

THE RELATIONSHIP BETWEEN THOUGHT STYLE AND COMMUNICATION SKILLS OF HEADS OF SPORT COMMISSION OF ESFAHAN PROVINCE

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ABSTRACT

The aim of this study was to determine the relationship between thought style and communication skills of heads of sport commission of Esfahan Province. The research method was descriptive and has been conducted by using survey method. Population of this study consist of managers of sport commission of Esfahan Province (N=120). Sampling method is counting whole that in which sample is considered equal to population size. To collect data, Astranbrg and Wangner's (1992) thought style questionnaire and Barton's (1990) questionnaire of communication skills were used. Face and content validity of the questionnaire was determined using comments of experts in sport management. Questionnaires reliability was obtained using Cronbach's alpha test, respectively equal to 0.75 and 0.86. In order to analyze the data, descriptive statistics and Kolmogorov-Smirnov test, Pearson correlation coefficient, t one sample and analysis of variance were used. Significance level in all test were equal to 0.05. Results showed that the highest thought style of heads of sport commission is introspective thought style and the highest communication skill of participants is in feedback skill. Another result indicated that there is no significant relationship between thought style and communication skill and its components, also there is no significant difference between thought style and communication skills in terms of demographic characteristics in research population.

Keywords: *Thought Style, Communication Skill, Sport Commission*

INTRODUCTION

Organizations are social and purposive institutions that fulfill their objects with methods, values and their special beliefs. Organization activities through separation of duties are done based on program and using financial and material resources, knowledge and technologies and tools. Organizations as integrated units coordinate and direct their works rationally and logically (Alaghe band, 2005). One of the social organizations of today's world are physical education organizations, in communities where there are quantitative and qualitative sport failure backwardness is evident and thus, sport in advanced societies in the world, in addition to health effects and its important role in health of a nation, is studied as a social phenomenon and economic factor (Razavi, 2006).

Sport commission by attracting different groups of people, including men and women, the elderly, toddlers and especially the youth to sport can ensure society health in the best and least expensive method and subsequently having a healthy society can provide growth and prosperity in all fields. Indeed, these organizations have an effective role in discovery of talents and capabilities and training and preparation of athletes and on the other hand by forming sport teams and participating them in sport games they will meet emotional and social needs of the athletes and also they will be considered as national capital to earn national honors on the international scene.

Investigation of performance as a behavioral outcome of individuals in different environments, suggests considerable difference among individuals' abilities that they prefer how to use their abilities and it reflects individuals thought style.

Robert Sternberg (1994) named individuals different styles of thinking in information processing as thought style. In his opinion, thought style is privileged method of thought. Understanding thought styles

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helps people to better understand why they feel good while doing a duty and why not in another duty (Sternberg, 1997).

If we are familiar with others' thought style, we can better understand how others think; this able us to communicate with others, predict behaviors and affects them and allows us to express our ideas in a way that is closely consistent with their thinking style (Zhang, 2005).

In this regard, Javo and Howang (2012) in a study on teachers to evaluate comparative investigation of thought styles indicated that teachers and students more than counterparts prefer idealism also female students more than male students and male teachers more than female teachers prefer analysis-oriented style.

Communication is one of the most important tools of modern society and one of the factors of development and human excellence. Communication can be defined as transfer of information from sender to receiver in a way that is clear and understandable for both of them. Some people consider a mean as communication which can link people in organization to achieve common goals, creating this link and continuity is still considered a fundamental role and function. Psychologists are interested in communication subject.

They emphasize on human problems in the communication process which emerge from the beginning and forming movement to receiving information. They turned their attention to inhibitors that appear in a good relationship especially to inhibitors that appear among people. In fact, communication is a mean that link people in an organization to achieve common goals. Creating this link is the fundamental role of communication in the organization and indeed team effort without communication that is creator of coordination and change is impossible.

Despite the fact that communication is an effective skill for managers but it has not been considered as a main dimension and therefore it has not been sufficiently transparent and it is not used in creative level. In fact, most of the advances in modern working environment often depend on communication as the key to unlock all the capabilities of human, organizational resources (Iran Nezhad, 2008).

Among the groups that will benefit from this research and their most important are organization managers that in case of investigation of this communication pay more attention to this subject and communication skills. Managers must have necessary skills for successful implementation of organizational strategies, interacting with employees and responding effectively to them. One of the crucial kills in human resource management is effective communication.

Manager effectiveness depends on his ability to communicate with employees. Effective management of physical education center needs proper management. Leadership in each class (top, middle, operational) plays an effective role in achieving goals of organization. In fact role of effective managers in achieving organizational objectives is undeniable as far as performance of a nation depends on organizations and organization performance depends on managers of those organizations.

To be a successful manager requires proper thought style, such thoughts enables them to have the least mistake while making decision and also be able to deal with organization problem prevent from narrow-mindedness and self-centeredness.

According to Sternberg, the distinction between style and ability is important. Ability refers to doing a work well while thought style refers to how person like to do. Two people with the same ability, may have different styles. Person familiarity with thought style develops decision making and problem-solving strategies and reduces wrong decisions. What makes managers successful is dominance over management tasks and more importantly having proper thought style to fulfill management role. Communication provokes social sense in humans and in establishing this communication person achieve new skills and new thought so that organizations will be more developed.

Some people know communication skills well and apply them that their personality like a magnet attracts everyone. Occupational issues and managers feelings and beliefs are affective factors on communication. They should give special importance to interpersonal relationship of staffs. Communication ability is the most important factor for decision making of organization while employment and people success at the start of work.

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Cetin *et al.*, (2012) conducted a study entitled effects of gaining management and bank managers communication ability on staff job satisfaction in Turkish bank. Findings indicated that internal management style and communication ability has a strong effect on job satisfaction while individual management has no significant relationship with job satisfaction. Considering undeniable role of sport at the individual, interpersonal and national level and the importance of sport organizations investigate that managers with which thought style more communicate with this organizational environment and do not leave their organization easily.

This research can raise awareness of managers of sport commission about importance of their thought style and its and also presents guidelines for selection of sport commission (boss, Vice chairman and Secretary) due to their knowledge of thought and communication skills.

MATERIALS AND METHODS

Methodology

This study is an applied study in terms of purpose and is a co relational study in terms of nature and is a survey study in terms of data collection method. Statistical population of this study consist of all managers of Esfahan sport commission that totally 50 sport commission existed that together with vice chairman and commission secretary 120 people consisted population. Due to the small number of population, samples were considered equal to population size 120 people. Two main variables have been investigated in this study.

Meanwhile each variable is divided into sub-criteria or elements to measure each variable more specifically. Thought style variable includes seven legislative, executive, judicial, introspective, retrospective, holistic and narrow as predictor variables and communication skill variable including verbal, listening and feedback are determined as criterion variable. Demographic variables include gender, educational level, major, age and post.

Two standard thought style questionnaires of Astranbrg Wagner (1992) which includes 56 questions were measurement instrument and answer to each question is scored based on 7-point scale and using Likert method for each option as 1 totally disagree, 2-disagree, 3 Somewhat disagree, 4 no idea, 5-somewhat agree, 6. Agree and 7.strongly agree and consequently ones' score ranged between 56 to 392. In this questionnaire each eight questions assess one of seven thought styles that respectively are: legislative, executive, judicial, introspective, retrospective, holistic and narrow.

Another research tool is standard questionnaire of communication tool which is designed by Barton J A in 1990 and includes 18 items. This questionnaire exists in book research approach written by Seyyed Mehdi Moghimi. To each answer in Likert system belongs one point (from very high to very low) (Moghimi, 2007). The questionnaire assesses 3 aspects of 1- Verbal 2- Listening and 3-feedback. To ensure questionnaire validity, content and face validity of questionnaires were presented to ten professors of management and physical education and their revising comments were applied in the final design of questionnaire.

To assess questionnaire reliability Cronbach's alpha was used. Statistical methods used in this study consisted of two parts: descriptive and inferential. In descriptive statistics part (central index of distribution, frequency, percentages, tables and charts, and minimum and maximum values) are considered and in inferential data analysis part after investigating status of the distribution using the Kolmogorov-Smirnov tests and analysis of variance homogeneity by Baks test. Pearson correlation coefficient tests were used and to compare mean of sample group with hypothetical mean of population, t one sample was used and to investigate difference between means t and variance analysis (F test) was done. Significance level for all tests equals to 0.05.

Data Analysis

How is thought style of managers of sport commission of Esfahan?

Results of table 1 shows according to t-statistics and degree of freedom, there is a significant difference between mean score of thought style of bosses of sport commission compared with desirable status based on hypothetical mean at significance level 0.01.

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Table 1: One-Sample T-Test Results on Different Thought Styles

Row	Thought Style Component	Hypothetical Mean	Observed Mean and Standard Deviation	T Statistic	Degree of Freedom	Significance Level
1	Legal	4	5.46±1.14	13.06	102	0.001
2	Executive	4	5.01±1.04	9.89	102	0.001
3	Appropriateness	4	5.21±0.93	13.15	102	0.001
4	Introspective	4	5.47±1.14	13.10	102	0.001
5	Retrospective	4	5.01±1.04	9.88	102	0.001
6	Narrow	4	5.21±0.93	13.15	102	0.001
7	Holistic	4	5.14±0.96	12.09	102	0.001
8	Thought Style	4	5.22±0.91	13.56	102	0.001

According to table 1 and t statistic ($t=13.56$, $p \leq 0.01$) and rejected significance level of null hypothesis, there is significant difference between mean score of thought style of bosses of sport commissions compared with desirable status based on hypothetical mean at significance level 0.01 and is higher than hypothetical mean.

Data indicate that the highest mean score of thought styles of bosses of sport commission is related to introspective and the lowest mean score is related to retrospective and executive styles.

How is status of communication skills of bosses of Esfahan sport commission?

Table 2: One-Sample T-Test Results, Difference Between Mean of Communication Skills

Row	Concept	Hypothetical Mean	Observed Mean and Standard Deviation	T Statistic	Degree of Freedom	Significance Level
1	Communication Skills	3	3.62±0.46	13.63	102	0.001
2	Verbal Skill	3	3.46±0.53	12.36	102	0.001
3	Listening Skill	3	3.51±0.50	10.41	102	0.001
4	Feedback Skill	3	3.71±0.55	13.06	102	0.001

Results of table 2 indicates according to observed t statistic and degree of freedom 102, there is significant difference between mean score of communication skills of sport commission bosses compared with desirable status based on hypothetical mean at 0.01.

According to table 2 and t statistic ($t=13.63$, $p \leq 0.01$) and rejected significance level of null hypothesis, there is significant difference between mean score of communication skills of bosses of sport commissions compared with desirable status based on hypothetical mean at significance level 0.01 and is higher than hypothetical mean.

Data indicate that the highest mean score of communication skills of bosses of sport commission is related to feedback and the lowest mean score is related to listening skill.

There is significant relationship between thought style and communication skill of bosses of Esfahan sport commissions.

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Table 3: Results of Correlation Coefficient on Relationship between Thought Style and Communication Skills

Variables	Correlation Coefficient	Determination Coefficient	Significance Level
Thought Style with Communication Skill	0.11	0.01	0.26

Results of table 3 indicate according to value of Pearson correlation coefficient ($r=0.11$, $p \geq 0.05$) and significance level, there is no significant relationship between thought style and communication skills of bosses of Esfahan sport commissions at (p , 0.05) significance level and also variance share of two variables is equal to one percent.

Considering table 3 and value of Pearson correlation coefficient and confirmed significance level of null hypothesis, there is no significant relationship between thought style and communication skills of bosses of Esfahan sport commissions at (p , 0.05) significance level.

Discussion and Conclusion

Based on the results there is significant difference between observed means and hypothetical means of thought style ($t=13.56$, $p \leq 0.01$). On the other hand status of thought style in this research is better than hypothetical status, data indicate that the highest score mean of thought styles of bosses of sport commissions belongs to introspective as dominant style and the lowest mean score belongs to executive and retrospective styles as the weakest styles.

Results indicate that there is significant difference between observed means and hypothetical means of communication skills ($t=13.63$, $p \leq 0.01$). On the other hand status of communication skills in this research is better than hypothetical status, data indicate that the highest mean score of communication skill of bosses of sport commission is related to feedback skill as the best communication ability and the lowest mean score is related to listening skill as the weakest communication ability.

Results indicate according to value of Pearson correlation coefficient ($r=0.11$, $p \geq 0.05$) and significance level, there is no significant relationship between thought style and communication skills of bosses of Esfahan sport commission at $p < 0.05$.

Considering investigation of relationship between thought style and communication skills of Esfahan sport commission no similar research is conducted in Iran and other countries.

Investigating performance as a behavioral outcome in different environment suggests considerable difference in people abilities and how they prefer to use their abilities and it is thought style. One of the crucial skills in human resource management is establishing effective communication. Manager effectiveness depends on his ability in establishing relationship with employees.

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