

The Relationship Between Job Satisfaction And Organizational Excellence In Sport Organizations

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Abstract

The main purpose of the study was to determine the relationship between job satisfaction and organizational excellence in physical education (P.E.) general offices of Iran's provinces. A survey that contains European Foundation for Quality Management (EFQM) criteria and Oldham & Huckman's (1975) job satisfaction questionnaire are applied to P.E. general offices of Iran's provinces (ten provinces selected by classified random manner). Validity of the questionnaires verified by the experts and their reliability also calculated in a pilot study ($\alpha=0.928$ and $\alpha=0.83$ respectively for EFQM and job satisfaction questionnaires). 550 questionnaires distributed among the staff however, 337 questionnaires were returned and included in statistical analyze. The results showed significant relationship between job satisfaction and all EFQM excellence model criteria ($p<0.05$). About job satisfaction, there was no significant difference in between the ten selected organizations. However, a significant difference observed between selected provinces' organizational excellence ($p<0.05$). The relationship between job satisfaction and organizational excellence shows that organizations (specially sport organizations) that are going to implementing organizational excellence model such as EFQM, should be aware of job satisfaction which has a supporting role for the successful implementation. Furthermore, it seems that similar employment rules were the reason for non-significant differences among the selected organizations' job satisfaction. On the other hand, it seems that numerous factors affecting EFQM criteria can induce significant differences in the organizational excellence scores of these organizations.

Keywords: Sports Organization, Job Satisfaction, Organizational Excellence

Introduction

Nowadays, concepts such as quality, continuous improvement and organizational excellence models considered as the most important factors in organizations. Excellence models help organizations to compare their present and desired situations, recognize these differences and then to go to execute corrective modifications (Adalat, 2007). European Foundation for Quality Management (EFQM) model is one of these excellence models that numerous organizations in the world, especially in Europe, use it for managing their business (Sokaki, 2007).

With regard to the studies in the context of EFQM and physical education (P. E.), Talebpour (2006) introduced the EFQM as the best model for evaluation of Iranian colleges' sport programs. In UK Quality scheme for Sport and Leisure, a first attempt has been made to adjust the EFQM Excellence Model for a relevant application in the sport and leisure sector (Knop et al., 2004). Using this model, Dehnavieh (2008) recognized weakness and strength points of an Iranian hospital. Zanganeh (2009) concluded that football clubs' rank in organizational excellence model is positively related with their success in the football league. Knop, Hoecke and Bosscher (2004) reported that EFQM excellence model can be a useful tool for the organizations' growth and enhance their competitive power. Similarly, Conti (2007) introduced EFQM as an appropriate model for organizations' self-assessment and comparing by the others.

EFQM organizational excellence model is a systematic framework for evaluating of organizations performance in two domains (enablers and results). Recognizing weakness and strength points and also improvable points of organization could be the outcomes of such Evaluation model. Furthermore, this model also recommends a list of ranked programs to achieve the better performance (EFQM, 2002). The EFQM model is consisted of five enabler criteria including leadership, policy and strategy, people management, resources & partnerships and processes. The enablers reflect an organization's elements and their interactions. It is also includes on four result criteria including customer, people, society and also key performance results. The Results domain reflects the organizational performance and introduces desirable outcomes induced by the enabler domain. In the EFQM model all criteria have 1000 scores (500 for each domain) which is shown in figure 1 (EFQM, 1999).

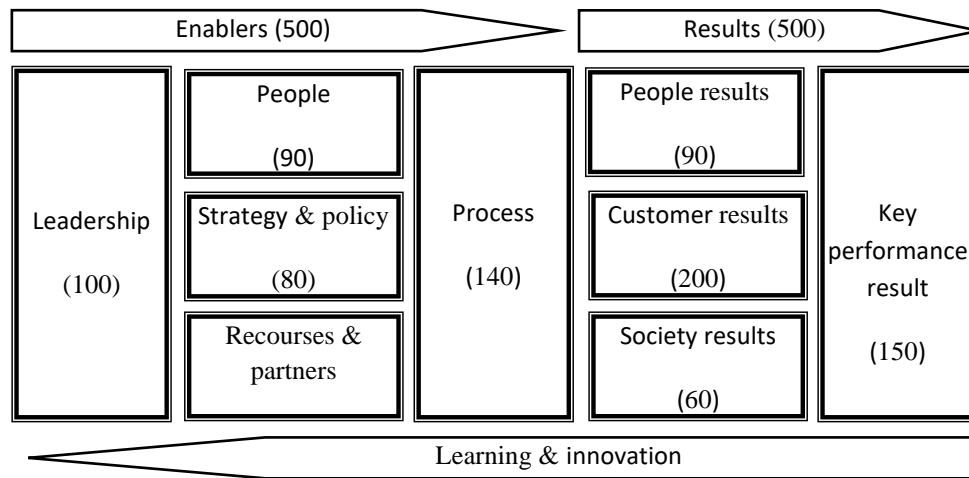


Figure1: EFQM organizational excellence model criteria and their scores (Amiran, 2005)

A lot of factors such as, employees, customers, beneficiaries & stockholders, government, society, environment, competitors etc can affect organizations' excellence. paying attention to minimum level of these factors and their balanced implementation is necessary for organizations' excellence movement (Amiri, 2006). Tutuncu & Kucukusta (2007) and Adalat Khan (2004) demonstrated that employees' organizational commitment is one of the affecting factors on excellence too. Furthermore, Tutuncu & Dogan (2005) concluded that job satisfaction and organizational excellence in the industrial domain are related together. Castka, Bamber & Sharp (2003) concluded that teamwork is an essential enabler for many of organizations. Khodadad (2007), investigating organizational excellence of Iranian physical education colleges, concluded that deans' leadership style have a tight relationship with some of EFQM's criteria. Information technology, as an enabler, plays a supportive role for implementing of excellence model (Esmaeeli, 2006). Although, a lot of studies was done on EFQM excellence model and job satisfaction separately, but researches investigating the relationships between these two variables are limited and there are few evidences in this field (especially in sport organizations).

Considering a short body of knowledge regarded to organizational excellence and job satisfaction, especially in sport context, our aim was to answer this question that if there is any relationship between organizational excellence and job satisfaction in physical education (P. E.) general offices of Iran's provinces?

Method

337 clerks from P. E. general offices of Iran's provinces (n=10) filled the EFQM and Oldham & Huckman's (1975) job satisfaction questionnaires. The EFQM questionnaire is consisted of 50-item four-point likert-type rating scale (very low=0, low=33, high=67 and very high=100) and

measures nine excellence criteria. This tool was introduced by European Foundation for Quality Management in 1988 and was translated/edited by Institute for Productivity and Human Resources Development, in 2004, in order to using by Iranian organizations. Oldham & Huckman's (1975) job satisfaction questionnaire is consists of 2-item five-point liket-type rating scale too, (strongly disagree=0 to strongly agree=5). The validity of the questionnaires verified by the experts and the reliability also calculated in a pilot study ($r=0.928$ and $r=0.83$ respectively for the EFQM and job satisfaction questionnaires). After assuring normal data distribution using Kolmogorov-Smirnov (K-S) test, Pearson and Spearman tests were used to analyze the data at 0.05 significant levels.

Results

Based on the results, there is a positive correlation between job satisfaction and EFQM business excellence model ($r=0.432$ and $p=0.001$). Similarly, positive correlation was observed between job satisfaction with Enablers and results domains of the EFQM model (table1).

Table 1: relationships between job satisfaction and enables, results and EFQM *

		Enablers	results	EFQM
Job satisfaction	R sig	0.412 0.001*	0.420 0.001*	0.432 0.001*

*: All correlations are significant in $\alpha \leq 0.01$

According to the information in table 2, positive moderate correlation was observed between job satisfaction and all EFQM model criteria. The key performance results and resources & partners criteria had respectively strongest ($r=0.412$) and weakest (0.312) correlations with job satisfaction. A strong positive correlation has obtained in examining the relationship between enablers and results of the physical education departments' excellence model (table3).

Table 2: relationships between job satisfaction and EFQM criteria *

		Leadership	Strategy and policy	People	Resources and partnership	Process	Customer results	People results	Society results	Key performance results
Job satisfaction	R sig	0.368 0.001*	0.339 0.001*	0.361 0.001*	0.312 0.001*	0.370 0.001*	0.376 0.001*	0.321 0.001*	0.369 0.001*	0.412 0.001*

*: All correlations are significant in $\alpha \leq 0.01$

Table 3: the relationship between EFQM’s enablers and results

		Enablers
results	R sig	0.864 0.001 *

*: Correlation is significant in $\alpha \leq 0.01$

Discussion And Conclusions

The results showed there is a moderate relationship between job satisfaction and EFQM. This result is similar to Totuncu (2005). This author found a strong relationship between job satisfaction and business excellence and concludes that organizations that implement business excellence models should be aware of job satisfaction which has a supporting role for the successful implementation (Totuncu, 2005).

According to the positive relationship observed in between job satisfaction with all organizational excellence factors, it seems that the higher satisfaction level would be provided excellence model implementation in Iran’s PEGOs and it would be of note for General directors who going toward excellence implementation in their office.

The relationship in between the enablers and results of excellence model in Iran’s PEGOs, implies that improving the enablers in PEGO’s, we can earn much better results in the results domain in these offices. This finding is in line with the results of Khodadad (2005); Zangeneh et al. (2008); Roza & Amara (2005). Similarly, karlos et al. (2005) have reported that the enablers in EFQM model have a strong relationship with the result domain and with developing the enablers, this relation can reach its own peak values and therefore lead to increase the usefulness of EFQM implementation.

Consequently, by appropriate management with regard to the organization excellence enablers, the better results provided by these models’ implementation can accessible. Therefore it can be proposed that the sport directors and other responsible authorities’ focus their special attention toward the enabler criteria within EFQM model for better results can be achieved.

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