

The Relationship between Participative Management and Job Attitudes of Employees of National Olympics and Paralympics Academy of Iran

Bitasadi Kenari (M.A)

University of Shomal-Iran

M. Karimi Alavijeh (M.A)

University of Tehran-Iran

Mehrzasd Hamidi (Ph.D)

Member, University of Tehran-Iran

S.N Sajjadi (Ph.D)

Member, University of Tehran-Iran

Abstract

The purpose of this study was to determine the relationship between participative management and job attitude of employees of NOPA in Iran. This research was a descriptive study. The statistical population of this research included all the 60 employees of National Olympics and Paralympics Academy (NOPA) chosen as the sample. In order to gather the data a researcher-administered questionnaire with participative management $\alpha = 0.90$, job satisfaction $\alpha = 0.88$, organizational commitment $\alpha = 0.84$ and job involvement $\alpha = 0.81$. Descriptive statistics was used to describe the researches data and after confirmation the normality of its distribution using the KS test, a parametric Pearson correlation test was used to determine the relationship between the variables. Eventually, considering the finding of the research the following results were shown: A significant relationship was found between participative management and job satisfaction ($p = 0.001$), participative management and affective commitment ($p = 0.016$), participative management and organizational commitment ($p = 0.031$), participative management and normative commitment ($p = 0.039$) and also the findings showed that there was no significant relationship between participative management and job involvement ($p = 0.118$) and between continuous commitment and participative management ($p = 0.99$).

Key words: Participative management, Job attitudes, Employees

Introduction

Due to fundamental changes have occurred in the organization and management theories, there should be measures and policies concerning the management to stick particular importance to motivate staff. No doubt, change management and leadership models geared for changes in human resources attitudes, motivation and reinforcement are established practices in human resources. In today's changing world, management has laid behind the traditional thinking about management and has entered in the arena filled up with the communications and information reflecting and contributing to human relations and human resources functions.

The dynamics and the ambiguity and complexity of today's organizations is accepted as unavoidable. In order to overcome the uncertainty, complexity and dynamic environment, the management is empowering and benefiting from the cooperation and participation of employees through the acquisition of knowledge and skills that quickly becomes obsolete. Among the factors that affect the very survival of organizations and organizations is human resources factor. In many developed countries, participative management is exercised in such a way employees of any organization share their opinions, thoughts, creativity in their entities. Participative management impact employee involvement and interaction between various elements and is very effective in removing bottlenecks and the evolution of organizations and is one of the most important and most complex human resource development medium.

Given the importance of physical education and sport in the country, we witness there are many shortcomings in the field of sport management and related physical education and sports. Today, different styles of management in organizations have emerged. However, we still notice sporting organizations are managed with past management style that is not responsive in the world today and, although improvements have been made in this area, this is not desirable. Perhaps this is one of the reasons for the unsatisfactory state of the sport in Iran. Given the fact that the linchpin of any organization is management activities related to sports and physical education and the tasks set for them are difficult and complex, hence adoption of efficient management practices to better use the human and material resources is necessary and important. Obviously, poor management practices and organizational structures and practices inappropriate to the environmental changes cause the failure of these organizations in achieving their basic objective. However, adopting appropriate participative management practices which are flexible and responsive to significant internal and external changes in organizations can help develop organizations.

A management style that can be a good way to meet these needs is participative management that will develop human resources through the decision-making process, and also will lead to improvements in human relations between management and staff and ultimately improve the effectiveness of the organization.

National Academy of Olympic has been established to encourage young people to stay healthy and helps promote cultural and scientific dynamism and participation in scientific and technical

achievements and provides facilities for athletes and coaches and managers and those involved in sports. Thus, national academy plays a significant role in the development of athletics and there is a need for research on participative management as an effective way to improve organizational performance.

Since the research conducted at the employee's behavior can be influenced by their attitudes, so awareness of employees' attitudes associated with the work and organization is a necessity for managers.

Organizational commitment determines three critical areas of feeling or behavior related to the individual working in the organization:

1. Belief in and acceptance of organizational goals and values
2. Willingness to undertake efforts to organizations
3. Willingness to join the organization

Skilled and efficient human resources are most expensive and most valuable asset in any given organization and are constantly evolving. Then, the research questions were:

What is the relationship between participative management and job attitudes of staff of the National Academy of Olympic and Paralympics Games?

What is the relationship between participative management and organizational commitment of staff of the National Academy of Olympic and Paralympics Games?

Methodology

It was a descriptive-correlation and applied research carried out as a field study. Our research tool was a reliable and valid questionnaire. The study population consisted of all 60 employees of the National Academy of Olympic and Paralympics Games and all were considered as our sample. The survey questionnaires were distributed among all the staff and were analyzed after the collection. Descriptive statistics - mean, standard deviation- and inferential statistics - Kolmogorov Smirnov and Pearson correlation coefficient to determine the relationship between variables -were used in this study. The correlation between variables of this study was to determine the relationship between the normality of data was confirmed by testing.

Research findings

Research findings were as follows:

There was a significant relationship between participative management and organizational commitment of employees of the National Academy of Olympic and Paralympics.

There was a significant relationship between participative management and job satisfaction among employees of the National Academy of Olympic and Paralympics.

There was no significant relationship between participative management and job involvement of staff of the National Academy of Olympic and Paralympics.

There was a significant relationship between participative management and emotional commitment of staff of the National Academy of the Olympic and Paralympics.

There was a significant relationship between participative management and normative commitment of staff of the National Academy of the Olympic and Paralympics.

There was no significant relationship between participative management and constant commitment of staff of the National Academy of the Olympic and Paralympics.

Table 1: Inferential statistics findings concerning research variables

Predictive Variable	The criterion	Error rate	Sig.	The correlation coefficient	Test Results
Participative management	Organizational commitment	0.05	0.031	0.279	H0 rejected
Participative management	Job Satisfaction	0.05	0.001	0.477	H0 rejected
Participative management	Job Involvement	0.05	0.118	0.204	H0 confirmed
Participative management	Emotional commitment	0.05	0.016	0.31	H0 rejected
Participative management	Normative commitment	0.05	0.39	0.268	H0 rejected
Participative management	Constant commitment	0.05	0.99	0.000	H0 confirmed

Conclusion

The purpose of this study was to determine the relationship between participative management and job attitude of employees of NOPA in Iran. This research was a descriptive study. The statistical population of this research included all the 60 employees of National Olympics and Paralympics Academy (NOPA) chosen as the sample. In order to gather the data a researcher-administered questionnaire with participative management $\alpha = 0.90$, job satisfaction $\alpha = 0.88$, organizational commitment $\alpha = 0.84$ and job involvement $\alpha = 0.81$. Descriptive statistics was used to describe the researches data and after confirmation the normality of its

distribution using the KS test, a parametric Pearson correlation test was used to determine the relationship between the variables. Eventually, the research findings showed that there was a positive and direct relationship between participative management and organizational commitment of employees in the organization, which means more participative management style will end up with more commitment of employees.

The findings of the study are consistent with those of Roehling (2000), Kan Shi (2007) and Mohapatra (2008) who noticed a significant relationship between participative management and organizational commitment in their studies.

Another finding of this study was that there was a direct and positive relationship between participative management and job satisfaction implying that more participative management style will result in higher job satisfaction. The value of this function is to give an identity to employees in the organization, therefore this variable is at the highest level among the variables considered in the research. Sense of justice in the organization has an impact on job satisfaction. A meta-analysis study consisting of 190 studies showed perceived organizational justice had a strong relationship with job satisfaction. Trainers exercising their participative management style were more satisfied, and the correlation between transformational management and job satisfaction was positive. Daniel Sucie in his study emphasized that supportive management style had a positive effect on subordinates' satisfaction. The studies' findings of Soonhee Kim (2002) and Anti Somech (2002), are consistent with the results of this study.

Other findings of this study were that there was no significant relationship between participative management and job involvement in the organization. Since, there is no specific salary qualification, experience has no effect on the wages and benefits and salaries are not paid on time in the organization, there are lower levels of job security of employees and, consequently, job attachment is at minimum.

Alan Siegel (1973) found out a significant relationship between job involvement and participation in decision making.

Another finding of this study was that there was a positive relationship between participative management and emotional commitment. In this regard, results of Brown (2003), and Meyer and colleagues' (2002) works are consistent with the results of this study.

Other findings of this study was that, there was a direct and positive relations between participative management and normative commitment-i-e- more participative management style will bring up higher normative commitment as shown by Brown (2003).

Other findings of this study was that there was no significant relationship between participative management and constant commitment as indicated by Meyer and colleagues (2002).

References

A.Amogaji (2002). Job involvement and organizational psychologia.vol, 10, No, 1:44-59 climate.

Achieta, Neila (1996). Participative management. Journal FR Quality & participation. Vol, 18. Issue 5.

Branch.M (2000). Participative management in a developing country. Vol: 6.pp :13-17.

Brewer, Ann.M (1996). Developing commitment between managers & employees. Journal of managerial psychology.vol: 11. No: 4.

Brown, Barbara.B (2003). Faculty of the Virginia polytechnic institute and state university Degree of Doctor of philosophy in human development.

Cohen-Charash, y & Spector, PE (2001). The role of justice in organizations: A meta-Analysis. Organizational behavior and human decision processes, 86: 278-321.

Dorman, C. and Zapf, D (2001). Job satisfaction a meta-analysis of stabilities. Journal of organizational behavior, 22:1-22.

Hirschfeld. R (2000). The role of transformational leadership in sales persons motivation and performance Illinois institute of technology. Dissertation PHD.

Kim, soonhee (2002). Participative management & job satisfaction: lesson for management leadership. Public Administration review.vol: 62, No: 2.

Knots, T (2000). Religion involvement and dispositional characteristics as predictors of work attitude and behaviors. DissertationPHD. Louisianatech university.

Meyer, JP & Herescovitch, I (2001). Commitment in the workplace, toward a general. Human resource management.

Mohaputra, M & Sharme.B (2008). Drivers of organizational commitment among managers of industrial organizational: A case study.

Roehling. M., Marcie. A., & Cavanaugh, LM (2000). The nature of the new employment relationship: a content analyze of the practitioner and academic literatures. Journal of human resource management.

Shi, kan., Huang.X. & Cheung.Yet lee (2006). The impact of participative leadership behavior on psychological empowerment and organization commitment in Chinese State-owned enterprises: the moderating role of organizational tenure. *Asia pacific journal of management*.

Siegel, A. & Ruh.RA (1973). Job involvement, participation in decision making, personal background and job behavior. *Journal of organization behavior and human performance*. Vol 9. pp :318-327.

Somech, Anti (2002). Explicating the complexity of participative management: an investing of multiple dimensions. *Journal of educational administration quarterly*.

Todd, S & Kent, A (2009). A social identity perspective on the job attitudes of employees in sport. *Management decision*. Vol, 47. No ,1:173-190.