon data obtained from interviews, and observations. Areas of further research could also encompass assessing the influence of organizational culture on the customers' satisfaction and loyalty of sport enterprises. Further studies should seek to include other sport areas such as professional sports. Further research could highlight on whether different types of conceptualization of organizational culture influence innovation within sport context.

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