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Exploring Influence of Spreading Sport's Culture on Employees' Happiness and Tolerance as a Part of Sustainable Development at American College of Dubai

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Abstract: Sustainable development is a cultural and global demand regardless of the geographical region of this planet. In this context, the goals of sustainable development are broad and diverse, and the human dimension is one of the most important elements among sustainable development issues. The research purpose focuses on employees in both public and private sectors to shift from the sum of daily or weekly hours to the quality of daily work in their organizations. In this context, the current research team chooses the initiative of the American College of Dubai to designate a weekly sports day for its employees. The main justification behind this research is likely to achieve happiness and tolerance among human relatedness. The research unit at the college initiated the monitoring of the phenomenon and constructed a scale that would explore the achievement of this goal at the American College of Dubai. Sports play an important role in improving employees' mood and willingness toward healthy performance in a healthy organizational environment. It is considered as a source of energy to improve the organization's working environment and improve cultural homogeneity. Our research observations are based on the case of the American College of Dubai (ACD) as a unique example to identify the impact of weekly sports days on employee happiness. It is designated for this type of social activity among the diversified feature of the collegial working environment. It is worth mentioning that the initiative taken up by the college in (2019) has helped us to identify the impact of such non-academic initiatives on generating an environment of happiness and tolerance among the ACD community. **Keywords:** Sustainable Development, Weekly Sports Day, Happiness, Tolerance.

1 Introduction

Real-world spreading sport implementation and evolution to accepted scale remains an ongoing challenge (Owoeye et al., 2020). Skinner et al (2008) emphasized that development through sport: Building social capital in the community comes partly through sport; "where the sport was employed to develop better community and citizen life outcomes and to deal with social issues previously addressed through "welfare state" processes" (Skinner et al. 2008).

Sports activity is one of the important physical activities associated with the requirements of a healthy life, happiness, and tolerance. In this context, sports have become a standard of efficiency and vitality of those who exercise them in the presence of visionary leaders. It has also

attracted the attention of specific institutions to measure the impact of sports in generating happiness and tolerance among employees (Dubai Sports Council, 2015).

The indirect effect is also considered as a measure of the possible increase in the level of aptitude due to non-routine daily work.

Clabough (2019) focused on some methods which could be used to help in stimulating innovation and empathy. Likewise, sports activities are promoting a passion for better performance. Physically, exercise increases body strength, enhances memory, stimulated creativity, improves problem-solving skills, and makes work performance better (Versloot et al. 2019).

2 Literature Review

Recent studies have focused on the impact of sports on creativity in different societies fields (Філенко, 2022 p. 2454). Such studies stressed that sports are an activity based on the gathering of people for non-traditional purposes, including the dissemination of the spirit of

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competition and the work of one team to reach a creative job. Schmidt-Keilich, & Schrader (2019) addressed sustainability innovation comes through integrating employees to achieve their potential.

Cunningham (2019) provided an in-depth understanding of social justice advocacy in the field of sport. Diversified elements are considered as a part of justice that encourages sports activities that bring diverse national origins, qualifications, gender, employment ranks, and knowledge to form a multicultural atmosphere (Cunningham, 2019, P.27).

Penedo and Dahn (2005) pointed out that there is a significant association between physical activity and lifestyle.

El-Sholkamy & Fischbach (2019) introduced happiness as an outcome of an innovative and robust approach to strategic human resources development. This concept opens a new path to managing employee performance based on the attitude of well-being among an organization's human resources.

Gu et al. (2021) provided part of the influence of Volleyball Sports on the construction of physical Culture. He came to a significant conclusion that a sport is influencing and cultivating a sense of teamwork and cooperation.

development of volleyball is helpful to cultivate college students' sense of teamwork, and ...

Recently, scholars have focused on the significance of leadership style to generate happiness environment and energizing employees in the daily work and the corresponding effect on an employee's productivity (Buil, et al. 2019).

Syallow (2019) has approved the significant role of organizational communication on employee satisfaction and considered it as a glue that binds the organization. Moreover, the communication factor is considered the most crucial factor for enhanced employee productivity.

Johnson (2019) approved that the relationship that existed between the qualities of being concerned with the human issue in the workplace fosters a positive workplace culture. The same research also concluded that developing an ethical workplace is demonstrated through collaborative practices and collective unity to create harmony in achieving the mission and vision of an organization.

Targeting effective work performance needs many robust management principles to be addressed in daily work. The work environment is a framework that accommodates actions linked to the nature of employee attitudes and feelings. This attitude is clearly presented in

Anderson et al (2019) through assessing the optimization outcome linked to the team performance with cultural differences.

Diversity in recent studies identified many advantages behind its presence in organizations, Gradstein & Justman (2019) introduced the concept of cultural harmony and its positive impact on economic development.

Louis (1992) pointing that the modern workplace needs to address the transition to equality and diversity (Hofman et al 2001).

The above literature review provides a sufficient frame of reference to identify the main measurements to form a theoretical framework for this research.

3 Research Significance and Objectives

The research seeks to identify the factors that stand behind employee happiness and tolerance at ACD through the recently introduced sports day activities for the academic and non-academic staff members. The initiative in this research may attract other organizations to value such concerns and possibly follow such innovative management concepts to be integrated and applied to their management practices.

4 Research Model

The research model is constructed through on-the-spot observation of the sports practices in the ACD. The observation helped the researcher in identifying the frame of reference specifically the management perspective and the happiness-tolerance relatedness factors. The literature review has provided initial criteria to be used in the model and mapped with the research objectives.

Based on this theme the research problem is defined and the relevant hypothesis is stated as follows:

"What are the factors and related variables that are generating employee happiness and tolerance in the ACD?"

5 Research Hypotheses

H1: Assigning weekly sports day activities at the ACD leaves a positive impact on the employees' mood and motivation for work

H2: Providing a planned sports atmosphere in the ACD generates happiness and tolerance among employees.

6 Methods and Study Design

This research adopted exploratory, descriptive, and quantitative methods to identify the main factors which are responsible for generating a happy working environment at ACD.

The research approached the ACD working community to collect the required data using an online questionnaire. The research reached (40) employees in different positions, different levels, and different nationalities (table 1).

Table 1: Respondents Profile.

Age %			Gender %		Marital Status %		Job Role %			Nationalities %		
20-25	26-35	36-	Male	Female	Married	Single	Academic	Administrative	Services	GCC	Europe	Asian
12.5	17.5	70.0	57.5	42.5	85.0	15.0	45.0	40.0	15.0	2.5	10.0	87.5

The profile analysis of the ACD respondents indicated that there are comprised of ages, genders, social status, job roles and different nationalities. This combination supports the intended target of diversity and expected different rituals, attitudes, desires and other related diverse cultures which promote the required features in such a research approach

7 Measurements

The research used the factor analysis statistical tool to screen the variables which have been identified through the research literature review; a number of indicators, determined are related to the happiness and tolerance issue. To ensure the achievement of high accuracy results and credibility, the reliability statistics test provided alpha coefficient (94%) as in (table 2) which encouraged to proceed for further statistical analysis to the research data.

Table 2: Reliability Statistics.

Cronbach's Alpha	N of Items
.943	16

8 Data Reduction and Factors Determination

The Correlation among the variables has shown significant levels of coefficient complied with a standard threshold.

As shown in (Appendix 1), the correlation matrix determinant is (0.009), which has exceeded the value of (0.0001). This proves that the variables do not have autocorrelation.

Other measures have used KMO and Bartlett's Test which provide the adequacy of the research sample. The value should exceed 0.50 to prove the availability of sample adequacy for the purpose of such a study (table 3). The value of the Kaiser-Meyer-Olkin Measure of Sampling Adequacy is (0.735), this value approves the fulfilments of other significant conditions. In addition, the Bartlett test also provides the value (579.490), which represents the correlation among the research model variables at statistically significant levels ($\alpha= 0.000$) which is less than ($\alpha=0.05$). Fulfillment of this condition qualifies the

researcher to use factor analysis as a relevant tool to answer the research questions and test its hypothesis.

Table 3: KMO and Bartlett's Test.

Kaiser-Meyer-Olkin Measure of Sampling Adequacy	.735
Bartlett's Test of Approx. Chi-Square	579.490
Sphericity	
df	120
Sig.	0.000

9 Factors Extraction

To use the exploratory analysis method, the correlation matrix between the standard variables was analyzed and then the initial communalities were obtained. The factors were derived depending on the extent of their contribution to the interpretation of the variance. Specifically, those factors with the eigenvalues should exceed the value (1). The Varimax orthogonal rotation was also used for the research sample.

To proceed further in the process of factor analysis, the principal component analysis- extraction method is performed to find the commonalities in table (4), which leads to identifying the total variance explained in the table (5). Consequently, through initial eigenvalues, extraction sums of squared loading, and rotation sums of squared loadings, the research comes up with the final factors which identify the main factors that constitute the new research model table (6).

10 Extraction Method: Principal Component Analysis:

It is worth mentioning that any factor with an eigenvalue ≥ 1 explains more variance than a single observed variable (www.theanalysisfactor.com).

As shown in table (5) the first four components were extracted which captured a certain amount of the overall variance in the observed variables, and four factors are always listed in order of how it is the variation they explain.

Table 4: Extraction Method Findings (PCA).

Communalities			Initial	Extraction
			1	
1	Strengthening my communication skills		1.000	.735
2	Considering as reward action		1.000	.901
3	Encouraging career development possibilities		1.000	.715
4	Energizing innovation attitude		1.000	.689
5	Encouraging teamwork and support		1.000	.765
6	Eliminating employee possibilities of conflict		1.000	.865
7	Unifying possibilities of organizational direction		1.000	.765
8	Increasing willingness to improve daily duties in the college		1.000	.608
9	Improving atmosphere of trust		1.000	.884
10	Deepening respect		1.000	.876
11	Improving family atmosphere among employees		1.000	.783
12	Enhancing employee relationships		1.000	.836
13	Strengthening organizational citizenship		1.000	.919
14	Parting of learning diverse rituals and customs		1.000	.842
15	Reflecting the quality of work-life		1.000	.838
16	Sports day is improving my motivation for work		1.000	.796

Table 5: Extracted Factors - Total Variance Explained.

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% Of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	8.962	56.012	56.012	8.962	56.012	56.012	4.952	30.947	30.947
2	1.503	9.392	65.404	1.503	9.392	65.404	3.591	22.446	53.393
3	1.292	8.075	73.479	1.292	8.075	73.479	2.339	14.620	68.013
4	1.062	6.640	80.119	1.062	6.640	80.119	1.937	12.106	80.119
5	.814	5.086	85.204						
6	.593	3.704	88.909						
7	.543	3.393	92.302						
8	.323	2.016	94.318						
9	.214	1.338	95.655						
10	.203	1.272	96.927						
11	.138	.861	97.789						
12	.119	.741	98.530						
13	.105	.653	99.184						
14	.067	.419	99.602						
15	.043	.270	99.872						
16	.020	.128	100.000						

Extraction Method: Principal Component Analysis.

Note: we consider the first three extracted factors which the cumulative border is 68.013.

The first component factor provides the highest eigenvalue equal to (30.947) from the total variance which explains (80.119). Hair et al (2012), Hair (2006) pointed out that the acceptable variance explained in factor analysis for a construct to be valid is sixty percent.

On the other hand, the following scree plot figure (1) is used to present the number of factors with an eigenvalue (≥ 1). The point where the slope of the curve is clearly leveling off (the elbow) indicates the number of factors that should be generated by the analysis.

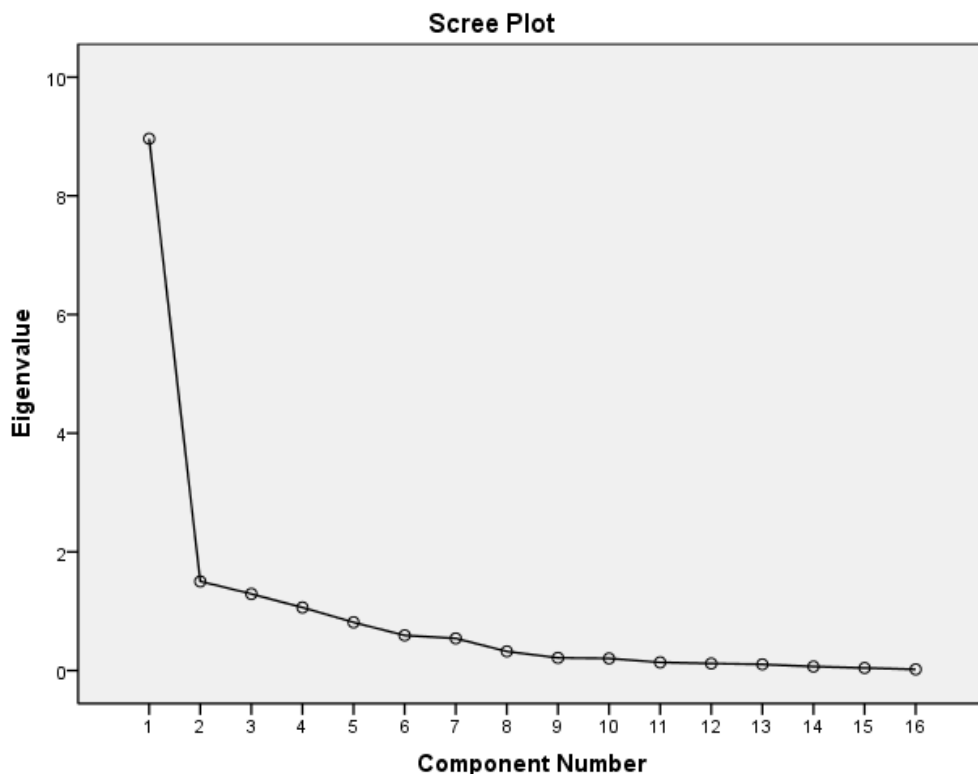


Fig.1: Scree Plot.

The four extracted factors have been listed in table (6) with the associated correlated components.

Table 6: Rotated Component Matrix.

No.	Variables	Correlated Components			
		Factor 1	Factor 2	Factor 3	Factor 4
1	Communication skills	.163	.643	.341	.424
2	Reward action	.190	.884	.190	.217
3	Encouraging career development	.526	.536	.206	.331
4	Innovative attitude	.468	.594	.278	.201
5	Eliminating employee conflict	.028	.272	.009	.831
6	Unifying organizational direction	.781	.494	.103	.010
7	Increasing willingness	.608	.321	.350	.412
8	Improving trustful atmosphere	.541	.482	.284	.050
9	Deepening respect	.854	.368	.046	.135
10	Improving family atmosphere	.736	.243	.102	.514
11	Employee relationships	.480	.715	-.025	.202
12	Quality of work life	.546	.146	.550	.463
13	Improving passion for daily work	.257	.099	.912	.109
14	Teamwork and support	.106	.540	.724	-.121
15	Organizational citizenship	.762	.272	.268	-.335
16	Accepting diverse rituals and customs	.816	.008	.331	.145

Extraction Method: Principal Component Analysis.
 Rotation Method: Varimax with Kaiser Normalization.
 a. Rotation converged in 10 iterations.

Through a systematic reading of the results displayed in the above table, the research has identified four main factors, as well as the variables that were underlined in the column of each factor. The correlation coefficients in the correlation matrix indicate which variable is most correlated with the

main factor.

The new main factor has been named in terms of compatibility between the logical parameters of the variables and the relevant vocabulary which meet the context of the variables set in table (7).

Table 7: Component Factors & Correlated Variables.

Factors	Correlated Variables	Correlated Components	% of Variance	Cumulative %
Factor One Tolerance	Unifying organization direction	.781	22.446	30.947
	Increasing willingness	.608		
	Improving trustful atmosphere	.541		
	Deepening respect	.854		
	Improving family atmosphere	.736		
	Organizational citizenship	.762		
	Accepting diverse rituals and customs	.816		
Factor Two Employees Rewarding System	Communication skills	.643	14.620	68.013
	Reward action	.884		
	Encouraging career development	.536		
	Innovative attitude	.594		
	Employee relationships	.715		
Factor Three Management Philosophy	Quality of work life	.550	12.106	80.119
	Improving passion for daily work	.912		
	Teamwork and support	.724		
Factor Four Cultural Harmony	Eliminating employee conflict	.831		

However, the four factors contributed to the interpretation of (80.119%) of ACD Weekly Sport Day phenomena and have a significant role in generating a happy atmosphere among the employees.

The content analysis of the statements which are used in the measurement tool generated a unique dimension namely "Tolerance". This contributed mainly (30.947) the second dimension provided (22.45%) influence which namely reflects the "Employees Rewarding System" among employees at ACD. The third factor provided (14.620) is

namely "Management Philosophy" and the fourth factor provided (12.106) which is namely "Cultural Harmony". Ultimately, the generated model has met the research expectations and the relevant answers to the research questions and hypotheses.

11 Conclusions and Recommendation

This research on such a weekly sports day phenomenon can find its theme adopted in other places specifically in public organizations to identify the validity of results and possible impact on productivity.

Based on the research results and its framework, we present the research findings and possible improvement areas as follows:

The research contributed to the promotion of the sport's conceptual framework for employee happiness.

The research has reinforced the employee's happiness through the Gate of Functional Harmony in accordance with unconventional work traditions, including the sports day activities at the American College in Dubai.

The research community, through its characteristics related to diversity, job location, gender, qualifications, expertise, specialties, etc., contributed to the disclosure of research results consistent with the research objectives, importance, and research issue.

The availability of research conditions has contributed to the use of the exploratory analysis method in order to provide an authentic contribution to the knowledge of the integration of sports activities in administrative activities and organizational behavior at the American College in Dubai.

The analysis revealed the production of four main factors and explained a significant proportion in the presence of the research phenomenon.

The allocation of variables is clustered logically and thematically under four main groups entitled: Tolerance, Employees Rewarding System, Management Philosophy, and Cultural Harmony.

The four factors have formed a new contribution to the management literature and measurement method.

The research extracted factors are form a robust theme for sustaining happiness outcomes by focusing on the content of every factor produced by this research.

The ACD is requested to extend the related policies to accommodate the research outcome as the main source of happiness and tolerance.

The research provides a general guide that will not only resolve certain issues but result in a beneficial outcome for the ACD and other organizations in both the public and private sectors.

The research team recommends applying the current research model as an original model born from the womb of the experience at the American College in Dubai.

Research findings are encouraging to recommend this model to be tested in other different organizations.

It would be worthwhile for all concerned management members to support such initiatives to shift from counting daily hours of work to observing average employee satisfaction.

Non-academic or even non-administrative activities would lead to the gathering of employees in an organization to practice hobbies at a specific and programmed time to achieve harmony and a spirit of tolerance and happiness among employees.

Sports habits are important as they influence employee performance so management must help in improving such habits of all organization populations.

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