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Identification of Organizational Factors Associated with IOC Employees Performance Based on Wise Board Model

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Abstract

Organizations for surviving and thriving in a competitive world are forced to focus a major part of their efforts on processes and functions that play a major role in improving their performance. Therefore , this study purpose was the Identification of organizational factors that are related to National Olympic Committee staff organizational performance .The present study was correlation and applied as well as field research . The statistical population were the National Olympic Committee staff (N = 107) .The method of sampling was all consideration and from 107 questionnaires distributed, 93 questionnaires were usable. The data collection tool for understanding organizational factors and organizational performance were ODQ c.Preziosi (1980), and Young (2004) questionnaires, respectively. The organization recognizing questionnaire consisted of 7 dimensions: goals, structure, communication, rewards, leadership, mechanisms and trends for changing. Its validity was confirmed by a group of professors. The reliability of measuring instrument was obtained using Cronbach's alpha for the organization recognizing questionnaire ($0.90 = \alpha$) and for the performance questionnaire ($0.78 = \alpha$) . For the data analysis ,the Kolmogorov Smirnov , Pearson and multiple linear regression tests was used. Results showed that there was a significant relationship between organizational factors mentioned in the wise board model and organizational performance ($0.736 = R$, $26.054 = F$, P <0.01). Also, the logistic regression analysis showed that useful mechanisms ($0.232 = \beta$), the

tendency to change (0.231 = β), reward (0.215 = β), and the mechanisms of leading (0.214 = β)were significant predictors for the organizational performance (P <0.05).The results suggest that organizational factors noted in Wise board model play a decisive role in NOC employees organizational performance

Key words: Recognition of Organization, Organizational Performance, Wise Board Model

Introduction

In the current system , improvement of individual and organizational performance is one of the major goals of any live and active organization . Because of the efficiency and effectiveness of optimal performance in the organization ,it always has been considered by managers and experts such that it has become an independent area of organizational studies and organizations for surviving and thriving in a competitive world are forced to focus a major part of their efforts on processes and functions that play a major role in improving their performance. Today, researchers count many factors for improving employee performance . Some of them include wages, self employment, promotion, leadership and supervision, relationships with colleagues, job security, organizational structure, physical conditions of work, personality factors, personal characteristics and equality. According to the Miles, in order for increasing organizational effectiveness ,the factors affecting organizational productivity such as focusing on goals, communication competencies, optimal power distribution, resources support, integrity and innovation, independence and compatibility with the environment and creating a structure for removing happened problems should be studied. Areas of organizational studies Include a detailed investigation and study of the organization as a whole (system approach) or review of the subject and factors affecting the organization individually. In the overall review of the organization, at first ;the factors that are associated with the organization performance and productivity are identified, then each of the factors is reviewed thematically and carefully. Anderson suggests that for the study of the organization, mental models should not be used. Because the researcher's perceptions direct the study process and influence his actions and influence the generalization of project outcomes. Therefore, researchers and scholars have introduced models for recognition of the organization; In this models, the organizations are discussed and evaluated from various perspectives. In this study, the six parts Wise Board model, of the common models of research, was selected as the conceptual model of research. This model contains six variables including the goal (strategy), structure, communication, rewards, leadership and helpful mechanisms and is based on an environment that the organization is active there and leads the organization toward tendency to change and excellence. This model reflects a systematic attitude for analyzing relationships between variables that affect managing of the organization. George (1969) during the study, "Organizational factors and individual performance, a longitudinal study," said that there was a

relationship between organizational factors such as participation in the work, work goals, the diversity of activities and procedures, communication with partners and the rights and rewards associated with the performance of individual employees. Karen (2004) showed that there was a relationship between environmental changes and management features, and organizational performance in the American Hospital Association. Peterson (2004) argues that management skills have improved performance and help the organizations to achieve their goals. Chand and colleagues (2007) in their investigation pointed to the relationship between reward and useful mechanisms and organizational performance. Trevor (2010) in his research indicated that there was a significant relationship between organizational structure and objectives with the organizational performance. Nikookar and colleagues (2008) in his article with using the Wise board patterns in the National Carpet Center of Iran, identified the factors affecting the performance of this center in carpet export.

According to their findings, there was a relationship between the components in this model with the center performance . Also koozechian and colleagues (1389) showed that there is a relationship between beneficial mechanisms and leadership with the effectiveness in the Physical Education Organization . Sports organizations are not exempt from change in the environment and they should always look for the best performance.

To achieve this goal, committee staff should have an acceptable performance, focus on their duties, and finally causes the success and improvement of the overall performance of the committee. Therefore it is necessary that National Olympic Committee for promoting its position and being successful in its mission through the identification of factors affecting performance to take effective steps for improving the overall performance of the organization in order to achieve its organizational objectives. According to Robbins, to improve organizational performance ,attention should be paid to the factors affecting its performance. In other words, the identification of organization based on the principles and standards leads to detecting things that should be a priority for improving organizational performance. Therefore, in the present study ,the Identification of organizational factors associated with IOC organizational performance based on Wiseboard model has been investigated.

Methodology

The present study is correlation ,applied and field study. The statistical population of the National Olympic Committee staff research were (N = 107) .The method of sampling were all consideration and from 107 questionnaires distributed, 93 questionnaires were usable. The data collection tool for understanding organizational factors and organizational performance were ODQ [C].Preziosi (1980), and Young (2004) questionnaires, respectively. The organization

recognizing questionnaire consisted of 7 dimensions: goals, structure, communication, rewards, leadership, mechanisms and trends for changing. Its validity was confirmed by a group of professors. The reliability of measuring instrument were obtained by using Cronbach's alpha for the organization recognizing questionnaire ($0.90 = \alpha$) and for the performance questionnaire ($0.78 = \alpha$) . For the data analysis ,the Kolmogorov Smirnov , Pearson and multiple linear regression tests were used.

Results

According to the descriptive findings, 54.8% of those who participated in this study were male and 45.2% were female, also 22.6% were high school graduates and less, 15% had an associate degree, 39.8% had a bachelor's degree, and 22.6% had a postgraduate education and higher. Employment status of respondents (72%) was contractual. The research findings showed that 50.5% of respondents 1 to 10 years, 36.6% have a history of 11 to 20 years and 12.9% were over 21 years serving in National Olympic Committee. 22% had a history of sports management and 12% had a history of athletics.

Table 1:Organizational performance means

Total Organizational factors	Tendency to change	Useful Mechanisms	Leadership	Rewarding	Organizational Communications	Organizational Structure	Organizational Goals	Variables
3.35	3.37	3.30	3.38	2.95	3.52	3.35	3.62	Mean
0.56	0.46	0.58	0.60	0.67	0.55	0.59	0.47	S.D

Table 2: Organizational performance mean in IOC in Iran

S.D	Mean	Variable
0.50	3.23	Organizational performance

Table 3: Pearson correlation test results between variables

Useful Mechanisms	Tendency to change	Organizational Communications	Rewarding	Leadership	Organizational Structure	Organizational Goals	Predictors / Criterion
0.62	0.59	0.53	0.60	0.63	0.53	0.44	Performance

Also regression test results can be seen in Table 4.To predict organizational performance based on the factors in the Wise board model, stepwise multiple linear regression was used.

Table 4: Regression test results for variables in IOC in Iran

Sig	F	Adjust R2	R	Factors
0.001	26.054	0.521	0.736	Factors in the model

Results of stepwise regression analysis can be seen in Table 5.

Table 5: Results of stepwise regression analysis

P	t	Standardized Ratio	b	Predictor
0.026	2.257	-	0.639	Fixed ratio
0.035	2.143	0.232	0.2	Useful mechanisms
0.018	2.415	0.231	0.252	Tendency to change
0.030	2.203	0.215	0.162	Rewarding
0.048	2.021	0.214	0.185	Leadership

Discussion and Conclusion

According to research findings, the means of organizational factors of research conceptual model were 3.53 and the means obtained for organizational performance were 3.23 indicating that values were higher than hypothetical means. Although these values are higher than the hypothetical means ,they still are close to the means and this shows its necessity.

Pearson correlation test results showed that there was a direct and significant relationship between all components mentioned in the Wise board model with the organizational performance . The results of these research is consistent with findings of Nikookar (1388) who believes that organizational factors mentioned in this model is effective for developing and promoting employee performance. Also these findings are consistent with George (1969) result; During his research he concluded that there was a relationship between organizational factors of participation in the work, work goals, the diversity of activities and procedures, communication with coworkers and the rights and rewards, with the performance of individual employees. Accordingly, all aspects mentioned in the research were related with the performance of staff and identified as the factors affecting the performance , therefore it should always be considered by the authorities. The stepwise linear regression analysis showed that useful mechanisms (0.232 = β) were significant predictors for improving the employee performance. Also the trend for changing is influenced by competitive environment (0.231 = β), the reward - giving (0.215 = β) and the mechanisms related to leadership (0.214 = β) are other

meaningful predictors for NOC staffs organizational performance. These results are consistent with Nikookar (1388), Koozechian (1389), George (1969), Karen (2004), Peterson (2004), Chand (2007) and Tryvr (2010) findings.

Chand and colleagues (2007) studied "The impact of human resource management methods on organizational performance in the hotel industry in India". According to the their findings for enhancing staffs performance, besides determining long-term goals ,one should adopt a mechanism that employees can easily and enthusiastically do their tasks. They also mentioned the influence of financial and non -financial rewards such as promotion of position, and time off ... in motivating for enhancing staff's performance. Koozechian and colleagues (2009) refer to the relationship between beneficial mechanisms and leadership with the organizational performance in the physical education.

Karen and colleagues (2004) in their research studied ' the interrelationships for understanding variable environment, strategic response, managerial characteristics and organizational performance 'in Hospital Association of America . They showed that organizational performance was related with environmental changes and management mode of hospitals. Also, George (1969) refers to the relationship between organizational factors of participation in the work, business objectives, Variety of activities and procedures , relationship with colleagues ,and staff rights and rewards with the individuals performance.

The findings of research on regression analysis showed that the beneficial mechanisms, the trend for evolution influenced by the competitive environment, rewards and leadership respectively are significant predictors for performance of committee staffs. This means that in addition to the importance of individual cases mentioned in model used, authorities for enhancing the performance of employees should pay more attention to these issues.

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