

THE RELATIONSHIP BETWEEN ORGANIZATION MATURITY AND ORGANIZATION EXCELLENCE AMONG EMPLOYEES OF PHYSICAL EDUCATION ORGANIZATIONS IN CHARMAHAL BAKHTIARI PROVINCE

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ABSTRACT

This study aims to investigate the relationship between organization maturity and organization excellence among employees of physical education organizations in Chaharmahl bakhtiari province. Research population includes whole employees of physical education organizations in Chaharmahl bakhtiari province that in year 2015 were equal to 150 people. Studied sample were 108 employees that were selected by stratified random sampling proportional to population size according to place of work. Research method was descriptive and of correlation type. In this study organization maturity questionnaire which contains 50 questions and validated by Banayee (2013) and its reliability is determined using Cronbach's alpha and was equal to 0.87 and organization excellence questionnaire containing 45 questions and validated by Abzari (2011) and its reliability was calculated using Cronbach's alpha and was equal to 0.88. Content and face validity of the questionnaire was confirmed by expert professors. In this study, to analyze data descriptive statistics and inferential tests including Pearson correlation and regression tests are used. Significance level in this study is considered about 0.05. Mean score of organization maturity is 3.66 and mean score of organization excellence is equal to 3.38. Results of statistical analysis indicated that mean score of organization maturity and organization excellence is higher than average. Results indicated that there is a significant relationship between organization maturity and organization excellence ($p=0.001$, $r=0.76$). Among studied variables in this study the best predictor of organization excellence in the first step was organization maturity and in the second step was individual maturity. Organization maturity 41 percent and individual maturity 40 percent variance express organization maturity.

Keywords: *Organization Maturity, Organization Excellence, Ministry of Sport and Youth, Iran*

INTRODUCTION

Undoubtedly, in the current turbulent world that environmental changes have an increasing growth, organizations not only want to survive in future but also want to maintain their power. Therefore, organizations must keep pace with environmental change and keeping up with changes require organizations maturity. Recently, the issue of organizational learning has attracted considerable attention "in the field of organizational behavior and strategic management". Organization maturity is an instrument to change organization with the aim to enhance current situation of organization, to create competitive advantage for organization and helps organizations to adapt with existing changes. Therefore organizational leaders see themselves in the world of changes and believe organizational maturity is a positive and effective against changes. Today, many organizations attempt to become more mature in the evolution of their processes. A large percentage of these organizations have turned to development models to be able to design route map to ready them for organizational maturity. Organizational maturity refers to a degree of organization growth that its nature and activities shape around it. By these definition goals, policies and methods to achieve objectives and organization activities considering organization maturity is different. Organization maturity level can be measured by different methods (Rezayee, 2014). In order to an organization be in excellence route and to promote it requires to work on maturity at individual, organizational and process level. Based on conducted studies in the field of organizational

Research Article

maturity and personal, organizational and process field can refer to 8 following components as its signs and outcomes: Sustainable development of organization, increasing productivity, organizational excellence, employee excellence, excellence of customer satisfaction, competitive advantage, organization dexterity, increasing interoperability of organization. In order to an organization be in excellence route and to promote it requires to work on maturity at individual, organizational and process level. Based on conducted studies in the field of organizational maturity and personal, organizational and process field can refer to 8 following components as its signs and outcomes: Result-oriented, customer focus, leadership and consistency in purpose, management based on processes and facts, level of involvement of learning employee, innovation and continuous improvement for business development and organization social responsibility (Isayee, 2010). Organizational excellence is a management structure which is based on fundamental principles and concepts and paying attention to main criteria of total quality management and self-assessment system provides improvement. Excellence Model is a tool to evaluate establishment of systems in organization and self-assessment and guidance that identify and determine manager's activity way to improve performance. So the key message of excellence model is based on the answers to these two questions: how this model is recognized as a suitable and logical management structure and who can play a key role in this chain of communication and interaction. The first level of this model analyzes overall objectives and in the next level overall objectives are analyzed considering degrees and quantitative scales (Faghihmirzayee, 2014).

Rezayee (2014) conducted a study entitled proposing a model to determine level of organizational maturity by focus on ISO 9004. He expressed that considering complex, challenging and changing situation of societies if the direction of movement of university is in the direction of organization excellence and maturity and ultimately achieves sustained success we can ensure of intellectual, cultural and industrial development of society. Therefore use of proper models and methods for evaluating current level of university maturity and receiving necessary guidelines and drawing a road map for systematic and continuous improvement future performance is inevitable. Based on this view in this study it is tried in framework of international standard ISO9004 and with little changes in it and using experts' opinions and using snowball sampling method to present a comprehensive model to evaluate level of organizational maturity in universities and to achieve sustainable success and move in excellence route. To ensure the implementation of the model and ease of use for managers and key employees of educational institutions a developed model along with self evaluation in a educational institution was evaluated.

Crosby (2015) in a paper has categorized organizations into 5 categories in terms of level of maturity in quality management. In this paper he has referred to five levels of early, developing, ongoing, high-performance and excellence maturity and evaluate systems in terms of Customer focus, leadership, involvement of employees in work, process approach, system approach, continual improvement, factual approach, supplier relations, risks and benefits.

Faghihmirzayee (2014) in his study entitled presenting a model to determine organization maturity rate in power of caching knowledge expressed that today, many organizations by implementing knowledge management projects are looking for capturing people tacit knowledge or getting hidden knowledge as hidden values. In recent years, comprehensive approach to determine current status of organizations in acquiring knowledge or capturing capabilities of people and thus what needs to be done to achieve desired position in knowledge management is not provided. To fill this gap, models entitled maturity models were proposed by professional. However, a limited number of these models are used in knowledge management and a limited number of these considered capturing knowledge step as one of the initial steps of knowledge management. Most of organizational maturity models are used to measure the organization's performance and move the organization toward excellence. In this paper while introducing knowledge management maturity model and gathering all measures of maturity levels of knowledge management projects of scientific documentation, a model for measuring organization maturity level in capturing knowledge is presented. This model is implemented in one of the leading automotive companies in the Middle East and its results have been evaluated which by determining maturity level of

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the automotive company, more practical solutions for improving capturing of dispersed knowledge in the organization is proposed.

Moradi (2015) in a study investigated organizational maturity in the field of quality of information and has been divided maturity level in this area into five categories. In this study, he investigated information quality maturity in five dimensions of perception and attitude of management, quality of organizing information, solving problems quality and problems related to information, costs of information quality as part of revenue and enforcement actions for improvement of information and has divided level of maturity of organizations in each one of these aspects into five categories of uncertainty, awakening, enlightenment, wisdom and confidence.

Ronaghi (2014) in his study entitled presenting a business intelligence maturity model among Iranian organizations expressed that intelligence of business is not only an instrument but is an architecture to identify, collect, process and conclusion which passes various processes and uses various instruments. The real value of business intelligence is when by decisions based on the results of business intelligence can easily manage organizational processes and apply new business rules. In the current decade, application of business intelligence systems as a competitive advantage has become an integral tool in the decision-making in organization. The effectiveness and maturity of an intelligence business organization leads to better management of information and business processes. This study aimed to evaluate the relationship between maturity level of business systems with factors such as quality of available information and quality of the content is done. This study is a descriptive survey study which is conducted among 50 organizations which in particular have used business intelligence systems and were selected from different industries. In the end, final research model has been developed. From among research results can refer to positive relationship between levels of maturity of business intelligence systems and quality of available information and content.

Kim and Grant (2010) conducted a study entitled "E-government maturity model using integrated compatibility maturity model". This study aims to provide a framework for the evaluation of e-government maturity level that its conceptual framework is based on two models of the intellectual asset management and integrated compatibility maturity model. Framework of this study consists of including human capital, structural capital, relational capital and investment of information technology) and 5-stages of maturity (web presence, interaction, transaction, integration and continuous improvement) and these areas have been evaluated by intellectual asset management and integrated compatibility maturity models. Research results have specified intellectual capital management concepts in e-government studies and refer to integrated compatibility maturity model as a useful tool to assess the maturity level. And states that the assessment of input parameters can inform governments to understand how can prioritize their strategies and sources. In this line the present study has investigated the relationship between organization maturity and organization excellence among employees of physical education organizations in Chaharmahalbakhtiari province.

MATERIALS AND METHODS

Methodology

This study is an applied study and is a descriptive correlational study in terms of nature which is conducted in survey method. Statistical population of this study consist of employees of physical education organizations of Chaharmahalbakhtiari province that equal to 150 people that 108 people were selected as sample by using Kerji Morgan table and its information were collected by using stratified random sampling method. Measuring instruments of this study are two questionnaires. The first questionnaire is organization maturity questionnaire which contain 50 questions and validated by Banayee (2013) and its reliability is determined using Cronbach's alpha and was equal to 0.87. This questionnaire is provided in three parts of individual, organizational and process maturity. The second questionnaire is organizational excellence questionnaire which is provided based on Piterz and Vatterman model and includes 45 questions with the aim of evaluating eight aspects of organizational excellence (bias to action, paying attention to customer needs, bias to action, independence and entrepreneurship of employees,

Research Article

increasing employee productivity, paying attention to shared values, commitment to the core business, using a simple and flexible structures). This questionnaire is validated by Abzari (2011) and its reliability was calculated using Cronbach's alpha and was equal to 0.88. Questions of both questionnaires have five options based on Likert scale. To assess content and face validity of questionnaire, 10 professors of sport management in this field were asked to confirm questionnaire validity and they confirmed it. Statistical analysis of collected data was done by using descriptive and inferential statistical methods. In this study, to analyze data descriptive statistics and to examine research hypotheses, inferential statistics such as Pearson's correlation and regression were used. Also at first, Kolmogorov-Smirnov test was used to determine type of data distribution and after confirming normal distribution of data, parametric tests were used. In this study significance level is considered to be 0.05 and analysis was performed using SPSS software.

RESULTS AND DISCUSSION

Research Findings

Results indicated that women have allocated 51.4 percent of sample size to themselves. The next groups in terms of frequency are men that consist 48.6 percent of sample size. Present members in the sample aged 31 to 40 years that allocated 46.3 percent to themselves that in comparison to other age groups has more frequency.

Present members in the sample are between the ages of 41 to 50 years that are the second group in terms of frequency and has allocated 39.8 percent to them. The number of members present in the sample who have an associate's degree, has allocated 49.1 percent of sample to themselves that in comparison to other group has more frequency. The next group in terms of frequency has master degree and consist 45.4 percent of sample and the next group has doctoral degree that consist 5.5 percent of sample. The number of members present in sample whose record is between 11 to 20 years consist 56.5 percent of sample that in comparison to other groups has the highest frequency. The second group related to higher than 20 years which consist 18.5 percent of sample, the next group are related to 5 to 10 years record which consist 13.9 percent of sample and the last group is related to lower than 5 years record that consist 11.1 percent of sample.

Based on results, significance level of organizational maturity questionnaire equals to 0.51 and significance level of organizational excellence questionnaire equals to 0.34 and data distribution of both questionnaires is normal.

Table 1: t-test for organizational maturity

Hypothetical mean= 3								
Confidence level of 95% Maximum	level of minimum	mean Difference	significance level	freedom degree	t	standard deviation	mean	Organizational maturity
0.73	0.58	0.66	0.001	107	16.42	0.64	3.66	

As results of table 1 indicates, organizational maturity level in employees of physical education organizations in Charmahal bakhtiari province is more than average and is desirable

Table 2: t -test for organizational excellence

Hypothetical mean= 3								
Confidence level of 95% Maximum	level of minimum	mean Difference	significance level	freedom degree	t	standard deviation	mean	Organizational excellence
0.47	0.30	0.38	0.001	107	9.45	0.65	3.38	

As results of table 2 indicates, organizational excellence level in employees of physical education organizations in Charmahal bakhtiari province is more than average and is desirable.

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Table 3: Correlation coefficient between total score of organizational maturity and organizational excellence

variables	Total score of maturity of organization Correlation coefficient	square of correlation coefficient	significance level
Total score of organizational excellence	0.76**	0.57	0.001

$P < 0.05$

Results of table 3 indicate that correlation coefficient between total score of organizational maturity and organizational excellence of employees of physical education organizations in Charmahalbakhtiari province is significant. Based on determination coefficient (r^2), 57% of maturity of organization and total score of organization excellence is common.

Table 4: Correlation coefficient between individual maturity component and organizational excellence

variables	Individual maturity component Correlation coefficient	square of correlation coefficient	significance level
organizational excellence	0.47**	0.22	0.001

$P < 0.05$

Results of table 4 indicate that correlation coefficient between total score of individual maturity and organizational excellence of employees of physical education organizations in Charmahalbakhtiari province is significant. Based on determination coefficient (r^2), 22% of individual maturity and total score of organization excellence is common.

Table 5: Correlation coefficient between process maturity component and organizational excellence

variables	Process maturity Correlation coefficient	square of correlation coefficient	significance level
organizational excellence	0.67**	0.44	0.001

$P < 0.05$

Results of table 5 indicate that correlation coefficient between total score of process maturity and organizational excellence of employees of physical education organizations in Charmahalbakhtiari province is significant. Based on determination coefficient (r^2), 44% of process maturity and total score of organization excellence is common.

Table 6: Correlation coefficient between organizational maturity component and organizational excellence

variables	Organizational maturity component Correlation coefficient	square of correlation coefficient	significance level
organizational excellence	0.77**	0.59	0.001

$P < 0.05$

Results of table 6 indicate that correlation coefficient between total score of organizational maturity and organizational excellence of employees of physical education organizations in Charmahalbakhtiari

Research Article

province is significant. Based on determination coefficient (r^2), 59% of organizational maturity and total score of organization excellence is common.

Table 7: Correlation coefficient components of maturity of organization and organizational excellence

variable		Predictor variable	Correlation coefficient	square of correlation coefficient	moderated square of correlation coefficient	F coefficient	significance level
Organizational excellence	First step	Organizational maturity	0.77	0.60	0.41	387.95	0.001
	Second step	Individual maturity	0.78	0.62	0.40	208.94	0.001

$P < 0.05$

As results of table 7 indicates among studied variables in regression the best predictors in two steps at first step was organizational maturity and in the second step was individual maturity. Therefore at first step organizational maturity expresses 41 percent variance of organizational excellence and in the second step individual maturity expresses 40 percent of organizational excellence.

Table 8: Beta coefficient table in prediction of managers' self-efficiency and employees' enthusiasm

Criterion variable		Predictor variable	Nonstandard Beta coefficient		Standard Beta coefficient	t coefficient	significance level
Organizational excellence	First step	Organizational maturity	0.58	0.030	0.77	19.69	0.001
	Second step	Organizational maturity	0.53	0.033	0.70	16.25	0.001
		Individual maturity	0.27	0.066	0.149	3.42	0.001

$P < 0.05$

Results of table 8 indicates that beta coefficient by one degree increase in organizational maturity increases organizational excellence about 0.70 and by one degree increase in individual maturity increases organizational excellence about 0.14. Regression equation is presented as follows:

Individual maturity (0.27) + organizational maturity (0.53) + fix coefficient (1.44) – organizational excellence

Discussion and Conclusion

This study aims to investigate the relationship between organization maturity and organization excellence among employees of physical education organizations in Chaharmahlbakhtiari province. The first research hypothesis investigates that there is a significant relationship between total score of organization maturity and total score of organizational excellence in employees of physical education organizations in Chaharmahlbakhtiari province. Results of table 3 indicates that correlation coefficient between total score of organization maturity and total score of organizational excellence in employees of physical education organizations in Chaharmahlbakhtiari province is significant. Based on determination coefficient (r^2) 57 percent is common between organization maturity and total score of organizational excellence. Therefore general hypothesis is confirmed. Results of this hypothesis are in line with results of conducted studies by Rezayee (2014), Ronaghi (2014), Faghihmirezayee (2013), Kim and Grant (2010), Moradi (2015) and Crosby (2015). This means that growth and development of maturity and improvement of job skills has

Research Article

benefits such as increased job satisfaction, stability of employees in the workplace, reduction of movements and quitting job and ultimately increasing job quality also by increasing job maturity probably healthier and happier staff can provide higher labor standards and maximize organization creativity in order to achieve goals of organization they will work more and this will increase organization excellence.

In the second hypothesis significance of relationship between individual maturity and organizational excellence in employees of physical education organizations in Chaharmahlbakhtiari province has been investigated. Results indicate that correlation coefficient between total score of individual maturity and total score of organizational excellence in employees of physical education organizations in Chaharmahlbakhtiari province is significant (table 3). Results of this hypothesis are in line with results of conducted studies by Isayee (2009), Ronaghi (2014), Hori (1388), Alhavari (2012), Arling (2011), Crosby (2015) and Anikneson (2011). Based on research results employees of this organization enjoy from working with each other and adopt themselves based on need and situation and respect to each other while criticizing and endure tension in workplace and make new opportunists for him/her and their coworkers. Also these people have high self-confidence and have positive attitude towards their work and this causes relative maturity of organization employees leads to organizational excellence which includes cases like: enthusiasm of staff to specialized work of organization will be at a high level, Employees perform their job duties with greater freedom, entrepreneurial spirit among employees by delegating authority will be strengthened, also harmony is created between employee and organization's goals and managers respect employees' values if does not harm to organizations' goals and proper opportunities given for innovation and staff their work in the best way they can.

The third hypothesis investigates significance relation between process maturity and organizational excellence among employees of physical education organizations in Chaharmahlbakhtiari province. Results indicates (table 5) that correlation coefficient between score of process maturity and organizational excellence in employees of physical education organizations in Chaharmahlbakhtiari province is significant.). Results of this hypothesis are in line with results of conducted studies by Rezayee (2014), Faghihmirezayee (2014), Isayee (2010), Ronaghi (2014), Logan (2015), Arling (2011), Crosby (2015) and Anikneson (2011). In fact according to research findings it can be said that relatively new information are used to define organizational processes. Processes, procedures and job criteria employed in this organization are transparent and also design of processes is done officially. On the other hand there is integration among work processes in the organization and this integration creates flexibility and adaptability to changes in the organization. This level of process maturity in organizations makes organizational structure in such a way that all employees be aware of the work process, organizational goals in changing environment have the ability to change and comprehensive and practical programs are offered to increase productivity continually. On the other hand processes to involve all staff in increasing productivity and all organization members monitor processes to achieve results of their actions. All of these are signs of organizational excellence.

The fourth hypothesis investigates the relationship between organizational maturity and organizational excellence among employees of physical education organizations in Chaharmahlbakhtiari province. Results indicates (table 6) that correlation coefficient between total score of organizational maturity and organizational excellence in employees of physical education organizations in Chaharmahlbakhtiari province is significant. Results of this hypothesis are in line with results of conducted studies by Isayee (2010), Ronaghi (2014), Hori (2009), Alhavari (2012), Arling (2011), Crosby (2015) and Anikneson (2011).

The fifth hypothesis of this study states that organizational maturity components can predict organizational excellence in employees of physical education organizations in Chaharmahlbakhtiari province. As results indicate among studied variables the best predictors of organizational excellence in two steps are at first organizational maturity and in the second step is individual maturity. Results of this hypothesis are in line with results of conducted studies by Isayee (2009), Ronaghi (2014), Hori (2009), Alhavari (2012), Arling (2011), Crosby (2015) and Anikneson (2011). Based on stepwise regression

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analysis, the relationship between variables of organizational maturity and organizational excellence is significant. So regression results can be generalized to the statistical population. Therefore at first step organizational maturity expresses 41 percent variance of organizational excellence and in the second step individual maturity expresses 40 percent of organizational excellence. Based on the results of this study organizational maturity is discussed as a predictive factor in determining organizational excellence rate. This means that when employees of organization enjoy more organizational maturity organization will be more in way of progress and excellence. What has been of interest to researcher in this study is the relationship between organizational maturity and organizational excellence among employees of physical education organizations in Chaharmahalbakhtiari province. Physical education organizations due to their differences with other organizations require more attention from managers. Dynamic environment of Sport requires that employees with high organizational maturity involve in it and can help to organizational excellence of physical education organizations, managers by changing approach towards their employees can improve employees' organizational maturity in different aspects and to provide proper situation for advancement of organization.

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