

# 日本および中国における地域スポーツクラブの組織文化に関する比較研究

メタデータ	言語: Japanese 出版者: 公開日: 2018-03-15 キーワード: 作成者: 趙, 倩穎 メールアドレス: 所属:
URL	<a href="https://jair.repo.nii.ac.jp/records/2003263">https://jair.repo.nii.ac.jp/records/2003263</a>

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(A comparative study based on the organizational culture between Japanese and Chinese community sport clubs)

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### Abstract

In light of the fact that the transition from a quantitative expansion to a qualitative enhancement of community sports clubs is sought in both Japan and China, this research aims to ascertain the adequacy of the club's organizational culture measurement scale, and clarify the characteristics of organizational culture of community sports clubs in Japan and China.

The survey was conducted via the leaving method with a total of 400 instructors from 10 clubs in Tokyo and Shanghai, and valid responses were obtained from 129 in Japan and 128 in China. The survey was conducted with the approval of Juntendo University Ethics Review Committee.

We validly measured scale using the survey items of Geert Hofstede, the leading figure in the field of international comparison of organizational cultures, in which we conducted exploratory factor analysis on the target (14 items), perception (5 items), belief (10 items), from which a scale of 12 items in total was extracted - economic opportunity factor (target) 3 items, instruction opportunity factor (target) 3 items, realistic problem recognition factor (perception) 4 items, ideological problem recognition factor (belief) 2 items. It's interesting that in both Japan and China, the instruction opportunity factor showed the highest value. From analysis of Simultaneous multi-population by using the structural equations modeling, a positive influence from a philosophical task recognition factor to an economic opportunity factor was understood. In the other hand, there was a positive influence from ideological task recognition factors to guidance opportunity factors in Japan, whereas there was no effect in China.

In conclusion, four points were confirmed: ① The organizational culture measurement scale of the community sports club common to Japan and China consists of 4 factors and 12 items. ② It is an organizational culture that is highly motivating for the instructors of community sports clubs to improve instructional opportunities in both Japan and China. ③ It is an organizational culture that shows an attitude of improving the conditions of economic opportunities based on belief in the instructors of community sports clubs in both Japan and China. ④ It is an organizational culture recognized only in Japan wherein the attitude to improve the conditions related to instructional opportunity is based on belief in the instructor.