



AENSI Journals

Journal of Applied Science and Agriculture

ISSN 1816-9112

Journal home page: www.aensiweb.com/jasa/index.html

The Relation between Partnership Management and Different Job Theories about Personnel of Yazd Sport and Youth Administration

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ARTICLE INFO

Article history:

Received 15 November 2013

Received in revised form 16

December 2013

Accepted 20 December 2013

Available online 1 March 2014

Keywords:

Job Attachment, Job Satisfaction

Passionate Commitment

Pledged To Continuously

Normative Commitment.

ABSTRACT

The purpose of this research was to determine the relation between participatory management and job attitudes of Staffs of Sports and Youth Organization. The research is descriptive and with regard to the relation between variables is correlative and practical. Field study and questionnaire were instruments of this research. The society was the staff of the above mentioned organization in which 77 of them were selected as the sample. The results are expressed in two parts of descriptive and statistical. In the first part, the findings related to demographic such as sex, marital status, age, education, major and employment were described and in the second part, research hypotheses are evaluated. The results show that 48.05 percent of staffs have high partnership. Moreover, the components of organizational commitment (emotional commitment, continuous commitment and normative commitment) have been quite high. Organizational commitment in the mentioned organization showed that the number of staffs, job interest and job satisfaction have been high and subsequently the highest was that of job interest and the lowest was that of normative commitment. Thus, the extents of staffs' job attitude in Sports and Youth Organization have been appropriate.

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To Cite This Article: Mahdi KazemiBahabadi, Mahmoud Sheikh, ValiNowzari., The Relation Between Partnership Management and Different Job Theories about Personnel of Yazd Sport and Youth Administration. *J. Appl. Sci. & Agric.*, 9(3): 1346-1350, 2014

INTRODUCTION

Given the changes made in the theories of organization and management, the adoption of some policies and measures is of significance in order to motivate the staff (Esmaili and Zamani, 2003). Unquestionably, a change in the management and leadership models based on changes in human attitudes is one of the ways used to create and reinforce incentives in human resources of organizations. One of the factors affecting the survival of organizations that is taken into account always by authorities and managers is the human resources factors (Hashemi, 1999). The study of the development of industrial societies indicates that the skilled and trained human resources play an undeniable role in the transition from traditional societies to industrial societies to the extent that human resources have been considered as the most important factor of the development of communities and organizations (Hashemi, 1999). Employees' involvement due to the influence and the interactive relationships between multiple factors is extremely effective in the elimination of challenges facing the organizational development. It is also considered as one of the requirements of the human resources development and, at the same time, as the index of development as well. Nowadays, many advanced countries use participatory management in order to survive and make progress so that such management is considered as the topical management. (Anthony, 2002) Employees in any organizations are considered as the most valuable asset as they have different opinions, thoughts, and creativities so it can be said that one of the management types that can give identity to this valuable capital appropriate to its characteristics and spirits is the participatory management (Shariatmadari, 2007). Participatory management system is a response to the needs of today's workforce, global competitiveness, efficiency which combines the employees' specialized needs with organizational goals to achieve ultimate quality and global competitiveness. (Knoop, 1995) Participative management refers to the engagement of employees of different organizational hierarchy in the process of explaining problems, analyzing situations, and finding solution to problems so that employees have a considerable decision making power and consult with their supervisors and superiors. Given that management is considered as the main element of any organization and activities done in the field of physical education, the obligations to be performed by the management are difficult and complex. (Asefi, 2008) The management of

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sports and sports organizations is of special significance since poor management practices and lack of conformity between this practice and the organizational structures and environmental changes leads to the failure of organizations in achieving their main objectives (Rice, 1953). However, the adoption of appropriate management practices that could flexibly respond to important internal and external changes in organizations would pave the way for the growth of organizations and thus the prosperity of sports throughout the country.(Mohaputra, 2008) One of the management styles that can contribute to the growth and the management of organizations is participatory management. The present study focuses mostly on two important factors that are job satisfaction and organizational commitment (Asefi, 2008). General Department of Youths and Sports was established with the aim of training young people and encouraging them to stay healthy, promote the cultural level and academic dynamicity, cooperate in human scientific and technical achievements, and to provide appropriate facilities for trainers, managers, champions, and practitioners in the field of sports. Therefore, since research has emphasized the necessity of participatory management as an efficient tool to enhance the performance and the important role of occupational attitudes within the organization and consequently as the General Department of Youths and Sports plays a significant role in the development of the championship sports, the present study attempts to take a small step for the optimal achievement of the objectives of this department (Researcher, 2012-2013).

Research Methodology:

The present study is a descriptive-correlation research concerning the relationships between variables and is an applied research with regard to the objectives it follows. The research design is of the type employed in field studies. Besides, the instruments used to collect the data were a number of questionnaires with an acceptable level of reliability and validity. Since the sample under study closely matched the research population there was no need to use sampling techniques and the population and the sample were the same. Accordingly the sample included all 77 employees working in different branches and centers of the General Department of Youths and Sports in Yazd Province. To collect the data the questionnaires was distributed among all participants and were collected after being filled in. then the collected data were analyzed. In order to determine the distribution of each variable in the organization under study the mean 3 obtained through a Likert type scale was used. This mean was obtained by adding up items: *very low*, *low*, *average*, *high*, and *very high* with numerical values of 1, 2, 3, 4, and 5, respectively whose mean is equal to 3. Besides, inferential statistics were also employed in the present study to examine the relationships between variables. To do so, the normality of the data was examined by Kolmogorov–Smirnov test. Then the parametric Pearson correlation test was used to determine the relationships between the variables. In addition all statistical operations were performed using software EXVLE and SPSS (Version19).

Results of the study:

This section presents the frequency of demographic variables such as gender, marital status, age, educational level, profession and ... using tables and graphs.

Table 1: Frequency of respondents' gender.

Gender	Frequency	%	Cumulative percentage
Male	54	70.1	70.1
Female	23	29.9	100.0
Total	77	100	

As the above table shows, 54 respondents were male and 23 are female.

Table 2: Descriptive statistics of the respondents' marital status.

Marital status	Frequency	%	Cumulative percentage
Single	15.6	15.6	12
Married	100.0	84.4	65
Total		100.0	77

As the above table shows, 12 respondents were single and 65 are married.

Table 3: Descriptive statistics of the respondents' age.

Age groups	Frequency	%	Cumulative percentage
20-30	26	33.8	33.8
31-40	34	44.2	77.9
41-50	13	16.9	94.8
51-60	3	3.9	98.7
60 and higher	1	1.3	100.0
Total	77	100.0	

As seen in the above table, the respondents' age varies from 20 to 40, of whom 26 persons were 20-30 years old and 34 persons were 30-40 years old.

Table 4: Respondents' occupational status.

Occupational status	Frequency	%	Cumulative percentage
Contractual	31	40.3	40.3
Part-time	17	22.1	62.3
Unofficial	7	9.1	71.4
Official	22	28.6	100.0
Total	77	100.0	

The table above shows the participants' occupational positions. As it can be seen, 31 persons were contractual employees, 17 were part-time, 7 persons were unofficial employees, and 22 ones were official employees.

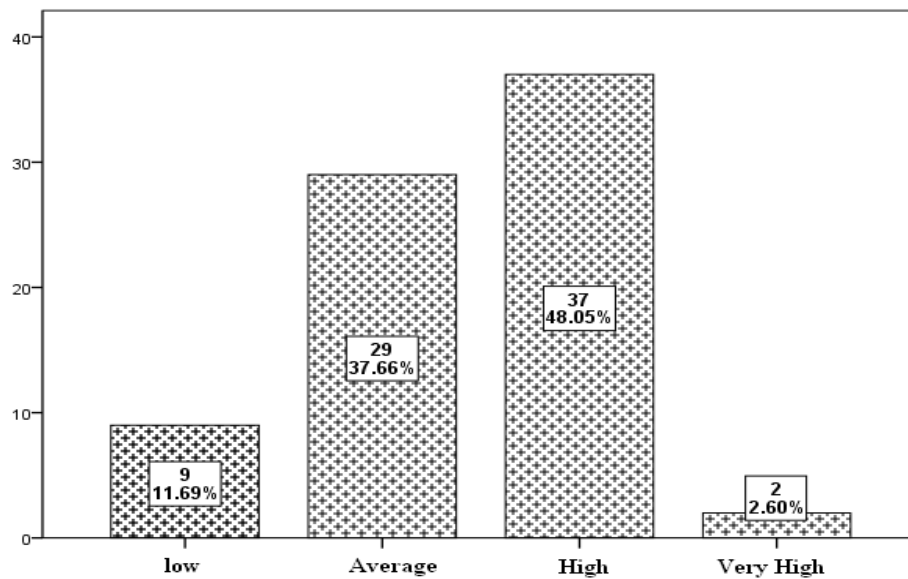


Fig. 1: Participatory management.

As shown in the above figure, 11.69% of the participants chose low participatory management, 37.66% selected average participatory management, 48.05% opted for high participatory management, and 2.60% preferred very high participatory management.

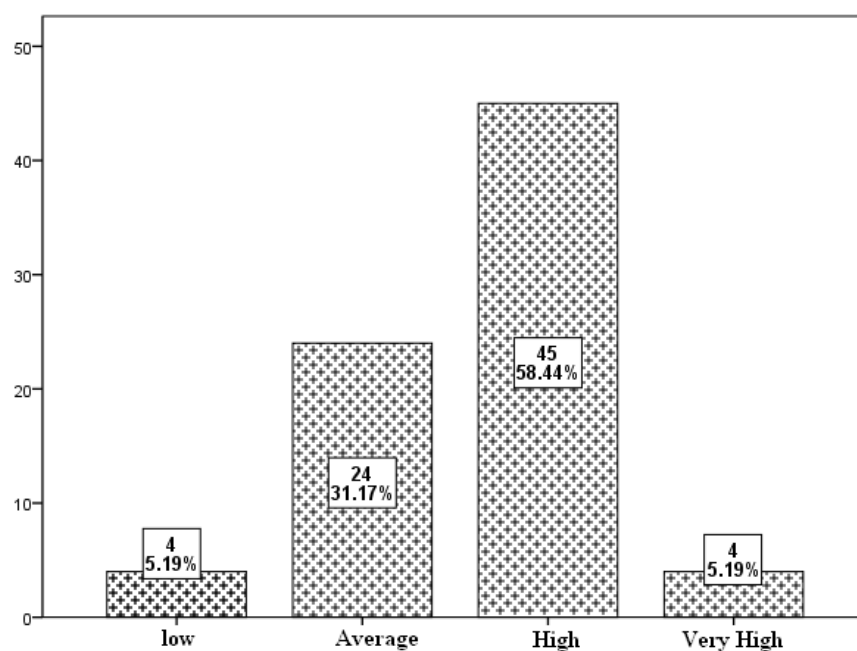


Fig. 2: Organizational commitment.

As shown in the above figure, 5.19% of the participants chose low organizational commitment, 31.17% selected average organizational commitment, 58.48% opted for high organizational commitment, and 5.19% preferred very high organizational commitment.

Table 5: Correlation between corporate management and organizational commitment.

		Participatory management	Organizational commitment
Participatory management	Pearson correlation	1	0.349
	Significance level		0.002
	Sum of intersecting coefficients	32.374	10.521
	Covariance	0.426	0.138
	Frequency	77	77
Organizational commitment	Pearson correlation	0.349	1
	Significance level	0.002	
	Sum of intersecting coefficients	10.521	28.114
	Covariance	0.138	0.370
	Frequency	77	77

According to the above table, the Pearson correlation test examines the null hypothesis i.e. the inexistence of a significant relationships between variables ($H_0: \rho = 0$) and the alternative hypothesis that confirms the existence of a significant correlation ($H_0: \rho = 1$). Given that the value of the significance level of the test ($P < 0.05$), the null hypothesis is rejected; showing that there exists a significant relationships between the variables in question. Besides, as the value of the coefficient is positive, this relationship is direct and equal to 0.349. As a result, there is a significant relationship between participatory management and organizational commitment with a value of 35% and the two variables affect each other.

RESULTS AND DISCUSSION

The findings of the study suggested that there is a positive and direct relationship between participatory management and employees' organizational commitment in the organization under study. In other words, if the participatory management style is performed more intensely it will improve the employees' organizational commitment. As mentioned in the theoretical framework, when employees get involved in setting goals, they will choose more difficult and higher goals than what is imposed by the management on them. Accordingly, the employees will accept them more easily as they themselves are involved in choosing these goals and they will be more commitment towards the achievement of such goals.

ACKNOWLEDGMENT

This article is extracted from my thesis under the title of "The Relation between partnership management and different job theories about personnel of yazd sport and youth administration ". Hereby, I extend my sincere appreciation to Islamic Azad university of Arsanjan for the efforts and supports they provided to me.

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