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**ATTITUDES OF TEACHERS OF PHYSICAL EDUCATION ABOUT THE
INSTITUTIONALIZATION OF PARTICIPATORY MANAGEMENT STYLE IN
CHABAHAR**

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ABSTRACT

The purpose of this study was to evaluate the attitudes of teachers of physical education about institutionalization of participatory management style in Chabahar. According to the present study population consisted of all high school teachers of physical education in the second term of the academic year 93-94 in Chabahar. Which is equal to 130, from population sample of 130 Cochran formula was determined that the final sample was selected using multi-stage cluster, 127 of perfect questionnaires were returned, For physical education teachers' attitudes towards participative management style, researcher made questionnaire of 16 questions was applied. The method of analysis was content validity and for the reliability Cronbach's alpha coefficient is used, which is equal to 0.814. For analysis of the data, a single sample student t-test was used. The results showed that school PE teacher' attitudes of Chabahar city about institutionalizing participatory management style is in good condition. Also PE teacher of the second year agree to participate in goal setting, decision making, and problem solving.

Keywords: Physical Education, Teachers, Participatory management, Decision Making, Goal Setting, Problem Solving, Change

INTRODUCTION

Nowadays scholars of management with respect to continuous changes and transformations that organizations face, it concluded that the most important competitive advantage in organizations is human resources. The better the roles assigned to them and even learn the duties of the role of human resources; is a serious concern of management organization (Majidi, 2009). Primary goal of management is to achieve healthy human relationships. Healthy relationships and human relationships are relationships that need to be open, to be efficient and effective. Healthy human relations in the work place lead to increasing the sense of ownership, a happy and joyful. This factor makes the worker belongs to employees and their responsibility. Generally it can be in a room with normal human relations and simply achieve to another organizational objectives (Niaz Azari *et al*, 2010). Rapid population growth, increasing demand for educational services, the complexity and multiplicity of decisions of education and its importance to the people and limited resources, Management seeking participation and involvement in the management of human resources are important (Sadeghi, Hadad, 2011).

Following the spread of the human relations and the development of theory and contingency system, finally "participation" as one of the dominant thinking in the management and organization as an effective and appropriate means of motivating individuals and combining insight and assessment of staff, find a special place in management and In the design and management of new ideas (Hosseini, 2008). Participative management is employee participation in the management of specific tasks, including planning, organization, coordination, leadership, and control and monitoring. Planning is in the priority of management task, and it is the essence of planning. So the most original and the most real participation is the influence in decision-making of an organization (Ismaili and Farmani, 2002). Abbasi (2005) believes that if participative management system and its constituent are successful, the benefits and consequences would be such as improving relationships between management and employees, strengthen the motivation of employees, improve workflow in the organization, creativity and innovation, increased sense of organization and staff to coordinate the objectives of the organization and will ultimately increase customer

satisfaction. Review of past research shows that participatory management style and the performance and effectiveness of participative management, are strong positive (Nejat Sangdehi, 2007). Also Research on the Factors Influencing the participative management, organizational factors, employees and the environment have been introduced. Research on the relationship between creativity and participatory management of teachers was conducted; the results show that there is a relationship between participative management and creativity. So with regard to the impact on the efficiency and effectiveness of collaborative management as well as job satisfaction and creativity, we conclude that its application in managing the organization and achieving the higher goals of the organization will lead to success (Sadeghi Haddad, 2011). Henry Farahani and Asfydany (2013), reported there was a significant negative correlation between the use of collaborative management among staff and youth sports departments of the province and their resistance to change. By examining the relationship between participation and resistance to structural changes and technological education and a significant inverse correlation between the two variables were proved. Findings Abel *et al.*, (2014) also suggests that there is a

positive relationship between organizational participation and staff morale also there is a positive relationship between organizational participation and self-organization staff. Rushnavand and Khoshbakhti (2014), also reported that there is a significant reverse between resistance to change and involvement all three dimensions and three dimensions related with job burnout. Also means different variables in the three provinces of Khorasan, North and South was significant. Sarmasjedi Mohammadi (2011), in the attitudes of female physical education teachers and administrators about the institutionalization of participatory management style in schools in Tehran, found that there is no significant difference between Physical education teachers and administrators attitude towards the implementation of participative management practices in schools, And there is no significant correlation between individual factors, organizational, managerial, environmental and participative management style and attitude of staff. From the standpoint of physical education teachers and administrators, focus and strengthen each factor leading to the implementation of participatory management style and to create a positive attitude in this manner in schools. Other research is also discussed the importance of participatory management in

schools and among teachers, Sadeghi Haddad (2011), in examining the obstacles to the development of collaborative management of secondary schools in Isfahan, From the perspective of managers and teachers concluded that management agents, employees and corporate environmental management in schools are more than average And there is no significant difference between teachers' views on the age, e-business, profession, education level and work experience. Amirtash, Mozaffari and Adely far (2010), in examining the relationship between participative management (emphasis on the proposals) and the effectiveness of female physical education teachers in a number of areas of Tehran, reported that, there is a positive relationship between Participative management and organizational commitment to physical education teachers. There is a negative relationship between Participative management and Negative resistance of physical education teachers. There is a positive relationship between physical education teacher's Participative management and work motivation. There is a positive relationship between Participatory management and job satisfaction of physical education teachers. Puranvary and malekiavarseen (2008), is also reported that there is a significant relationship between

participation of teachers in decision-making and functional manager, the stability of teachers, school performance, teachers' motivation and satisfaction. Zare (2008), found that there is a significant relationship between dimensions of participative management (leadership, structure and control) and creativity, Asefi (2008), in the study of participatory management and resistance to change in the physical education office of the Physical Education Department of Education found that there is a negative and significant correlation Between participatory management and resistance to changes in both of the organizations. Also it has been observed that there is a reverse and negative correlation between participation in planning and goal setting, decision making and problem solving participation, control and monitoring of participation and participation in running the resistance to change. In addition, there is a significant difference based on the results between participatory management in the Department of Physical Education and Sport Ministry of Education. Results of Kim (2014) showed that there is a significant relationship between corporate management and strategic planning with job satisfaction and through employee participation in planning; staff find more accurate understanding of their targets and

from level of conflict and role ambiguity during implementing strategic programs decreases. Abrin (2012), in his article entitled "The key to the successful partnership," said that Participation and involvement of front-line staff in the organization, is a key role in ensuring the acceptance of change and the creation of conditions for effective cooperation of employees in the organization. With regard to the implications and impact on the various aspects of corporate management training So far, research on participatory management and physical education in schools has not been done. Thus this research and discussion With regard to the importance of physical education and participative management given the track record of collaborative research in the field of management and administration in accordance with law schools and its emphasis on different aspects of education, Answer to this question that how is the physical education teachers' attitudes about the institutionalization of participatory management style in Chabahar?

METHODOLOGY

This study aims to evaluate the attitudes of teachers of physical education in schools about the institutionalization of participatory management style in Chabahar. Methodology of this study is descriptive and it is a survey.

In terms of purpose, it is practical. The population consists of all high school physical education teachers in Chabahar, their number in 2014-2015 academic year is equal to 198. Based on Cochran formula and multi-stage cluster sampling method 130 were selected, But 127 questionnaires were returned and analyzed. The questionnaire used in this study is by the researcher who made the 16 questions on the questionnaire based on Moqimi participative management questionnaire (2011), and According to the teachers' attitudes have changed. This questionnaire consists of four employees participate in goal setting, employee participation in decision-making, employee participation in problem solving, and employee involvement in organizational change. During the 5-point Likert scale (very high, high, partly, low, very low), determine. Its validity through the content analysis released by several university professors in Bandar Abbas, and its reliability through Cronbach's alpha is equal to the 4/81. The methods used for statistical analysis included descriptive tests and single-sample t test.

RESULTS

Data analysis of the results showed that according to the average observed in the study hypothesis and statistical averages obtained 3. And Considering that significant levels

($p \leq 0.05$) is smaller thus the assumption of zero is rejected. Therefore it can be concluded that the average observed in the physical education teachers' attitudes towards the institutionalization of participatory management and its dimensions (participation in goal setting and planning, problem solving, decision making, change) in Chabahar is

significantly higher than the average. Therefore school PE teachers' attitudes of Chabahar city about institutionalizing participatory management style and its dimensions (participation in goal setting and planning, problem solving, decision making, change) are in good condition (**Table 1**).

Table 1: Single-sample T-test to evaluate the research hypothesis

P	Degree of free	Amount of T	Standard deviation	mean	number	variable
0/0001	126	75/63	0/606	4/07	127	Participatory management
0/0001	126	98/33	0/545	4/75	127	Participating in planning
0/0001	126	49/19	0/894	3/905	127	Participation in decision-making
0/0001	126	63/51	0/712	4/01	127	Participating in problem-solving
0/0001	126	55/58	0/823	4/06	127	Participating in change

CONCLUSION

This study aimed to evaluate the attitudes of teachers of physical education in schools about the institutionalization of participatory management style in Chabahar. Analysis of the results showed that, the results showed that physical education teachers in Chabahar are in favor of institutionalizing participatory management practices. These findings and other research on the effects of participatory management, staff morale (Abel *et al.*, 2014) is in line with the health and organizational commitment (Bahrami, 2011). But it is not in line with the research of Sarmasjedi Mohammadi (2011) that said: There was no significant correlation between the attitude of

female physical education teachers and administrators about the institutionalization of participatory management practices. In terms of individual, institutional, management, environmental and participative management style and attitude of staff in Tehran. Participation in sports can increase people's motivation and efforts to improve the situation, and increase performance depends on the factors affecting participation and how this participation is. Other findings showed that physical education teachers in Chabahar are in favor of institutionalizing Participating in planning and goal setting. This finding with other researchers, including Sadeghi Haddad (2011), examines the obstacles to the

development of participatory management of Isfahan from the perspective of managers and teachers in secondary schools. And Kim(2014), also showed that there is consistent relationship between participatory management, strategic planning and job satisfaction. In explaining this finding it can be said that, when there is participation in goal setting of an organization, there is a Broader knowledge about the important goals and how to achieve them than when managers is the only one who decide. The findings suggest that physical education teachers In Chabaharare in favor of institutionalizing participation in decision-making. This research findings such as Amirkhni and Ilkhani (2009) and Zahaviv Sadr Momtaz and Rpnahy Istadegi (2009), Reported a significant relationship between the management of the partnership and to participate indecision. Jackson (1983), indicated that participation in the conflict and the duality of the role has negative effects that is consistent with participation indecision-making is the determining factor in reducing job stress.in a system that managers participate the employees and use them, the conditions are better. Also physical education teachers In Chabaharare in favor of institutionalizing participating in problem solving. This research like findings such as

Abryn (2012) knows the participation as the key to successful change in organizations, Jackson (1983), indicated that participation in the conflict and the duality of the role and influence of the perceived has negative effects. Rice (2007), emphasized the participation to the cooperation and participation of employees in solving problems when the problem solving is participatory, the solution offered has a wider range and would be more likely to solve the problem. Also physical education teachers In Chabahar are in favor of institutionalizing their participating in organizational change .These findings with other researchers such as Hozoori (2006), believe that there is participatory between management and employee resistance to change. As with participatory management the amount of the resistance by the employee towards the changes will be less. This study is in line with Asefi (2008) as well as Henry and Asfydany Farahani (2013), there is a negative and significant Correlation between the extent of use of collaborative management between staff and youth sports departments of Isfahan and their resistance to change. Participating in effective change in an organization provides the correct change, and that change in what planor purpose of the organization is required.

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