PREDICTING EMPLOYEE PERFORMANCE IN NON-PROFIT SPORT ORGANIZATIONS: THE ROLE OF MANAGERIAL AND FINANCIAL PERFORMANCE AND THE MEDIATING ROLE OF SUPPORT FOR INNOVATION AND INDIVIDUAL CREATIVITY

A THESIS SUBMITTED TO
THE GRADUATE SCHOOL OF SOCIAL SCIENCES
OF
MIDDLE EAST TECHNICAL UNIVERSITY

BY

KUBİLAY ÖCAL

IN PARTIAL FULFILLMENT OF THE REQUIREMENTS
FOR
THE DEGREE OF DOCTOR OF PHILOSOPHY
IN
THE DEPARTMENT OF PHYSICAL EDUCATION AND SPORTS

JUNE 2011

Approval of the Graduate School of Social Sciences

_____

Prof. Dr. Meliha Altunışık
Director

I certify that this thesis satisfies all the requirements as a thesis for the degree of Doctor of Philosophy.

_____

Prof. Dr. M. Settar Koçak
Head of Department

This is to certify that we have read this thesis and that in our opinion it is fully adequate, in scope and quality, as a thesis for the degree of Doctor of Philosophy.

_____

Prof. Dr. M. Settar Koçak
Supervisor

Examining Committee Members

Prof. Dr. M. Settar Koçak (METU, PES) _____

Assoc. Prof. Dr. M. Levent İnce (METU, PES) _____

Assoc. Prof. Dr. Sema Alay (GAZİ, SPES) _____

Assist. Prof. Dr. Yeşim Çapa Aydın (METU, EDS) _____

Assist. Prof. Dr. Yaşar Kondakçı (METU, EDS) _____

I hereby declare that all information in this document has been obtained and presented in accordance with academic rules and ethical conduct. I also declare that, as required by these rules and conduct, I have fully cited and referenced all material and results that are not original to this work.

Name, Last Name: Kubilay Öcal

Signature :

ABSTRACT

PREDICTING EMPLOYEE PERFORMANCE IN NON-PROFIT SPORT ORGANIZATIONS: THE ROLE OF MANAGERIAL AND FINANCIAL PERFORMANCE AND THE MEDIATING ROLE OF SUPPORT FOR INNOVATION AND INDIVIDUAL CREATIVITY

ÖCAL, Kubilay
Ph.D., Department of Physical Education & Sports
Supervisor: Prof. Dr. M. Settar Koçak
June 2011, 193 pages

The purpose of the current study was to examine the level of support for innovation and individual creativity as potential mediators of relationship between managerial task performance, managerial contextual performance, organizational financial performance and employee performance in non-profit sport organizations in Turkey. For the purpose of the study, 721 volunteer managers and employees from 21 Department/School of Physical Education and Sport (D-SPES) and 23 Province Directorates of Youth and Sport (PDYS) were participated in the study. Individual Creativity Scale, Support for Innovation

Scale, Managerial Task Performance Scale, Managerial Contextual Performance Scale, Organizational Financial Performance Scale, and Employee Performance Scale were used for data collection. Results of the Structural Equation Modeling (SEM) analysis revealed that the model adequately describes the data for the sample and the fit indices were all within the acceptable thresholds. The model accounted for 68% variance in support for innovation, 0.7% variance in individual creativity and 44% variance in employee performance. These results suggested that support for innovation and individual creativity significantly mediate the effects of managerial task performance, managerial contextual performance and organizational financial performance on employee performance.

Key words: Employee Performance, Managerial Performance, Financial Performance, Support for Innovation, Individual Creativity.

ÖZ

KÂR GÜTMEYEN SPOR KURUMLARINDA ÇALIŞAN PERFORMANSININ YORDANMASI: YÖNETİM VE FİNANS PERFORMANSININ ROLÜ, İNOVASYON DESTEĞİ VE BİREYSEL YARATICILIĞIN ARABULUCULUK ROLÜ

ÖCAL, Kubilay
Doktora, Beden Eğitimi ve Spor Bölümü
Tez Yöneticisi: Prof. Dr. M. Settar Koçak
Haziran 2011, 193 sayfa

Bu çalışmada kâr gütmeyen spor organizasyonlarında, inovasyon desteği ve bireysel yaratıcılık değişkenlerinin, operasyonel yönetim performansı, yapısal yönetim performansı, kurumsal finans performansı ve çalışan performansı arasındaki ilişkiye aracılık etmedeki rolü araştırılmaktadır. Bu amaçla 21 Beden Eğitimi ve Spor Yüksekokulu/Bölümünden (BESYO/B) ve 23 Gençlik ve Spor İl Müdürlüğünden (GSİM) seçilen toplam 721 gönüllü yönetici ve çalışana, Bireysel Yaratıcılık Anketi, İnovasyon Destek Anketi, Operasyonel Yönetim Performansı Anketi, Yapısal Yönetim Performansı Anketi, Kurumsal Finans Performansı Anketi ve Çalışan Performansı Anketi uygulanmıştır. Yapısal

Eşitlik Modeli (YEM) istatistiksel analiz sonuçlarına göre: önerilen model; inovasyon desteğine ait varyansın % 68'ini, bireysel yaratıcılığa ait varyansın %0,7'sini ve çalışan performansına ait varyansın %44'ünü açıklamaktadır. Sonuç olarak; bu çalışmada kâr gütmeyen spor organizasyonlarında inovasyon desteği ve bireysel yaratıcılık, operasyonel yönetim performansı, yapısal yönetim performansı, kurumsal finansal performansı ve çalışan performansı arasındaki ilişkiye anlamlı düzeyde arabuluculuk ettiği ortaya konulmuştur.

Anahtar kelimeler: Yönetim Performansı, Finansal Performans, Çalışan Performansı, İnovasyon Desteği, Bireysel Yaratıcılık

To Haydar, Gülizar and Gökçe

ACKNOWLEDGEMENTS

I am indebted to my supervisor Prof. Dr. M. Settar Koçak, for his trusts in my ability and support my academic life.

I would like to express my deepest thanks for their suggestions and contributions of my thesis committee members. I am grateful to Assoc. Prof. Dr. M. Levent İnce and Assoc. Prof. Dr. Sema Alay for their invaluable feedbacks and guidance. I am also grateful to Assist. Prof. Dr. Yeşim Çapa Aydın and Assist. Prof. Dr. Yaşar Kondakçı for their warmth, ongoing support, and constructive clarifications during this challenging process.

I would like to express my appreciation to Tolga Tek, Selçuk Akpınar, Erhan Devrilmez, Süleyman Gönülateş, Yüksel Aydın, Zeki Coşkuner, Emre Belli, Ziya Bahadır, Bülent Gürbüz, Kemal Göral, Ayşe Erkan, Can Özgider, Ilayda Gülseren Demir and Özlem Haydaroglu for their assistance during data collection period. Additionally, I am also thankful to Bilge Uzun Özer, Evrim Çetinkaya Yıldız, Esma Emmioğlu, Rana Ceylandağ, and Aslı Buğay for their contribution during data analysis of the study.

I also want to express my deepest thanks to all my office mates in Middle East Technical University and Muğla University especially Hacer Uçarcı and Mine Müftüler for their guidance, and encouragement through my PhD. experience.

I also wish to thank my householders Serdar and Canan Koca Arıtan, and my neighbor family Münevver, Serap and Murat Sarıgöl for providing me peace and comfort.

Last but not least, I would like to thank to my very precious friends Gönül & Gökan İrez, and Sakine Gülfem Çakır for their endless friendship and motivations.

TABLE OF CONTENT

LIST OF TABLES

TABLES

LIST OF FIGURES

FIGURES

CHAPTER 1

INTRODUCTION

"*Sport is too much a game to be a business and too much a business to be a game"*

-Richard Kahn-

1.1 Background of the study

Sport is one of the cornerstones of social life and popular culture as both a pass time activity and a business all around the world (Miller, Lawrence, McKay, & Rowe, 2001). Sport is the unique concept which provides various opportunities and contributions to the individuals and social development. According to Frey and Eitzen (1991), sport is the activity that involves contradictory concepts like seriousness and frivolousness, playfulness and intensity, ideology and the structure in the same context. This nature of sport provides limitless power to overcome differences, distances, hostility, and prejudices among people and countries by leading people to come together for common goals and intentions.

The popularity of the sport have increased significantly during the twentieth century with the growth of international sporting bodies, events, competitions, tournaments, and extensive forms of global media representation (Maguire, 1999). In order to have huge economic value, money flow to this sector increases and sport managers start to use business techniques and values to set up a sport market which is basically composed of sport events and participants. High quality sport events, impressive opening and closing celebrations, feature of stars and fans increase the popularity of sports, which in turn, to add value to corporate brands. The competition of brands raises the capital used in sport market and this process creates a sport consumer society (Bauer, Sauer, & Schmitt, 2005; Klein, 2001; Smart, 2005) with a multibillion dollar economic value in the world (Hums, Barr, & Qullion, 1999; Pedersen, Miloch, & Laucella, 2007).

Sport industry is composed of many organizations under various groups. This grouping is called segmentation. Segmentation is division of whole in parts and it is the first step for understanding consumer groups, determining target markets, informing marketing mix, and positioning strategies (Pitts & Stotlar, 2002). According to the Park and Queterman (2003), there are three accepted segmentations model for sport industry. The first segmentation was developed by Pitts, Fielding and Miller (1994) in terms of the product and buyer type. This

segmentation includes sports performance, sports production and sports promotion. The second segmentation was presented by Meek (1997) who categorizes sports industry under three different sectors as sports entertainment, sports products and services, and sports supports organizations. Third segmentation was presented by Li, Hofacre and Mahony (2001) based on the sports activities. This model includes organizations producing sports activities, organizations providing products and services, and organizations selling and trading products related to sport activities.

Furthermore, organizations in sports industry are categorized under two main dimensions according to their ownership and finance, and their profit motive (Mullins, 1999). Considering ownership and finance, organizations varies as public type or private type. Private organizations are owned and financed by individuals, partners, or stakeholders and they are accountable to their owners and members. On the other hand, public sector organizations are created by government, and they do not primarily aim at creating profit. Moreover, when we consider about the profit motive, organizations differ from for-profit and not-for profit (non-profit). Most of the private sector organizations are for-profit organizations to procure financial income. On the other hand, non-profit organizations, with stronger institutional and regulatory control by the government (Heinrich, 2000) composed of universities, and most government

and local authority departments which primary aim to service public without ambition to make money.

D-SPES and PDYS are two main non-profit sport organizations providing sport education and sport services in Turkey. D-SPES aim to provide Physical Education (PE) teachers for schools, trainers and coaches for sport teams and clubs, recreation and dance specialists for youth centers and public education centers, and sport managers for sport industry. There are 54 educational institutions in Turkey providing sport related professionals. These organizations operate either under Faculty of Science and Literature (1), Institute of Medical Science (1), Faculty of Education (11), or operate as Graduate School of Sport Science and Technology (2), and Graduate School of Physical Education and Sport (38) in Turkey (Yıldız, 2008). D-SPES provide undergraduate programs with four years curriculum in private and public universities.

There are 81 PDYS in Turkey. The main responsibility of these organizations is to provide sport services and non academic sport education for citizens in every age. PDYS operate sport facilities, organize regional sport tournaments, and arrange courses and seminars. They also provide athletic licensing and referee charging. In other words they are responsible for all sport activities in province directly or indirectly.

Non-profit sport organizations, today, are trying to deal with their increasing social responsibilities and overcome multifaceted restrictions on their strategic and financial activities (Hull & Lio, 2006). In contrast to private sector, non-profit -organizations depend on government for their revenues and management. Limited resources and additional governmental requirements increase pressure on non-profit organizations to improve their performance and develop measurable outcomes (McPhee & Bare, 2001)

Light (2000) proposed four regulations of management reform to overcome the pressure on non-profit organizations. First regulation includes setting standards. Second regulation is related to focusing on re-organization and strategic alliances. Third regulation includes emphasizing accountability and transparency in operations. Final regulation is related to liberating management, promoting deregulation, market orientation, and performance-based measurement. These regulations also support autonomy of public service organizations, called as new public management approaches (Ferlie, Ashburner, FitzGerald, & Pettigrew, 1996). For implementing these approaches, it is crucial to understand the structure of non-profit organizations. It is fact that non-profit sector differentiates from for-profit organizations in terms of financial motivation and operational principles. There are various differences between these two type of organization

regarding their goals, methods, products, service manner and human resource management techniques (Leete, 2000).

Due to competitive pressure of sector forces and rising public needs, non-profit sports organizations have to increase their performance. According to the Kim (2004), organizational performance refers to the degree of success in realizing administrative and operational functions in relation to institutional mission. Mokwunye (2008) points out that considering the potential benefits and critical success factors, organizations should maintain a continuous change to improve organizational performance. Burke (2008) highlighted various types of changes in the organizations, such as revolutionary versus evolutionary, discontinuous versus continuous, episodic versus continuous flow, transformational versus transactional, strategic versus operational, and total system versus local option. Burke also reported that evolutionary change which includes various types of improvements in small parts of the larger system is the most common type of change. Managing and implementing such change have become one of the most critical success factors in business today (Drucker, 2001; Salminen, 2000).

According to the theorists and practitioners, innovative environment is an important component of continual change (Dessler, 1986). Ahmed (1998), states that innovation is the engine of the change. Damanpour, Szabat and Evan (1989)

explain further innovation as a multidimensional construct that assemble individual, organizational, and contextual factors. Innovation is an adaptation process of new and original ideas, behaviors (Aiken & Hage, 1971; Daft, 1982; Zaltman, Duncan, & Holbek, 1973) and also activities necessary to add value to economic, business and management. According to the Slack (1997), innovation is one of the major requirements of all sport organizations due to the rapid changes in market condition, products, services delivery, administrative process and technologies. However, the general problem is that successful and sustainable innovation is difficult to achieve for many non-profit governmental organizations. Historically, there have been various forms of reform actions in public sector personnel policies and practices. Most of these reforms comprised transferring managerial techniques and applications from private sector to public sector (Huff, 2007). Thompson (1965) made some suggestion for changing and innovating bureaucratic structure through increasing professionalism and decentralization, developing communications, rotation of assignments, greater reliance on group processes, attempts at continual restructuring, modification of the incentive system, and changes in management practices. Innovation and change are mutually complementary concepts (Lamberti, 2008) and Heraclitus states there is nothing permanent except change (Laertius, 1969).

The literature makes a useful and constructive contribution to the ongoing discussion of change and innovation in the organizational studies. According to the Buckler (1997), innovation is a culture which exists in a company. The main advantage of innovative culture is consciousness, awareness and internalization of innovation concepts by all parts of the organization, which represents greater capacity to adapt to changes. In this culture innovative behavior among members of the organization is strongly stimulated by the managers and owners who encourage risk taking and challenge to use creative approach to work (Ahmed, 1998).

Organizational innovation requires three essential components. These are motivation to innovate, management practices that support innovation, and adequate resources (Amabile, 1988). Kanter (1988) puts forward some additional criteria such as physical separation, boundary management, continuity, flexible and balancing autonomy, and accountability. In addition to these, Damanpour (1991) emphasizes the importance of managerial and administrative factors on innovation in organizations. Additionally, psychological empowerment (Drucker 1988) and individual creativity (Amabile, 1988) emerges as two important individual factors in the context of global competition and change which require employee initiative and innovation.

According to the literature there is a positive and direct relationship between innovation and organizational performance (Han, Kim, & Srivastava, 1998). Child (1974) proposed two different views on performance. The first one is that certain managerial and organizational qualities increase the performance in every condition, which is supported by universalistic theory. The second one is that good performance is dependent on changing situation and types of organizations, which is supported by contingency theory. Additional, Hjalager (2002) categorized innovation in to five different parts: product innovation which consists of service or product; process innovation by means of new technology or operation system; management innovation which consists of job profiles, collaborative structures, and authority system; logistic innovation which is interested in re-composition of external commercial relations; and institutional innovation which is composed of sectoral changes.

It is noteworthy to mention that human resource management is, today, considered as a key element for successful innovation (Galbraith, 1984; Vrakking, 1990). Numerous studies have shown a positive relationship between effective human resource management practices and organizational performance (Batt, 2002; Becker & Gerhart, 1996; Becker & Huselid, 1998; Huselid, 1995; Sanchez, Jimenez, Carnicer, & Perez, 2007). Employee performance constitute an important predictor variable for company's productivity and long-term

organizational survival (Spruill, 2008). In addition to the strategic human resource management, the literature highlights strategy, organizational design, management style as the determining factors in the organizational innovative behavior (Jime´nez & Valle, 2005). Today, innovative behavior is considered as a key concept for organizational performance in non-profit sport organizations. Due to limited human resources and financial support (Taylor & McGraw, 2006), sport organizations need more effective management methods to improve organizational culture conducive to increasing organizational performance (Barney, 1991; Koch & McGrath, 1996; Pfeffer, 1998).

1.2 Purpose of the Study

The purpose of the current study was to examine the managerial support for innovation and individual creativity as potential mediators of the relationship between managerial task performance, managerial contextual performance, organizational financial performance, and employee performance in non-profit sport organizations. In other words, this study was conducted to understand how well employee performance is explained by the hypothesized model composed of managerial task performance, managerial contextual performance, organizational financial performance, support for innovation, and individual creativity.

1.3 Hypothesized Model Development

In order to have competitive environment in many business sectors, there is higher motivation for financial measures. However, as much as financial measures, non-financial measures, dealing with change, innovation, creativity or managerial qualifications are critical determinants of organizational performance (Hoque, 2004). Kaplan and Norton (1996) reported that non-financial measures help managers to determine the changes and progress in the business environment towards objectives. In the light of contingency-theoretic perspective, this study investigated the extent to which use of financial and non-financial measures for performance evaluations together may play a significant role in the relationship between (a) managerial task performance, managerial contextual performance and financial performance (b) perceived innovation support and individual creativity and (c) employee performance.

In the literature, there are numerous studies and models from which this study inspired. For example, Hoque (2004) focused on three main variables in a model in which business unit strategy and environmental uncertainty were defined as exogenous variables. Performance measures and organizational performance was defined as endogenous variables. The results showed significant and positive associations between management's strategic choice and performance. In their

study, Ali, Rehman, Ali, Yousaf & Zia (2010) tested another model which investigates the effect of corporate social responsibility and employee organizational commitment on organizational performance. The study found significant positive relationships between corporate social responsibility actions and employee organizational commitment; corporate social responsibility and organizational performance; employee organizational commitment and organizational performance.

Another model testing study was conducted by Politis (2005) which examined the relationship between the dimensions of dispersed self-management leadership and a number of work environment dimensions conducive to creativity and productivity. According to the result of the study, there is positive and significant relationship between dispersed leadership and the "stimulant" dimensions of the work environment for creativity. Findings have also shown that the "stimulant" dimensions of the work environment for creativity have a positive and significant impact on both creativity and productivity. In a similar study, Biswas (2009) proposed a model with HR practices as a mediator between organizational culture and transformational leadership. The results revealed that culture and leadership are significant predictors of intention to quit and employee performance.

On the other hand, Lim and Choi (2009), in their study, focused mainly on the effects of individual and contextual factors on creativity. They hypothesized that creativity efficacy and positive attitude toward creativity mediate the effects of individual creative ability, supportive leadership, and constructive group norms on creative performance. According to their results, cognitive and affective process variables mediate the effects of both individual and contextual variables on creative performance.

In another study, Chi and Gürsoy (2009) conducted a model testing to examine the relationship between employee satisfaction, customer satisfaction, and financial performance by utilizing service-profit-chain framework as the theoretical base. Findings suggest that while customer satisfaction has a positive significant impact on financial performance, employee satisfaction has no direct significant impact on financial performance. Instead, there is an indirect relationship between employee satisfaction and financial performance, which is mediated by customer satisfaction. Similarly, Maxham, Netemeyer, and Lichtenstein (2008) tested a model with the factors of retail employee job perceptions, retail employee job performances, customer evaluations, customer spending and comparable store sales growth. The authors reported that three retail employee job perceptions have main and interactive effects on three dimensions of employee job performance.

Lau (2010) conducted a model testing for the relationships between the levels of empowerment and perceived organizational support for innovations and organizational trust. The study also tested whether organizational trust may affect perceived employee empowerment and influence the relationship between perceived organizational support for innovation and employee empowerment. According to the results of the study, perceived organizational support for innovation was a significant predictor of employees' perceived empowerment among non-academic professional employees. The findings indicated the influence of organizational trust on empowerment. The findings also showed that administrative responsibilities had a positive direct effect on organizational support for innovation and a positive indirect effect on empowerment. Sadikoglu and Zehir (2010), in their study, hypothesized a model which aims to investigate the relationships between TQM practices and multiple performance measures; and to examine the mediating effects of employee performance and innovation performance on the relationship between TQM practices and firm performance. Results of the study support the proposed hypothesis that employee performance and innovation performance partially mediate the relationship between TQM practices and firm performance.

Further, Thompson (2005) examined a model of the relationship between proactive personality and job performance. The model suggests that developing social networks which provide high-level initiatives increases employee's performance. SEM suggested that the relationship between proactive personality and job performance is mediated by network building and initiative taking. In another study, Choi (2010) explored the effects of human resource management (HRM) on organizational innovation with a model. In the study, the researcher proposed that an organization's human resource development investment promotes innovative performance by facilitating various learning practices. Results showed that HRD investment predicted interpersonal and organizational learning practices, which, in turn, increased the number of patents over a-two-year period. Additionally, the collective learning practices mediated the effects of HRD investment on organizational innovations. Besides, organizational innovation was much stronger in organizations with high innovative climate. The study clarifies the mechanism through which HRM efforts lead to a core organizational performance such as innovation. In addition, Harel and Tzafrir (1999) conducted a model testing study which composed of human resource management practices, organizational performance and market performance in private and public sectors. Results show significant impact of human resource management practices on both perceived organizational and market performance of the organizations.

Finally, Young-Sung and Choi (2011) examined the effect of human resource development on the operational and financial performance of manufacturing organizations. According to the result of their study, financial investment and managerial support for HRD show positive effects on employee commitment. Model confirms that HRD practices improve employee competence and commitment and have direct effects on operational performance of the organization, which ultimately shapes its financial performance. Their study also supports the significance of employee outcomes as the mediating mechanism between HRD and organizational performance.

In the present study, the predictors of employee performance were formulated and tested. All models reviewed above provide relevant empirical base for testing this model. In this model, managerial task performance, managerial contextual performance, and organizational financial performance are exogenous variables. Support for innovation and individual creativity are both mediators and endogenous variables. Additionally, employee performance is identified as the endogenous variable which is hypothesized to be predicted by exogenous variables through the mediators

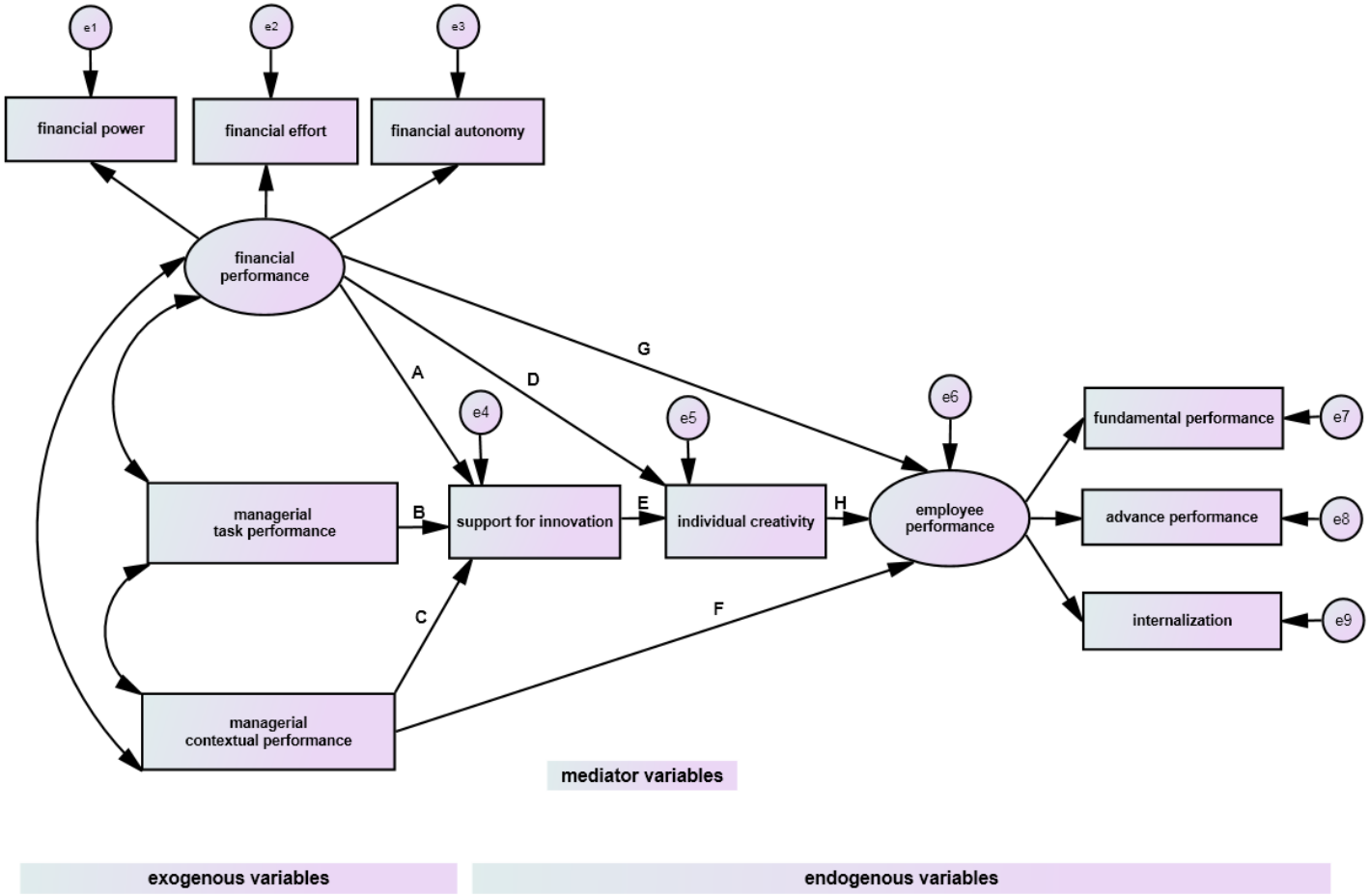

Figure 1 Hypothesized Employee Performance Model

1.3.1 Hypothesized Direct Effects

Path A: (*Organizational Financial Performance to Support for Innovation*). Financial performance is positively related to support for innovation; non-profit sport organizations which have higher financial outcomes are more likely to provide support for innovation.

Path B: (*Managerial Task Performance to Support for Innovation*). Managerial Task performance is positively related to support for innovation; employees will perceive higher support for innovation in organizations with higher managerial task performance.

Path C: (*Managerial Contextual Performance to Support for Innovation*). Managerial contextual performance is positively related to support for innovation; employees will perceive higher support for innovation in organizations with higher managerial contextual performance.

Path D: (*Organizational Financial Performance to Individual Creativity*). Organizational financial performance is positively related to individual creativity; employees will have higher creativity in organization with higher financial performance.

Path E: (*Support for Innovation to Individual Creativity*). Support for innovation is positively related to individual creativity; employees who perceive higher innovation support in an organization will have higher creativity.

Path F: (*Managerial Contextual Performance to Employee Performance*). Managerial contextual performance is positively related to employee performance; employees will have higher performance in organizations with higher managerial contextual performance.

Path G: (*Organizational Financial Performance to Employee Performance*). Organizational financial performance is positively related to employee performance; employees will have higher performance in organizations with higher organizational financial performance.

Path H: (*Individual Creativity to Employee Performance*). Individual creativity is positively related to employee performance; employees who have higher creativity will have higher performance.

1.3.2 Hypothesized Indirect Effects

Paths A, E, & H: (*Organizational Financial Performance to Support for Innovation to Individual Creativity to Employee Performance*). Organizational financial performance is positively related to support for innovation which, in turn, is positively related to individual creativity. Individual creativity, in turn, is positively related to employee performance; a higher financial performance in an organization will increase support for innovation, resulting in higher individual creativity, leading employee to have higher performance.

Paths D & H: (*Organizational Financial Performance to Individual Creativity to Employee Performance*). Organizational financial performance is positively related to individual creativity which, in turn, is positively related to employee performance; a higher financial performance in an organization will increase individual creativity, resulting in higher employee performance.

Paths C, E, & H: (*Managerial Contextual Performance to Support for Innovation to Individual Creativity to Employee Performance*). Managerial contextual performance is positively related to support for innovation which, in turn, is positively related to individual creativity. Individual creativity, in turn, is positively related to employee performance; a higher managerial contextual

performance in an organization will increase support for innovation, resulting in higher individual creativity, leading employee to have higher performance.

Paths B, E, & H: (*Managerial Task Performance to Support for Innovation to Individual Creativity to Employee Performance*). Managerial task performance is positively related to support for innovation which, in turn, is positively related to individual creativity. Individual creativity, in turn, is positively related to employee performance; a higher managerial task performance in an organization will increase support for innovation, resulting in higher individual creativity, leading employee to have higher performance.

Paths E & H: (*Support for Innovation to Individual Creativity to Employee Performance*). Support for innovation is positively related to individual creativity which, in turn, is positively related to employee performance; a higher support for innovation in an organization will increase individual creativity, resulting in higher employee performance.

Paths A & E: (*Organizational Financial Performance to Support for Innovation to Individual Creativity*). Organizational financial performance is positively related to support for innovation which, in turn, is positively related to individual

creativity; a higher financial performance in an organization will increase support for innovation, resulting in higher individual creativity.

Paths C & E: (*Managerial Contextual Performance to Support for Innovation to Individual Creativity*). Managerial contextual performance is positively related to support for innovation which, in turn, is positively related to individual creativity; a higher managerial contextual performance in an organization will increase support for innovation, resulting in higher individual creativity.

Paths B & E: (*Managerial Task Performance to Support for Innovation Support to Individual Creativity*). Managerial task performance is positively related to support for innovation which, in turn, is positively related to individual creativity; a higher managerial task performance in an organization will increase support for innovation, resulting in higher individual creativity.

1.4 Significance of the study

This study aims to develop a model, proposing that managerial task performance; managerial contextual performance and organizational financial performance would lead to employee performance through support for innovation and individual creativity. It is expected that the findings of this study

would have important contributions to non-profit sport organizations in order to increase employee performance by constructing an innovative climate and culture.

The role of non-profit sport organizations is providing sport and recreation services to society without financial considerations. The main idea behind establishing non-profit sports organizations are using public funds for public benefits and providing sport facilities for citizens at every age as a basic constitutional right. The efficiency of non-profit sports organizations is related with the level of success in carrying out their responsibilities and fulfilling their functions. However, there are several external and internal constraints in this process. External limitations are mostly related with governmental and political dependencies. Internal limitations, on the other hand, are composed of poor managerial and employee performance, and wasting financial and human resources. Elimination of external limitations is among macro level long term duties. Therefore, managers should focus on internal resources to overcome abovementioned limitations. Organizations should maximize organizational productivity and efficiency by constructing an organizational climate which enhances employee performance. Motivation for innovating products, services, systems, and work processes are factors which function as a mediator in this process. Motivation for innovation also strengthens the employee-organization

fit as an important source for employee performance. This study aims to propose a model of relationship between various organizational, managerial and individual factors. It is expected that the result of this study will provide valuable suggestions for non-profit sport organizations in increasing employee performance and motivations. Additionally, results of this study will also reveal the potentials of support for innovation in increasing skills and abilities of employees which, in turn, increase organizational performance. The result of the study also provides helpful information for other non-profit organizations.

1.5 Definition of Terms

Employee performance: The degree to which an individual has completed the requirements of his or her job description (Favara, 2009).

Managerial task performance: Behaviors that contribute to the core transformation and maintenance activities in an organization, such as producing products, selling merchandise, acquiring inventory, managing subordinates, or delivering services (Motowidlo & Schmit, 1999).

Managerial contextual performance: Behaviors that contribute to the culture and climate of the organization, in other words, the context within which

transformation and maintenance activities are carried out (Beffort & Hattrup, 2003).

Financial performance: Financial processes as the result of organizational behaviors expressed in terms of increased budgets and sustainability (Kaplan & Norton, 2001).

Innovation: Application of resources to create and deliver values for the enterprise and the customers by developing, improving, and commercializing new and existing products, services, and processes (Zheng, 2009) or an idea, practice, or object that is perceived as new by an individual or other unit of adoption (Rogers, 2003).

Support for innovation: Organizational climate that encourage risk taking, and the challenge to use creative approaches at work (Gümüşoğlu & Ilsev, 2009).

Individual creativity: Combination of skills to solves problems regularly, fashioning products, or defining new questions in a domain in a way that is initially considered novel but that ultimately becomes accepted in a particular cultural setting (Gardner, 1993).

Structural equation model: A statistical model where exogenous variables (explanatory variables) can potentially affect endogenous variables (response variables) both directly and indirectly via intervening variables.

1.6 Abbreviations of Terms

ICS : Individual Creativity Scale

SIS : Support for Innovation Scale

MTPS : Managerial Task Performance Scale

MCPS : Managerial Contextual Performance Scale

OFPS : Organizational Financial Performance Scale

EPS : Employee Performance Scale

D-SPES : Department/School of Physical Education and Sport

PDYS : Province Directorate of Youth and Sport

SEM : Structural Equation Modeling

CFI : The Comparative Fit Index

NNFI : Bentler-Bonett non-normed fit index

RMSEA : Root Mean Square Error of Approximation

CHAPTER 2

REVIEW OF LITERATURE

"It has been said that something as small as the flutter of a butterfly's wing can ultimately cause a typhoon halfway around the world"

- Chaos Theory-

This chapter includes four main sections. In the first section, several basic theories related with employee performance will be reviewed. Then, information on managerial task performance, managerial contextual performance and financial performance, their relevance to support for innovation, individual creativity and employee performance will be provided consecutively. Third, studies related to the relationship between support for innovation and individual creativity, selected mediators of this study will be introduced. Finally, relationship between creativity and employee performance will be explained. After all, a short summary of related studies will be provided in order to clarify the rationality of this study.

2.1 Theories Related with Employee Performance

In this section, Classical Organizational Theory, Scientific Management Theory, Human Resource Theory, System Theory, Contingency Theory, Chaos Theory, Hierarchy of Human Needs Theory, Theory X and Theory Y, Expectancy Theory, Equity Theory, Goal Setting Theory, Innovation Diffusion Theory, Amabile's Componential Theory of Creativity, Sternberg and Lubart's Investment Theory of Creativity are elaborated.

2.1.1 Theories of Management

According to the Kondalkar (2007), there are two landmarks in management studies. The first one is publication of Adam Smith's studies in Wealth of Nations in 1776, who proposed the division of work for higher quality of work and higher productivity. The second one is the Industrial Revolution, and configuration of formal theories of management in the beginning of 19^{th} century. Mullins (1999) categorized the development of organizational behavior and management theory under four main approaches in order to identify main trends. These are Classical Approaches, Human Relation Approaches, System Approaches and Contingency Approaches.

Classical organizational theory includes two different perspectives; scientific management and administrative management. Scientific management primarily focus on management of work and workers concerning to find the best structure for organization (Lunenburg & Ornstein, 1996). It deals with the improvement of management techniques for increasing performance and productivity. Fredrick Winslow Taylor, Frank Gilberth, Lillan Gilberth and Henry Gantt have had pioneering role in the field of these approaches. Among these, Taylor (1911) strongly proposed to analyses the job and job related environment scientifically, to be interested in personnel selection, and to cooperate with workers by delegating. The classical administrative approach on the other hand concentrates on total organization by emphasis on the developing managerial principles rather than work methods or productivity (Benowitz, 2001). Max Weber, Henri Fayol, Mary Parker Follett, and Barnard I. Chester are also the contributors to this school of thought. Weber, one of the most influential contributors of this approach proposed the concept of bureaucracy, which deals with power and authority. According to him, definition of tasks and responsibilities are important in standardization of work procedures and environments. The theory supported rigid rules and regulations to minimize the interpersonal relationships and emotions by ignoring social and psychological needs of employees.

The “great depression”, a severe worldwide economic crisis in the decade proceeding between 1930 and 1940 (Garraty, 1986), decreased the impacts of formal and structured organizations and increased the trend of social factors and behavior of employee in organizations (Mullins, 1999). This new era as the foundation of Human Resource Approaches was started with Hawthorne experiments consisted of two studies which was conducted at the Hawthorne Works of the Western Electric Company in Chicago from 1924 to 1932 under the supervision of Elton Mayo. After two studies, Mayo and Roethlisberger concluded that the increase in productivity resulted from the supervisory arrangement rather than the changes in lighting or other associated worker benefits. Later, substantial contributions were made to the Human resource approaches by Lewin, (1939); Roger (1942); and Moreno, (1953).

The discrepancy of classical approach and human resource approach helped to create a new point of view called as system theory which is based on the work of biologist Bertalanffy (1968). According to this theory the organization is a constant recurring cycle of inputs, throughputs, and outputs like a biological organism (Rice, 1967). These elements work together to accomplish specific goals within the organization.

The contingency approach which can be seen as an extension of the system approach reject the single optimum state which system theory support. Contingency approach highlights the alternative forms or organizational structures which influence on organizational performance. This theory encourages the flexibility in structure and management of organizations (Mullins, 1999).

In the similar vein, Thietart and Forgues (1995) define the organizations as an open, dynamic, nonlinear system subject to internal and external forces which might be sources of chaos. To overcome of this chaotic environment the Chaos Theory stresses the importance of change, innovation and creativity within the organizations (McGuire, 1999). According to this theory the overall goal of the organization is to be successful in an environment of constant change.

2.1.2 Theories of Motivation

Motivation theories grouped under Content Theories and Process Theories in literature. Content theories of motivation attempts to identify what are the main drivers of employee's motivations in the work places, on the other hand the process theories deal with how can motivations occurs in an organization.

Shortcomings of human research approach have motivated researcher to find better explanations between the terms of satisfaction and productivity which are not always correlated positively. Maslow (1943) proposed a theoretical framework which explains a hierarchy of human needs, relating motivation and personality. In his pyramid, Maslow stated physiological needs, security needs, social needs, self-esteem needs and self-actualization needs from lowest to the highest level which should be fulfilled step by step. Herzberg and McGregor are the main contributors of this neo-human relation approach.

Two-factor theory of motivation proposed by Herzberg that satisfaction and motivation is explained by hygiene and maintenance factors. McGregor, on the other hand, proposed Theory X and Theory Y based on two diagonally opposite views of human behavior. With Theory X McGregor assumed that average human being dislikes work and will try to avoid it if possible. On the other hand, Theory Y suggests that average human being likes work and takes it as natural as play. Moreover, McGregor deal with delegation of authority, setting organizational objectives and leaving it to the employees to achieve them (Kondalkar, 2007).

Clayton Alderfer proposed Existence Relatedness Growth Theory is as an extension of Herberg's and Maslow's content theories of employee motivation

(Alderfer, 1972). According to this theory, people have needs and these needs can be categorized under a hierarchy. This approach shows parallelism with Herberg's and Maslow's theories. According to the Alderfer the distinction between lower-level needs and higher-level needs are the main determinants of the employee motivation in organization. Existence needs, relatedness needs and the growth needs are the main categories of need, as proposed by Alderfer (1972).

Expectancy Theory, Equity Theory and Goal Setting Theory are three main Process Theories in the literature. Vroom (1964) is the developer of complete version of Expectancy Theory based on employee expectancies in organizational settings. Expectancy defines the thoughts that effort in the job environment results in various type of performance. Vroom tries to identify individual expectations from the organization, and its impact on work behavior of an individual.

Naylor and colleagues (1980) bring some additional views to the Expectancy Theory. The core of the theory is based on four main assumptions. According to the Vroom, expectations, needs, experiences, and motivation are criteria for selection of organization by employees. People are free to choice their own behaviors which result in expectancy calculations. People expect to have good

salary and job security challenge from their works and people have alternatives to chose in order to have optimal outcomes (Lunenburg & Orntein, 1996).

Porter and Lawler (1968) have presented a more complicated motivational model inspired by Vroom's theory of motivation by adding two more components to Vroom's theory of motivation. They proposed that equitable rewards are the major concept that defines employee satisfaction and they proposed the relationship between traits, skills, efforts, and reward and performance system. According to the theory employee will put extra effort for attractive reward. Workers compare the efforts and desired level of performance. Effort leads to performance and performance is directly related to reward to be obtained. When the actual rewards are equal or greater than perceived rewards, then individual satisfaction occurs.

Goal- setting theory is proposed by Locke and Latham (1994). The theory stresses on values and intentions as determinants of behaviors. Values and intention are named as goals which individual consciously trying to do. Performance is related with goals and goals motivate people to develop strategies to perform better. According to the studies of Locke, Shaw, Saari and Latham (1981) goal setting is a significant determinant of employee performance.

2.1.3 Theories of Innovation

Innovation studies generate a considerable amount of research and are mainly focused on innovation of managerial careers, organizational size, slack resources, industry sector, functional differentiation, culture, power, and politics (Keagan & Turner 2002). According to the Enos (1962), Mansfield (1968) and Dosi (1988) invention, innovation and diffusion are three main stages of innovation. An invention is a new idea or product which has economic value. Innovation is the process of inventions and diffusion is the capacity to use innovation (King, 1994). Main contemporary studies on innovation began with Austrian economist Schumpeter who identified innovation as the survival progress of capitalism (Schumpeter, 1942). Schumpeter proposed some pioneering ideas about innovation which are called Schumpeterian perspective of innovation which inspired social scientists and their research for years. He emphasized various types of innovations such as introducing new products, new methods of production and new forms of business organization. According to him, innovations are more than just small changes put together (Schumpeter, 1940).

Rogers' (1962) innovation diffusion theory is one of the two major theories and has dominated most subsequent research studies on the diffusion of innovation

(Zheng, 2009). According to the Rogers (2003), diffusion is the process by which an innovation is communicated through certain channels over time among the members of a social system. According to the Diffusion of Innovations Model, certain innovations diffuse quickly and widely than others, and some of them are adopted quickly but subsequently abandoned. Besides these innovations are adopted by different individuals and spread at different rates in subgroups of individuals. Glanz, Rimer and Viswanath (2008) proposed three main groups for this differentiation; (1) characteristics of the innovation, (2) characteristics of adopters, and (3) features of the setting or environmental context.

2.1.4 Theories of Creativity

Amabile (1996) proposed that creativity was the result of several components of person and environment in her three factor model which includes, task motivation, domain-relevant skills and creativity-relevant skills. According to Amabile (1983), personal attitudes towards the task are an important factor for creative thinking. When the task attracts the attention of the person as an intrinsic motivator, innovative response will be maximized with successful performance (Kaufman & Sternberg 2006).

Sternberg and Lubart (1996) have proposed an analysis of creative thinking related with economic principles. They explain the individual creativity with "buy low and sell high" ideas. According to the theory creative thinkers may have the potential of developing unpopular ideas. In the theory, creative thinker should have the ability to see problems in new ways, go beyond ordinary ideas and have the ability to recognize which ideas are worth pursuing; and the ability to persuade others of the value of one's ideas. Creative thinker should have a personality that allows thinking independently, which is necessary and strong enough to advocate ideas that most others do not agree with. Beside these, theory proposed the importance of environmental supports and rewards on developing creative ideas.

2.2 Factors Contributing to Employee Performance

Employee performance is not only the basic unit of organizational behavior studies (Bowman, 1996) but also an important subject of personnel research that deals with the subjects of compensation, promotion, training and feedback (Karakurum, 2005). Employee job performance as a behavioral, episodic, evaluative and multidimensional construct (Motowildo, Borman, & Schmit, 1997) is essential for organizations to reach its planned goals and activities (Campbell, 1983). Employee performance is often discussed under two main

domains: task performance and contextual performance (Borman & Motowidlo, 1993; Motowidlo & Schmit, 1999; Motowidlo & Van Scotter, 1994). Task performance which involves various behaviors such as producing products, selling merchandise, acquiring inventory, managing subordinates, or delivering services promote core transformation and maintenance activities in an organization (Motowidlo & Schmit, 1999). Task performance is characterized by two main types. The first type consists of activities that transform materials into the goods and services as an organizational product. The second type consists of post production activities such as technical support, distribution, providing managerial contributions of coordination and supervision to increase efficiency (Motowildo et al., 1997).

On the other hand, contextual performance is related to such behaviors which contribute to the culture and climate of the organization and the context within which transformation and maintenance activities (e.g. volunteering for extra work, persisting with enthusiasm, helping and cooperating with others, following rules and procedures, and supporting or defending the organization) are carried out (Motowidlo & Schmit, 1999). Ezirim, Nwibere and Emecheta (2010) conducted a study to analyze the effect of job context factors on the performance of workers in the private and the public sectors of the Nigerian economy. Their

results revealed that security, regular payment of salary and status has a significant impact on performance.

According to Campbell, McCloy, Oppler and Sager (1993), there are three direct determinants of job performance. These are declarative knowledge, procedural knowledge and skills, and motivation. These determinants can be different for every employee. McCrae and Costa (1996) stated that the impact of ability and personality on performance are affected by other variables. For example, in their study on the relationship between personality and three dimensions of job performance at different levels of job scope, Raja and Johns (2010) found that there is a joint effect of personality and job scope on job performance, a combined effect of personality and job scope on creativity and a strong positive association between extraversion and creativity for high job scope.

There are also studies which have confirmed positive effects of organizational commitment and organizational citizenship on organizational performance (Bommer & Dierdorff, 2007; Camilleri, Van Der Heijden, 2007; Greguras & Diefendorff, 2009; Khan, Ziauddin, Jam, & Ramay, 2010; Rangriz & Mehrabi, 2010). Positive feelings and perceptions of employees towards organizations are always critical success factor for any organization. As a source for positive feelings and perceptions, participation is a key concept which increases

organizational commitment. Participation in decisions (Lam, Chen & Schaubroeck. 2002), knowledge through communication (Biswas, 2010) and also financial sources (Adler & Reid, 2008) are all important factors for supporting organizational commitment which, in turn, increases employee performance.

Performance is a crucial variable in organizational studies to explain why some organizations are better than others. Understanding the importance and the aspects of performance in an organization may influence the use of organizational resources for better performance (Lavanson, 2007). In the organizations, leaders are in the key position to manage resources to increase performance. The terms of leader and manager had been used interchangeable in the literature (Rice 1963) and Krantz (1994) pointed out that both terms are conflated. According to Bass (1997) and Mullins (1999), leaders are very important part of organizations workforce and they have strong influence on individual and organizational performance. Leaders are responsible for understanding the importance of the employee contributions in achieving organizational goals and optimizing human resources. According to Maritz (1995), effective organizations require effective leadership which has power on influencing their subordinates to contribute towards organizational performance (Jones & George, 2000). Thus, leadership is very critical determinant of the

success of an organization (Bass, 1990; Dimma, 1989). In fact, majority studies show that leader performance has strong effects on employee performance (Abbas & Yaqoob, 2009; Chen, Kirkman, Kanfer, Allen, & Rosen, 2007; Durrani & Ullah, 2011; Fernandez, 2008; Yılmaz & Karahan, 2010; Watts, 2007; Webb, 2007). Managers fallow various ways and strategies to influence employees to increase their efficiency and performance. All these ways and strategies has been the focus of human resource management studies. Previous studies proposed that effective human resource management have positive impact on employee performance (Boon, Hartog, Boselie & Paauwe, 2011; Horgan & Mühlau, 2005; Kuvaas & Dysvik, 2010; Snape & Redman, 2010; Stevens, Oddou, Furuya, Bird, & Mendenhall 2006; Sun & Pan, 2008; Tsai, Edwards, & Sengupta, 2010; Williams, 2003)

According to the study of Boselie, Paauwe and Jansen (2001), effective HRM provide some outcomes which can be categorized under employee satisfaction, employee motivation, employee retention employee presence, social climate between workers and management, employee involvement, trust loyalty and organizational commitment. For the sustainability of these outcomes and overcoming competitive and turbulent environment, creating an innovative climate is important factor. Innovation is a multidimensional process, combination of series organizational activities that promotes change and

strengthens the adaptation to current technology, implementation and perspectives (Damanpour & Evan, 1984; Scott & Bruce, 1994; Thompson, 1965; Wilson, 1966; Zaltman, Duncan, & Holbek, 1973). Support for innovation is a perception of creating an open, participative and progressive climate that encourages creative ideas, trust, sharing information, freedom of expression and collaboration of thoughts and opinions (Anderson & West, 1998; Burningham & West, 1995; Mathisen & Einarsen, 2004; Siegel & Kaemmerer, 1978). Studies proposed that employees who perceive a high level of organizational innovation climate demonstrate a high level of creative outcome at work (Hsu & Fun, 2010; Isaksen & Lauer, 2002) which, in turn, increase employee performance (Ying, 2008). However, every innovation and change brings about some additional costs. Therefore, financial support has a vital importance for sustainable innovation and creativity (Damanpour, 1987). According to O'Sullivan (2005) innovation is a costly process that requires significant amount of resources. In their study, Bunduchi and Smart (2010) developed an integrative framework of inter-organizational process for innovation costs. In their study, they reviewed twenty-two major articles separately and determined three stages of cost for innovation (i.e. development, acceptance and implementation).

2.3 Summary of Related Studies

In general, literature proposed that employee performance is multidimensional construct which have managerial, organizational and individual dimensions (Motowildo et al., 1997). There is considerable number of studies revealed that innovative climate is key concept for adaptation and integration of environmental changes and survival of the organization. Managers who tend to use HR effectively and provide positive organization climate are more likely to support innovation in their organizations. Support for innovation is a source for individual creativity and these two concepts have a mediating role between managerial performance and employee performance. Further, organizational innovation requires additional financial costs which managers should consider.

CHAPTER 3

METHOD

This chapter involves descriptions of the methodologies followed in the present study. The first part provides the design of the study. In the second part research questions, in the third part participants, in the fourth part data collection instruments and their validity and reliabilities, in the fifth part procedures followed, in the sixth part data analysis plan, and, finally, in the last part limitations of the study are presented.

3.1 Overall Design of the Study

The purpose of the current study was to examine the level of support for innovation and individual creativity as potential mediators of relationship between managerial task performance, managerial contextual performance, organizational financial performance and employee performance in non-profit sport organizations. For the purpose of the study 721 volunteer managers and employees from 21 D-SPES and 23 PDYS participated in the study. Managerial Contextual Performance Scale, Managerial Task Performance Scale, Organizational Financial Performance Scale, Support for Innovation Scale,

Individual Creativity Scale, and Employee Performance Scale were used in data collection. Structural Equation Modeling was utilized for analyzing data and measuring relationship between variables in predicting employee performance.

3.2 Description of Variables

Individual Creativity: This variable refers to the employee behavior for producing useful ideas for product, practice or procedure. Additionally, creative employee or managers is a role model for other people by producing new and transferable ideas in the organization (Shalley & Gilson, 2004). It is measured by 13 items on a 6-point rating scale.

Support for Innovation: This variable refers to the innovative climate in an organization supported by managers that encourages risk taking and the challenge to use creative approaches at work environment. It is measured by 9 items on a 6-point rating scale.

Managerial Task Performance: This variable includes various behaviors in managing subordinates (Motowidlo & Schmit, 1999). Task performance refers to technical support, providing managerial contributions of coordination, supervision to increase efficiency (Motowildo et al., 1997). MTP was measured

on a 6-point rating scale by a-13-item MTPS which is developed by the researcher for the purpose of this study.

Managerial Contextual Performance: This variable includes managers behaviors that contribute to the culture and climate of the organization and the context within which transformation and maintenance activities (i.e. volunteering for extra work, helping and cooperating with others, supporting or defending the organization) are carried out (Motowidlo & Schmit, 1999). MCP is measured on a 6-point rating scale by a-13-item MCPS which is developed by researcher for the purpose of this study.

Organizational Financial Performance: This variable is related with financial process and activities for increasing budget and economic power. This variable is measured by 12 items on a 6-point rating scale.

Employee Performance: This variable refers to the degree of fulfilling requirements in a job description by an employee in an organization. It is measured on a 6-point rating scale by a-14- item EPS which is developed by the researcher for the purpose of this study. EP is measured by three factors. Fundamental performance is initial level related to having a sense of basic employee behaviors expected by an organization in general. Advance

performance, on the other hand, explains moderate level of employee skills which an employee is supposed to use his or her individual potential effectively. Internalization is the third level explaining the highest level of employee performance that an interaction occurs between employee behaviors and organizational goals.

3.3 Sampling Procedures and Participants

Target population of the study was all managers and employees working in 135 non-profit sport organizations composed of D-SPES (n=54) and PDYS (n=81) in Turkey. Clustered sampling procedure was used in order to get a representative sample. This procedure is commonly used method when groups rather than individuals are randomly selected and when it is difficult or impossible to select individuals randomly (Fraenkel &Wallen, 2008). Therefore 44 groups were selected from accessible population.

3.2.1 Participants

Participants of this research were 721 voluntary participants selected from 44 non-profit sport organizations in Turkey. In terms of gender, 241 (33.4%) of the participants were female and 477 (66.2%) of the participants were male. In terms

of education level, 263 (36.5%) participants were university graduates as the biggest category in the data. Considering the area of graduation, 352 (71%) of the university graduates had undergraduate degree from D-SPES and related sub-areas of PES Teacher Education (33.1%), Coaching (7.4%), Sports Management (6.8%), Recreation (1.4%), Sport Sciences & Technology (1.1%).

Considering the job status of the participants, employees have the higher participation rate (66.3%) with 478 participants compared to managers (10.3%), assistant managers (9.3%), and support members (6.1%). Mean age of the participants were 36.6, ranging from 18 to 62. Employees' organizational working life residence ranged from one month to 32 years, with a mean of 8.6. In addition, overall working life residence in job ranged from one month to 34 years, with a mean of 11.5 years. Table 1 and Table 2 show demographic characteristics of participants according to their organizations.

Table 1

Demographic Characteristics of the Participants (I)

	SPES		PDYS	
	N	Percentage	N	Percentage
Gender				
Male	185	42.8	292	74.1
Female	140	56.6	101	25.6
Education level				
Basic Education	11	3.4	25	6.3
High school	28	8.6	93	23.6
University (2 years)	28	8.6	58	14.7
University (4 years)	78	23.9	185	47.0
Master	71	21.7	29	7.4
Doctorate	109	33.3	3	1.8
Department				
PES Teacher Education	151	46.2	81	20.6
Recreation	6	1.8	4	1.0
Sports Management	19	5.8	30	7.6
Coaching	19	5.8	34	8.6
Sport Science &Technology	8	2.4	0	0
Others	54	16.5	74	18.8
Position				
Manager	32	9.8	42	10.7
Assistant Manager	26	8	41	10.4
Employee	229	70	249	63.2
Support Member	14	4.3	30	7.6

Table 2

Demographic Characteristics of the Participants (II)

		SPES	PDYS
Age			
	Mean	36.87	36.37
	Median	36	35
	Maximum	60	62
	Minimum	19	18
Organizational working life residence			
	Mean	8.50	8.83
	Median	8	6
	Maximum	28	32
	Minimum	0.3	0.1
Overall working life residence in the same job			
	Mean	11.77	11.43
	Median	11	10
	Maximum	34	33
	Minimum	0.3	0.1

3.3 Data Collection Instrument

In this part, the scales used in this study will be explained in detail. First of all, individual creativity scale and support for innovation which are used in the previous studies will be introduced. Then, as performance scales used in the study, managerial task performance scale, managerial contextual performance

scale, financial performance scale, employee performance scale which were developed by the researcher using separate samples will be presented.

3.3.1 Individual Creativity Scale

Perceived creativity was assessed using a 13-item scale adapted by Gümüşlüoğlu and İlsev (2007) from Tierney, Farmer and Graen (1999) and Zhou and George's (2001) creativity measures. The scale is originally used for evaluating the creativity of employees by their leaders. For this study, the scale was completed by employees and managers/ leaders to evaluate their own creativity on a six point scale ranging from one to six that high score indicated high creativity. Sample items were; 'I suggest new methods for achieving the objectives' and 'I am a good source of new ideas'. According to the study of Gümüşlüoğlu and İlsev (2007), all 13 items loaded on one factor, which accounted for 62.99 % of the variance and the reliability of the scale was 0.95.

3.3.2 Support for Innovation Scale

The perception of support for innovation was evaluated by a-9-item scale adapted by Gümüşlüoğlu and İlsev (2007) from Scott and Bruce (1994). In this study, scale was used with a six-point scale ranging from one to six, that high

score indicated high support for innovation. Sample items were "This organization can be described as flexible and continually adapting to change" and "There are adequate resources devoted to innovation in this organization". According to the study of Gümüşlüoğlu and İlsev (2007), the remaining 9 items which loaded on one factor accounted for 55.40% of the variance and the reliability of the scale was 0.88.

3.3.3 Performance Scales

For the purpose of the study four types of performance measures for both profit and non-profit organization were developed by the researcher. Four stages were followed in developing performance scales (i.e. managerial task performance, managerial contextual performance, organizational financial performance and employee performance). In the first stage, conceptual frameworks for the instruments were developed. For the purpose of this stage, substantial literatures on various types of performance measures for organizations were reviewed. The result of the literature review proposed that developing these scales has potential importance for organizational studies in measuring performance. In the second stage of the instrument development process, item pool was developed for each measure by considering previous studies and researches. After that, demographic items such as gender, age and status were added. The third stage composed of

taking expert opinions for providing content validity of the scales. Before exploratory factor analysis, expert opinion from managers, academicians and management professionals about the items in scales were taken with both written and face to face exchange of views. Contacting those people from different areas provided rich amount of feedbacks for developing the final state of the measures. The last stage was exploratory factor analysis which reveals factor structure of the scales and provides construct validity. Six point scales were used for rating responses in order to capture small differences among participants.

3.3.3.1 Managerial Task Performance Scale

Perceived Managerial Task Performance Scale was developed by the researcher to be used in this study. Exploratory Factor Analysis (EFA) with Maximum Likelihood extraction method (MacCallum & Strahan, 1999) and oblique rotation (direct oblimin) (Preacher & MacCallum, 2003) was carried out using data obtained from 160 managers and employees working in Department of Education in METU. The sample size to item ratio (12:1) was within the range of the recommended requirements of a sample size 100 to 200 for stable factor solutions (Field, 2005, Hair, 1988; Guadagnoli & Velicer, 1988). Prior to analysis, data were examined through SPSS 15 program for accuracy of its entry and missing values. There existed no missing values greater than 5 percentages.

For this reason Expectation Maximization (EM) algorithm, a practical commonly used analysis (Allison, 2002) was used to impute the missing values.

According to the Norman and Streiner's (1994) formula which was utilized by Garson, (2006), minimum value of factor loadings for this data set calculated as .41. Then, the matrix of correlation coefficients and their respective significance levels were used to check the correlations among 13 items which have been used to define the factors. Examination of the bivariate relationships revealed that the majority of values are greater than .5 and there were not any value greater than .9 (Field, 2005). In addition, significant Barlett test of sphericity result confirmed the factorability of correlation coefficients (χ^2 =1244.52, *df* = 78, *p*<.001) and Kaiser-Meyer-Olkin measure of sampling adequacy, which provide a minimum standard that should be passed before a factor analysis, is found to be greater than the suggested minimum value of .60 (*KMO* = .91) (Tabachnick & Fidell, 2001). Hence, it was considered that the data were adequate for the factor analysis. Exploratory Factor Analysis with oblique rotation revealed one factor model, explaining the 49.44 % of the variance. The scree plot revealed only one dominant factor as seen in figure clearly with only one eigenvalue greater than one.

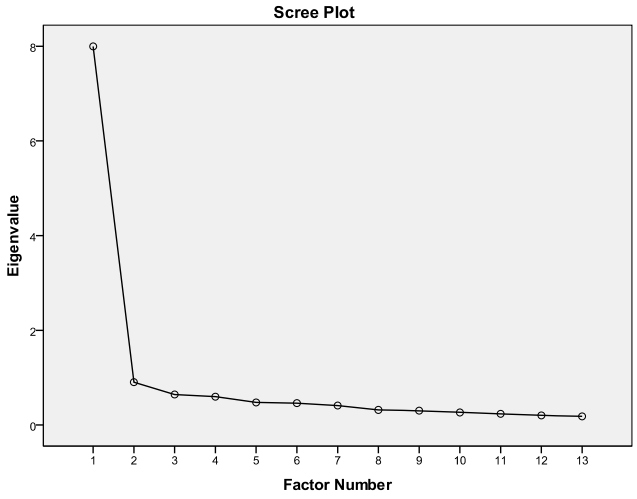

Figure 2 Scree plot for the correlation matrix of MTPS

By examining the Table 3, it can be observed that all 13 items loaded on a single factor which was labeled in this study as “managerial task performance”, which is related to behaviors that contribute to the core transformation and maintenance activities in an organization. For the reliability evidence of MTPS, Cronbach alpha was calculated. The results generated satisfactory evidence for the reliability of MTPS. Cronbach alpha for the scale was .93.

Table 3

Summary of Factor Loadings of Oblimin Rotation for the MTPS and Item-Total Correlations

	Factor Loadings	Item Total Correlation	Alpha If Item Deleted
Item 5	.80	.73	.92
Item 6	.78	.72	.92
Item 7	.77	.72	.92
Item 2	.77	.67	.92
Item 11	.76	.75	.92
Item 8	.71	.52	.93
Item 1	.71	.68	.92
Item 3	.68	.65	.93
Item 10	.68	.70	.92
Item 4	.68	.66	.93
Item 9	.64	.72	.92
Item 13	.59	.69	.92
Item 12	.52	.69	.92

3.3.3.2 Managerial Contextual Performance Scale

Managerial Contextual Performance Scale was developed by the researcher to be used in this study. Exploratory Factor Analysis (EFA) with Maximum Likelihood extraction method (Fabrigar, Wegener, MacCallum and Strahan, 1999) and oblique rotation (direct oblimin) (Preacher & MacCallum, 2003) was carried out for the present study, using data obtained from a separate sample

(n=160). The sample size to item ratio (12:1) was within the range of the recommended requirements of a sample size 100 to 200 for stable factor solutions (Field, 2005, Hair, 1988; Guadagnoli & Velicer, 1988). Prior to analysis, data were examined through SPSS 15 program for accuracy of its entry and missing values. There existed no missing values greater than 5 percentages. For this reason Expectation Maximization (EM) algorithm, a practical commonly used analysis (Allison, 2002) was used to impute the missing values.

According to the Norman and Streiner's (1994) formula which was utilized by Garson, (2006), minimum value of factor loadings for this data set calculated as .41. Then, the matrix of correlation coefficients and their respective significance levels were used to check the correlations among the 13 items which have been used to define the factors. Examination of the bivariate relationships revealed that the majority of values are greater than .5 and there were not any value greater than .9 (Field, 2005). In addition, significant Barlett test of sphericity result confirmed the factorability of correlation coefficients (χ^2 =1383.55, *df* = 78, $p<.001$) and Kaiser-Meyer-Olkin measure of sampling adequacy, which provide a minimum standard that should be passed before a factor analysis, is found to be greater than the suggested minimum value of .60 (*KMO* = .89) (Tabachnick & Fidell, 2001). Hence, it was considered that the data were adequate for the factor analysis. Initially, the Exploratory Factor Analysis with

obligue rotation revealed one factor model, explaining the 50.81 % of the variance. The scree plot revealed only one dominant factor as seen in figure clearly with only one eigenvalue greater than one.

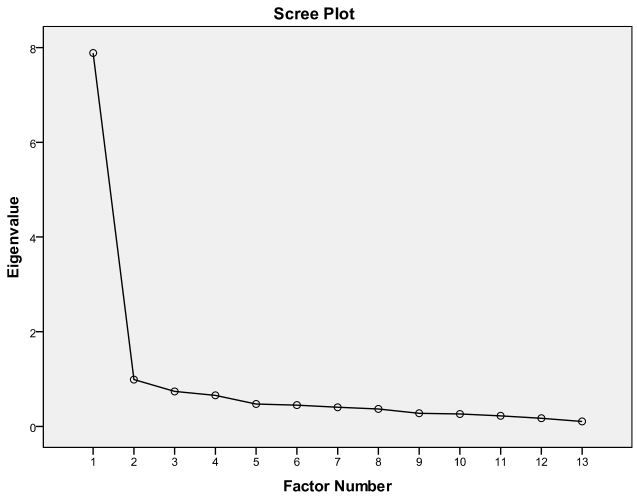

Figure 3 Scree plot for the correlation matrix of MCPS

By examining the Table 4, it can be observed that all 13 items loaded on a single factor which was labeled in this study as “managerial contextual performance”, which is related to behaviors that contribute to the culture and climate of the organization. For the reliability evidence of PMCP, Cronbach alpha was calculated. The results generated satisfactory evidence for the reliability of PMP. Cronbach alpha for the scale was .93

Table 4

Summary of Factor Loadings of Oblimin Rotation for the MCPS

	Factor Loadings	Item Total Correlation	Alpha If Item Deleted
Item 11	.78	.75	.92
Item 6	.76	.72	.92
Item 9	.76	.72	.92
Item 5	.76	.73	.92
Item 7	.75	.72	.92
Item 10	.73	.70	.92
Item 12	.72	.69	.92
Item 13	.71	.69	.92
Item 1	.69	.68	.92
Item 2	.69	.68	.92
Item 4	.67	.66	.93
Item 3	.67	.65	.93
Item 8	.54	.52	.93

3.3.3.3 Organizational Financial Performance Scale

Organizational Financial Performance Scale was developed by the researcher to be used in this study. Exploratory Factor Analysis (EFA) with Maximum Likelihood extraction method (MacCallum and Strahan, 1999) and oblique rotation (direct oblimin) Preacher & MacCallum, (2003) was carried out using data obtained from a separate sample (n=160). The sample size to item ratio (13:1) was within the range of the recommended requirements of a sample size 100 to 200 for stable factor solutions (Field, 2005, Hair, 1988; Guadagnoli &

Velicer, 1988). Prior to analysis, data were examined through SPSS 15 program for accuracy of its entry and missing values. There existed no missing values greater than 5 percentages. For this reason Expectation Maximization (EM) algorithm, a practical commonly used analysis (Allison, 2002) was used to impute the missing values.

According to the Norman and Streiner's (1994) formula which was utilized by Garson, (2006), minimum value of factor loadings for this data set calculated as .41. Then, the matrix of correlation coefficients and their respective significance levels were used to check the correlations among the 12 items which have been used to define the factors. Examination of the bivariate relationships revealed that the majority of values are greater than .5 and there were not any value greater than .9 (Field, 2005). In addition, significant Barlett test of sphericity result confirmed the factorability of correlation coefficients (χ^2=901.059, *df* = 66, *p*<.001) and Kaiser-Meyer-Olkin measure of sampling adequacy, which provide a minimum standard that should be passed before a factor analysis, is found to be greater than the suggested minimum value of .60 (*KMO* = .86) (Tabachnick & Fidell, 2001).

Hence, it was considered that the data were adequate for the factor analysis. Initially, the maximum likelihood with oblique rotation revealed a 3 factor

model, explaining the 56.35% of the variance. Result revealed three eigenvalue more than one. The scree plot was also produced 3 dominant factors which is consistent to eigenvalues. The first, second, and third factors accounted for the 40.76%, 9.08%, 6.49% of the variance, respectively.

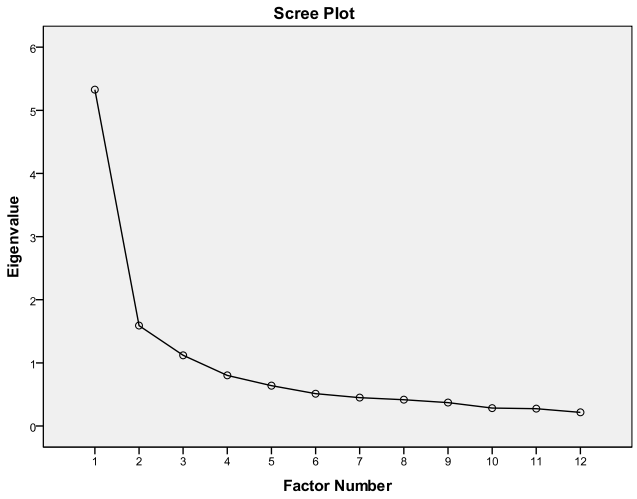

Figure 4 Scree plot for the correlation matrix of FPS

By examining the Table 5, it can be observed that 5 items (5, 6, 7, 8, and 12) loaded on the first factor which was labeled in this study as Financial Power (FP), explaining amount of investment in use. Sample items from the scale are; "there is linear increase in financial incomes of the organization" and "organization has sufficient financial sources to realize its own objectives". Items, 1, 2, 3, 4 loaded on the second factor which was identified as Financial

Effort (FE), as all of these items were about the economical strives and activities to increase organizational investment. Sample items from the scale are; "organization use its financial resources effectively" and "organization cooperate with governmental organizations to increase its financial investment"

Items 9, 10, and 11 loaded on the third factor which was labeled as Financial Autonomy (FA), which is related to having a sense of autonomy while taking economic decisions. Sample items from the scale are; "organization have independent prudential financial strategies" and organization creates great part of its own financial resources".

For the reliability evidence of FPS and its subscales, Cronbach alpha was calculated separately for total scale and for subscales. The results generated satisfactory evidence for reliability of FPS. Cronbach alpha for the total scale was .88, and for the subscales were .85, .81, and .77 respectively.

Table 5

Summary of Factor Loadings of Oblimin Rotation for the FPS and Item- Total Correlation

	Factor Loadings			Item-Total Correlation	Alpha If Item Deleted
	1	2	3		
Financial Power (α =85)					
Item 7	**,89**	-,13	-,07	,74	,80
Item 8	**,79**	-,05	-,10	,72	,81
Item 6	**,55**	,29	,12	,57	,84
Item 12	**,49**	,08	-,30	,64	,83
Item 5	**,41**	,34	-,22	,65	,82
Financial Effort (α =81)					
Item 3	,18	**,79**	,04	,68	,73
Item 4	,07	**,69**	-,12	,63	,76
Item 2	-,11	**,68**	,00	,62	,76
Item 1	-,01	**,54**	-,10	,58	,78
Financial Autonomy (α =77)					
Item 11	-,12	,13	**-,90**	,65	,63
Item 9	,06	,00	**-,59**	,57	,72
Item 10	,14	,00	**-,57**	,58	,71

3.3.3.4 Employee Performance Scale

Employee Performance Scale was developed by the researcher to be used in this study. Exploratory Factor Analysis (EFA) with Maximum Likelihood Extraction method (MacCallum and Strahan, 1999) and oblique rotation (direct oblimin) Preacher & MacCallum, (2003) was carried out using data obtained from a

separate sample (n=160). The sample size to item ratio (8.4:1) was within the range of the recommended requirements of a sample size 100 to 200 for stable factor solutions (Field, 2005, Hair, 1988; Guadagnoli & Velicer, 1988). Prior to analysis, data were examined through SPSS 15 program for accuracy of its entry and missing values. There existed no missing values greater than 5 percentages. For this reason Expectation Maximization (EM) algorithm, a practical commonly used analysis (Allison, 2002) was used to impute the missing values.

According to the Norman and Streiner's (1994) formula which was utilized by Garson, (2006), minimum value of factor loadings for this data set calculated as .41. For this data set .5 is defined as minimum item loadings. Regarding these criteria, 5 items (7, 16, 12, 18, 1, and 6) loaded under the threshold level and these items were removed from the scale. Then, the matrix of correlation coefficients and their respective significance levels were used to check the correlations among the 19 items which have been used to define the factors. Examination of the bivariate relationships revealed that the majority of values are greater than .5 and there were not any value greater than .9 (Field, 2005). In addition, significant Barlett test of sphericity result confirmed the factorability of correlation coefficients (χ^2=1860.805, df = 171, p<.001) and Kaiser-Meyer-Olkin measure of sampling adequacy, which provide a minimum standard that should

be passed before a factor analysis, is found to be greater than the suggested minimum value of .60 (*KMO* = .92) (Tabachnick & Fidell, 2001).

Hence, it was considered that the data were adequate for the factor analysis. Initially, the Exploratory Factor Analysis (EFA) with Maximum Likelihood extraction method revealed a 3- factor model, explaining the 64.352 % of the variance. The scree plot was confirm 3 dominant factors would be extracted in figure. The first, second and third factors accounted for the 51.56%, 7.09%, 5.71% of the variance, respectively considered with 3 eigenvalues over one.

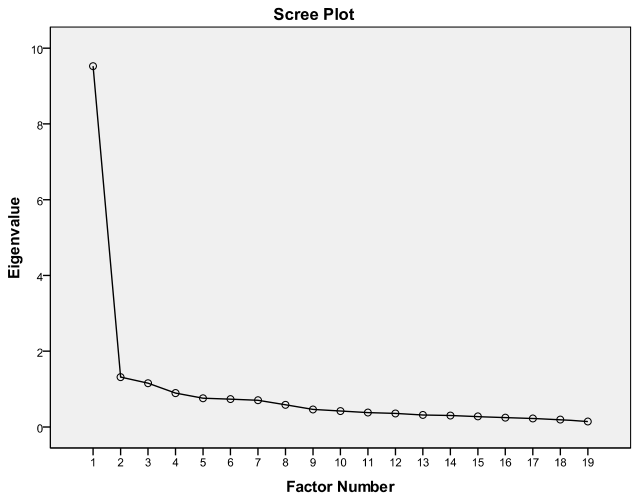

Figure 5 Scree plot for the correlation matrix of EPS

By examining the Table 6, it can be observed that 6 items (2, 3, 4, 19, and 13) loaded on the first factor which was labeled in this study as “fundamental performance” (FUN-EP), which is related to having a sense of basic employee behaviors desired by an organization in general. Sample items for the factor are; “I achieve my job right considering with the standards” and “I am consistent and stably in my relation with my workmates”. Items; 9, 10, and 11 loaded on the second factor which was identified as “advance employee performance” (ADV-EP), explaining the more developed employee skills. Sample items for the factor are; I can adapt team work easily if it is required” and I use my skills effectively in working life”. Items; 8, 14, 15, 16, and 17 loaded on the third factor identified as “Internalization” (INT), explaining the high level of interaction between employee behaviors and organizational goals. Sample items for the factor are; “I represent the organization successfully in every condition” and “I am strongly committed to my organization”.

For the reliability evidence of EPS and its subscales, Cronbach alpha was calculated separately for the total scale and the subscales. The results generated satisfactory evidence for the reliability of EPS. Cronbach alpha for the total scale was .92, and for subscales were .87, .84, and .79 respectively.

Table 6

Summary of Factor Loadings of Oblimin Rotation for the EPS and Item- Total Correlation

	Factor Loadings			Item Total Correlation	Alpha If Item Deleted
	1	2	3		
Fundamental Performance (α =87)					
Item 5	**,90**	,10	,21	,71	,83
Item 4	**,80**	-,05	-,11	,71	,84
Item 3	**,78**	-,09	,01	,57	,86
Item 2	**,64**	,03	-,20	,63	,85
Item 19	**,62**	,27	,03	,72	,83
Item 13	**,55**	,12	-,32	,64	,85
Internalization (α=84)					
Item 16	-,12	**,98**	,12	,64	,82
Item 8	-,03	**,76**	-,09	,56	,83
Item 15	,24	**,65**	-,07	,70	,80
Item 14	,30	**,54**	-,12	,68	,80
Item 17	,30	**,51**	-,14	,69	,80
Advance Performance (α=79)					
Item 10	-,06	-,09	**-,98**	,71	,65
Item 9	-,10	,30	**-,67**	,60	,77
Item 11	,37	,02	**-,55**	,61	,73

3.4 Pilot Study for Adapting the Measures

In order to see the usability of the measures and provide evidence for reliability and validity of the adapted and developed measures, a pilot study was conducted. All six measures were piloted with 221 participants from 15 organizations

selected among D-SPES and PDYS. The participants involved in the pilot study were not included in the sample of actual study.

Before adaptation of scale permission were obtained from Human Subjects Ethic Committee of Middle East Technical University. Before starting the analysis of plot study, data were screened to check incorrect or missing data. No incorrect entry was detected. However there was some missing values in demographic variables and measure items, but they were not exceeding 5%. Therefore, researcher decided to impute the missing values by using Expectation Maximization (EM) algorithm (Tabacnic& Fidell, 2007). Skewness and kurtosis values for each item of the scale were examined to check out the normality. Afterwards Confirmatory Factor Analysis (CFA) was conducted by Analysis Moments of Structures (AMOS) 18. Comparative fit index (CFI), non-normed fit index (NNFI) and root mean square error of approximation (RMSEA) were used to check if the model fit the data. After re-specification of models Cronbach's Coefficient Alpha was computed to check for the internal consistency of adapted and developed scales.

Table 7

Fit Indices and Their Acceptable Threshold Levels

Fit Index	Acceptable Threshold Levels
Chi Square/df	$\chi^2 / df < 5$ (Wheaton et al, 1977)
CFI	CFI>0.90, acceptable (Maruyama, 1998) CFI≥0.95 (Hu&Bentler, 1999)
NNFI(TLI)	NNFI>0.90 acceptable (Maruyama, 1998) NNFI≥0.95(Hu & Bentler, 1999)
RMSEA	RMSEA<0.05, close fit; 0.05<RMSEA< 0.10, mediocre fit; RMSEA>1, poor fit (Browne&Cudeck, 1993). RMSEA<0.08, adequate model fit (Jaccard & Wan, 1996)

3.4.1 Confirmatory Factor Analysis of ICS

The confirmatory factor analysis was conducted employing the maximum likelihood method by using the AMOS 18 program on ICS.

Table 8

Summary of Goodness of Fit Statistics for the ICS

Model	χ^2	*df*	χ^2 / df	CFI	NNFI	RMSEA
Hypothesized model	143	65	2.2	.97	.96	.076
Modified model	88	63	1.4	.99	.99	.043

One factor structure was proposed by the researcher. CFA resulted in significant χ^2 value (143), *df* was 65, and the fit indices were; CFI value of .97, NNFI value of .96 and RMSEA value of .076 and this indicates moderate fit (MacCallum, Browne & Sugawara, 1996). Furthermore modification indices were checked and the pairs with high error covariances were connected (ε2-ε3, ε4-ε6). After the second run RMSEA value decreases to .043 which indicates close fit (Jaccard & Wan, 1996). This result supported with NNFI value of .99 and CFI value of .99. On the contrary CFA resulted in still significant χ^2 value (87.7) and *df* was 63. Final CFA model for ICS with standardized estimates ranged between .70 and .86

Table 9

Reliability Coefficients of ICS and Related Items

	Reliability	Alpha If Item Deleted
Individual Creativity Scale	.96	
Item 1		.96
Item 2		.96
Item 3		.96
Item 4		.96
Item 5		.96
Item 6		.96
Item 7		.96
Item 8		.96
Item 9		.96
Item 10		.96
Item 11		.96
Item 12		.96
Item 13		.96

3.4.2 Confirmatory Factor Analysis of SIS

The confirmatory factor analysis was conducted employing the maximum likelihood method by using the AMOS 18 program (Arbuckle & Wothke, 1999) on SIS.

Table 10

Summary of Goodness of Fit Statistics for the SIS

Model	χ^2	*df*	χ^2 / *df*	CFI	NNFI	RMSEA
Hypothesized model	113	27	4.2	.95	.93	.120
Modified model	36	22	1.6	.97	.98	.076

One factor structure was proposed by the researcher. CFA resulted in significant χ^2 value (113, 2), *df* was 27, and the fit indicates were; CFI value of. 95, NNFI value of .93 and RMSEA value of .120 and this indicates poor fit (MacCallum, Browne & Sugawara, 1996). Furthermore modification indices were checked and the pairs with high error covariances were connected (ε1-ε3, ε2-ε3, and ε1-ε6.). After the second run RMSEA value decreases to .076 which indicate close fit (Jaccard & Wan, 1996). This result supported with NNFI value of .98 and CFI value of .97. On the contrary CFA resulted in still significant χ^2 value (36) and *df* was 22. But the researcher did not considered χ^2 statistics since it is very

sensitive to sample size. Final CFA model for SIS with standardized estimates ranged between .46 and .91.

The following table shows the reliability coefficient of the ICS and reliability coefficient if items deleted. Cronbach's Coefficient Alpha was found to be .90.

Table 11

Reliability Coefficients of SIS and Related Items

	Reliability	Alpha If Item Deleted
Support for Innovation	.90	
Item 1		.89
Item 2		.89
Item 3		.89
Item 4		.89
Item 5		.88
Item 6		.89
Item 7		.90
Item 8		.91
Item 9		.90

3.4.3 Confirmatory Factor Analysis of MTPS

The confirmatory factor analysis was conducted employing the maximum likelihood method by using the AMOS 18 program (Arbuckle & Wothke, 1999) on SIS.

Table 12

Summary of Goodness of Fit Statistics for the MTPS

Model	χ^2	*df*	χ^2 / *df*	CFI	NNFI	RMSEA
Hypothesized model	231	60	3.9	.92	.90	.108
Modified model	115	60	1.9	.97	.97	.076

One factor structure was proposed by the researcher. CFA resulted in significant χ^2 value (231.08), *df* was 60, and the fit indicates were; CFI value of .92, NNFI value of .90 and RMSEA value of .108 and this indicates poor fit (MacCallum, Browne & Sugawara1996). Furthermore modification indices were checked and the pairs with high error covariances were connected (ε2-ε3, ε5-ε11, ε9-ε10, ε11-ε12, and ε12-ε13). After the second run RMSEA value decreases to .065 which indicate close fit (Jaccard & Wan, 1996). This result supported with NNFI value of .97 and CFI value of .97. On the contrary CFA resulted in still significant χ^2 value (115) and *df* was 60. But the researcher did not considered χ^2 statistics since it is very sensitive to sample size. Final CFA model for MTPS with standardized estimates ranged between .52 and .84

The following table shows the reliability coefficient of the ICS and reliability coefficient if items deleted. Cronbach's Coefficient Alpha was found to be .95.

Table 13

Reliability Coefficients of MTPS and Related Items

	Reliability	Alpha If Item Deleted
Managerial Task Performance Scale	.95	
Item 1		.94
Item 2		.94
Item 3		.94
Item 4		.94
Item 5		.94
Item 6		.94
Item 7		.94
Item 8		.94
Item 9		.94
Item 10		.94
Item 11		.94
Item 12		.94
Item 13		.94

3.4.4 Confirmatory Factor Analysis of MCPS

The confirmatory factor analysis was conducted employing the maximum likelihood method by using the AMOS 18 program (Arbuckle & Wothke, 1999) on SIS.

Table 14

Summary of Goodness of Fit Statistics for the MCPS

Model	χ^2	*df*	χ^2 / *df*	CFI	NNFI	RMSEA
Hypothesized model	434	65	6.7	.88	.80	.161
Modified model	145	58	2.5	.96	.94	.086

One factor structure was proposed by the researcher. CFA resulted in significant χ^2 value (434.32), *df* was 65, and the fit indicates were; CFI value of .83, NNFI value of .80 and RMSEA value of .161 and this indicates poor fit (MacCallum, Browne&Sugawara1996). Furthermore modification indices were checked and the pairs with high error covariances were connected (ε1-ε2, ε3-ε4, ε5-ε6, ε5-ε8, ε5-ε11, and ε8-ε19). After the second run RMSEA value decreases to .086 which indicate close fit (Jaccard & Wan, 1996). This result supported with NNFI value of .94 and CFI value of .96. On the contrary CFA resulted in still significant χ^2 value (144.8) and *df* was 58. But the researcher did not considered χ^2 statistics since it is very sensitive to sample size. Final CFA model for MCPS with standardized estimates ranged between .67 and .81.

The following table shows the reliability coefficient of the MCPS and reliability coefficient if items deleted. Cronbach's Coefficient Alpha was found to be .95

Table 15

Reliability Coefficients of MCPS and Related Items

	Reliability	Alpha If Item Deleted
Managerial Contextual Performance Scale	.95	
Item 1		.94
Item 2		.94
Item 3		.94
Item 4		.94
Item 5		.94
Item 6		.94
Item 7		.94
Item 8		.94
Item 9		.94
Item 10		.94
Item 11		.94
Item 12		.94
Item 13		.94

3.4.5 Confirmatory Factor Analysis of FPS

The confirmatory factor analysis was conducted employing the maximum likelihood method by using the AMOS 18 program on FPS.

Table 16

Summary of Goodness of Fit Statistics for the FPS

Model	χ^2	*df*	χ^2 / *df*	CFI	NNFI	RMSEA
Hypothesized model	125	51	2.5	.96	.95	.081

Three factor structures were proposed by the researcher. CFA resulted in significant χ^2 value (124.704), *df* was 51, and the fit indicates were; CFI value of. 96, NNFI value of .95 and RMSEA value of .81 and this indicates mediocre model fit (Jaccard & Wan, 1996). Furthermore modification indices were checked but no high value of error covariances was detected. The following table shows the reliability coefficient of the FPS, related factors and reliability coefficient if items deleted. Cronbach's Coefficient Alpha was found to be .91 for financial power, .88 for financial effort, .83 for financial autonomy and .94 for overall scale.

Table 17

Reliability Coefficients of Factors in FPS and Related Item

	Reliability	Alpha If Item Deleted
Financial Effort	.83	
Item 1		.81
Item 2		.76
Item 3		.71
Financial Power	.91	
Item 4		.91
Item 5		.87
Item 6		.87
Item 7		.88
Financial Autonomy	.88	
Item 8		.86
Item 9		.87
Item 10		.85
Item 11		84
Item 12		86

3.4.6 Confirmatory Factor Analysis of EPS

The confirmatory factor analysis was conducted employing the maximum likelihood method by using the AMOS 18 program (Arbuckle & Wothke, 1999) on EPS.

Table 18

Summary of Goodness of Fit Statistics for the EPS

Model	χ^2	*df*	χ^2 / *df*	CFI	NNFI	RMSEA
Hypothesized model	187	74	6.7	.93	.92	.086
Modified model	145	58	2.5	.95	.94	.073

The three factor structure was proposed by the researcher CFA resulted in significant χ^2 value (186,867), *df* was 74, and the fit indicates were; CFI value of. 93; NNFI value of.92 and RMSEA value of .86 and this indicates poor fit (MacCallum, Browne&Sugawara1996). Furthermore modification indices were checked and the pairs with high error covariances were connected (ε3-ε4, ε4-ε9, ε6- ε7, ε11- ε14.). After the second run RMSEA value decreases to .073 which indicate close fit (Jaccard & Wan, 1996). This result supported with NNFI value of .94 and CFI value of .95. On the contrary CFA resulted in still significant χ^2

value (144.8) and *df* was 58. But the researcher did not considered χ^2 statistics since it is very sensitive to sample size. Final CFA model for MCPS with standardized estimates ranged between .68 and .79.

The following table shows the reliability coefficient of the EPS, related factors and reliability coefficient if items deleted. Cronbach's Coefficient Alpha was found to be .87 for Fundamental Performance, .82 for Advance Performance, .87 for Internalization and .94 for overall scale.

Table 19

Reliability Coefficients of Factors in EPS and Related Item

	Reliability	Alpha If Item Deleted
Fundamental performance	.87	
Item 1		.84
Item 2		.84
Item 3		.83
Item 4		.85
Item 5		.85
Item 9		.86
Advance performance	.82	
Item 6		.77
Item 7		.65
Item 8		.74
Internalization	.87	
Item 10		.84
Item 11		.83
Item 12		.83
Item 13		.95
Item 14		.94

3.5 Data Collection Procedure

After getting the permission of METU Human Subjects Ethics Committee (HSEC), official permission requests were mailed to all PDYS (81) and P-SPES (54). After a while 44 organizations were replied to take part in the study. Questionnaires were posted to key persons which researcher contacted before and were voluntary to help in 25 organizations. Posted documents include questionnaires, HSEC permission letter, informed consent form and a checklist form which voluntary assistants have to follow. Additionally, 19 of the organizations were personally visited by the researcher. Filling questionnaire lasted 20 minutes in average. Finally 721 questionnaires were included in the study after 23 responses were excluded due to excess of missing data over 10 % (Little & Rubin, 1997).

3.6 Limitations of the Study

Despite the various contributions of the findings to the literature, the current study has several limitations. First of all the study is a correlational study which is limited to make causal interferences from the findings. Secondly, the study is limited with self report data, which may inflate the relations among study variables. Additionally, the study is quantitative study and limited with

questionnaires. By the way some other types of measure like observation and interview reports that allow making crosschecking in responses were missing. Additionally current study is the limited with five independent variables, hypothesized to affects employee performance, although employee performance may also influenced by some other factors. Measures are evaluated with 6-point Likert Scale which has limitation to capture smaller differences in responses. Finally the sample is also limited with voluntary participant organizations.

CHAPTER 4

RESULT

In this chapter, the results of data analyses were presented under following sections: (1) preliminary analysis, (2) measurement model testing, and (3) latent model testing.

4.1 Assumptions

Before conducting Confirmatory Factor Analysis (CFA) and testing the models with SEM (Structural Equation Modeling) several assumptions (data accuracy, sample size, missing data, outliers, univariate and multivariate normality, and multicolinearity) regarding the characteristic of data were examined with using SPSS-15 and PASW-SPSS-18.

Initially collected data was examined to find out uncompleted (case with missing values more that %10) were excluded own to this reason. Later data file will review using PASW-SPSS-18. Unusual cases and extreme values were checked. 19 responses were excluded due to this reason. There were no wrong and unusual entries in the data set were determined. Sample size met all the set

criteria such as sample size should be at least 50, more than 8 times the number of variables in the model (Tabachnick & Fidel, 2001), and sample size should be at least 15 cases per measured variables or indicators (Stevens, 2002) and sample size should be at least 411 for *df* =25 for .80 power (MacCallum, Browne, and Sugawar, 1996) were met. The frequencies of missing values were calculated and no missing values were determined exceeding 5 percent. SEM is sensitive statistical analysis to the presence of missing values (Tabachnick & Fidel, 2007). For this reason Expectation Maximization (EM) algorithm, a practical commonly used analysis (Allison, 2002) was used to impute the missing values.

In order to check out the multivariate normality, outliers were examined with skewness and kurtosis values. The value ranged from 1.93 to -1.03, which was an evidence for normal distribution that requires the range of -3 to -3 criteria for skewness and kurtosis values to be in (Tabachnick & Fidell, 2007).

In order to diagnose whether multicolinearity exists or not, correlations among the predictors were checked Correlation matrix represents that the correlation among the predictors does not exceed the critical value of .90 for multicolinearity (Stevens, 2002). Nevertheless, there were some strong and medium negative and some medium and small positive correlations (ranged from .01 to .88) among predictor variables (Cohen, 1988).

Table 20

Mean difference between D-SPES and PDYS in study variables

	S-PESS		PDYS		
	M	SD	M	SD	p
Managerial Task performance	3.2	1.3	3.4	1.2	.08
Managerial Contextual performance	3.8	1.1	3.8	1.1	.90
Financial Performance					
Effort	3.8	1.2	4.0	1.2	.04*
Power	3.7	1.2	3.8	1.4	.27
Autonomy	3.5	1.2	3.5	1.3	.48
Support for Innovation	3.6	1.2	3.8	1.2	.04*
Individual Creativity	4.8	0.8	4.8	0.9	.58
Employee Performance					
Fundamental	5.2	0.6	5.1	0.7	.03*
Advance	5.2	0.7	5.1	0.7	.34
Internalization	5.1	0.8	5.1	0.8	.85

*p<.05

The t-test results revealed that there is no significant difference between two types of organization regarding study variables except support for innovation, "financial effort" dimension of financial performance and "fundamental performance" dimension of employee performance (Table 20).

4.3 Correlation Analysis

Bivariate correlation was computed to depict the interrelationship among all the study variables. For this reason Pearson product-moment correlation coefficients were computed to assess relationship among exogenous variables of managerial task performance, managerial contextual performance, and financial performance; mediator variables of support for innovation and individual creativity; endogenous variables of employee performance

Table 21

Correlation Matrix of the Study Variables.

		M	SD	1	2	3	4	5	6	7	8	9
1	Managerial Task Performance	3.8	1.1									
2	Managerial Contextual Performance	3.3	1.3	.88*								
3	Financial Autonomy	3.5	1.3	.64*	.62*							
4	Financial Effort	3.9	1.2	.78*	.71*	.63*						
5	Financial Power	3.7	1.3	.66*	.60*	.71*	.69*					
6	Support for Innovation	3.7	1.2	.81*	.79*	.54*	.68*	.54*				
7	Individual Creativity	4.8	0.9	.20*	.20*	.19*	.25*	.14*	.26*			
8	Fundamental Performance	5.1	0.6	.28*	.17*	.18*	.28*	.21*	.26*	.54*		
9	Advance Performance	5.1	0.7	.21*	.13*	.14*	.21*	.17*	.21*	.50*	.73*	
10	Internalization	5.1	0.8	.42*	.33*	.24*	.38*	.30*	.41*	.49*	.70*	.64*

* $p < .01$

The correlation matrix on the Table 21 showed the relationship among predictors, mediators and criterion variables. Theoretically expected result revealed association of dependent variables; fundamental employee performance, advance employee performance and internalization with each other and with other study variables.

4.4 Measurement Models

In this section, measurement models of present study were tested with the help of CFA. The chi-square statistics and the fit indices (CFI, NNFI, and RMSEA) values were reported.

4.4.1 Individual Creativity Measurement Model

For the sample, CFA resulted in significant; χ^2 value (693.9) and *df* was 65. On the other hand CFI value of .92, NNFI value of .90, is below .95 and RMSEA value was .116 which indicates poor fit (Jaccard & Wan, 1996; Hu & Bentler, 1999; Mac Callum, Browne & Sugawara, 1996). For this reason researcher checked the modification indices (e.g. error covariances) of errors, and detected the ones with high values (Arbuckle, 1999). The pairs with high error covariances were ε1-ε2, ε2- ε3, ε6- ε7, ε11- ε12, ε12- ε13. After wards related error pairs were connected in the model. After the second run, RMSEA value

decrease to .071 which indicates adequate model fit (Jaccard & Wan, 1996; Hu & Bentler, 1999; Mac Callum, Browne Sugawara, 1996). In addition resulting NNFI (.96) and CFI (.97) values supported this adequate model fit. This indicates that CFA model for Individual Creativity Scale representing acceptable fit. On the contrary CFA resulted in still significant χ^2 value (281.1) and *df* was 59. But the researcher did not considered χ^2 statistics since it is very sensitive to sample size. Figure 6 represents the final CFA model with standardized estimates ranged between .60 and .84.

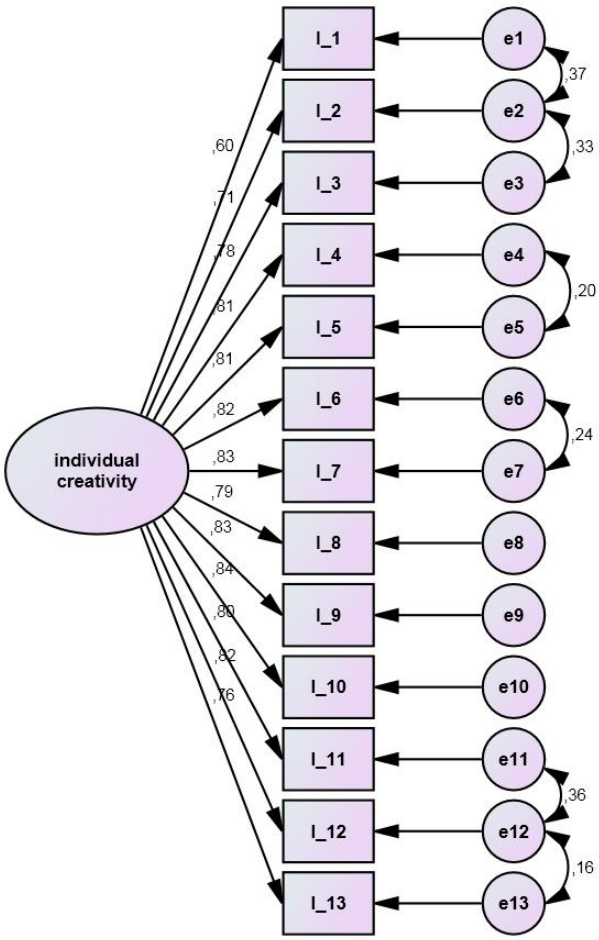

Figure 6 Single Factor CFA Models of ICS with Standardized Estimate

4.4.2 Support for Innovation Measurement Model

For the sample, CFA resulted in significant χ^2 value (329.2) and *df* was 26. On the other hand CFI value of .92, NNFI value of .89, is well below .95 and RMSEA value was .127 and this indicates poor fit (Jaccard & Wan, 1996; Hu &

Bentler, 1999; Mac Callum, Browne Sugawara, 1996). For this reason researcher checked the modification indices (e.g. error covariances) of errors, and detected the ones with high values (Arbuckle, 1999). The pairs with high error covariances were ε1-ε2, ε3-ε4, ε7-ε8. After wards related error pairs were connected in the model. After the second run, RMSEA value decrease to .073 which indicates adequate model fit (Jaccard & Wan, 1996; Hu & Bentler, 1999; Mac Callum, Browne Sugawara, 1996).

In addition resulting NNFI (.97) and CFI (.98) values supported this adequate model fit. This indicates that CFA model for Support for Innovation Scale representing acceptable fit. On the contrary CFA resulted in still significant χ^2 value (114.9) and *df* was 24. But the researcher did not considered χ^2 statistics since it is very sensitive to sample size. Figure 7 represents the final CFA model with standardized estimates ranged between .58 and .85.

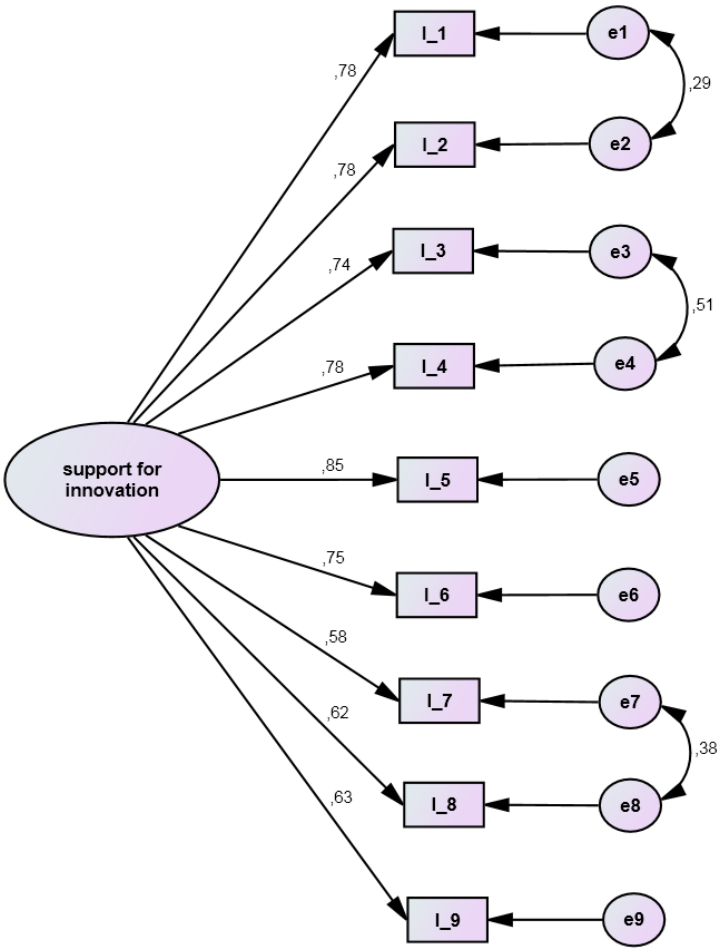

Figure 7 Single Factor CFA Model of SIS with Standardized Estimate

4.4.3 Managerial Task Performance Measurement Model

For the sample, CFA resulted in significant χ^2 value (557.7) and *df* was 65. On the other hand CFI value of .93, NNFI value of .92, was below .95 and RMSEA

value was .103 and this indicates poor fit (Jaccard & Wan, 1996; Hu & Bentler, 1999; Mac Callum, Browne Sugawara, 1996). For this reason researcher checked the modification indices (e.g. error covariances) of errors, and detected the ones with high values (Arbuckle, 1999). The pairs with high error covariances were ε2-ε3, ε7-ε8, ε5-ε11, and ε12-ε13. After wards related error pairs were connected in the model. After the second run, RMSEA value decrease to .071 which indicates adequate model fit (Jaccard & Wan, 1996; Hu & Bentler, 1999; Mac Callum, Browne Sugawara, 1996).

In addition resulting NNFI (.96) and CFI (.97) values supported this adequate model fit. This indicates that CFA model for Support for Innovation Scale representing acceptable fit. On the contrary CFA resulted in still significant χ^2 value (285.5) and *df* was 61. But the researcher did not considered χ^2 statistics since it is very sensitive to sample size. Figure 8 represents the final CFA model with standardized estimates ranged between .75 and .86.

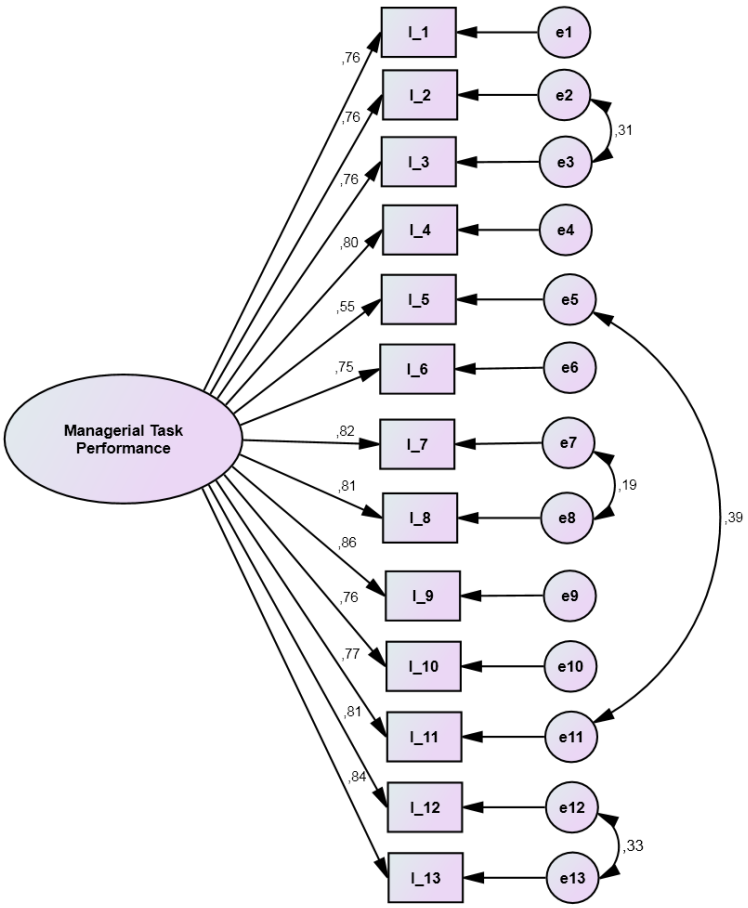

Figure 8 Single Factor CFA Models of MTPS with Standardized Estimate

4.4.4 Managerial Context Performance Measurement Model

For the sample, CFA resulted in significant χ^2 value (557.7) and *df* was 65. On the other hand CFI value of .93, NNFI value of .92, are slightly below .95 and RMSEA value vas .103 and this indicates poor fit (Jaccard & Wan, 1996; Hu &

Bentler, 1999; Mac Callum, Browne Sugawara, 1996). For this reason researcher checked the modification indices (e.g. error covariance) of errors, and detected the ones with high values (Arbuckle, 1999) the pairs with high error covariances were ε2-ε3, ε7-ε8, ε5-ε11, ε5-ε9, and ε12-ε13. After wards related error pairs were connected in the model. After the second run, RMSEA value decrease to .069 which indicates adequate model fit (Jaccard & Wan, 1996; Hu & Bentler, 1999; Mac Callum, Browne Sugawara, 1996).

In addition resulting NNFI (.96) and CFI (.97) values supported this adequate model fit. This indicates that CFA model for Managerial Context Performance Scale representing acceptable fit. On the contrary CFA resulted in still significant χ^2 value (267.1) and *df* was 60. But the researcher did not considered χ^2 statistics since it is very sensitive to sample size. Figure 9 represent the final CFA model with standardized estimates ranged between .57 and .86.

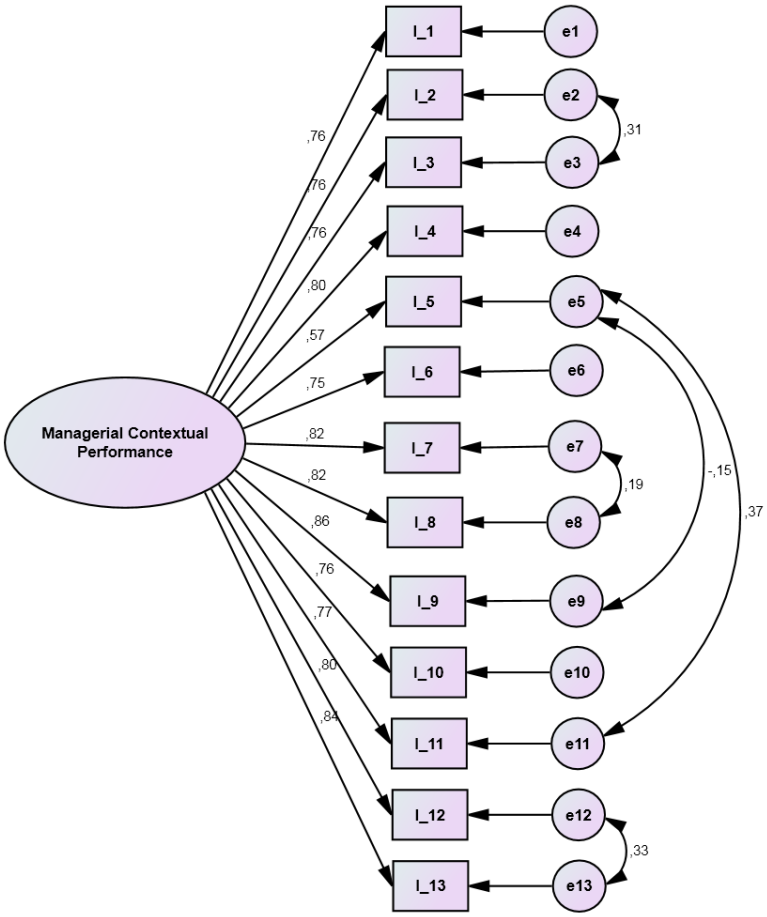

Figure 9 Single Factor CFA Models of MCPS with Standardized Estimate

4.4.5 Organizational Financial Performance Measurement Model

For the sample, CFA resulted in significant χ^2 value (301.5) and *df* was 51. On the other hand CFI value of .96, NNFI value of .94, is close to .95 and RMSEA value vas .83 and this indicates adequate fit (Jaccard & Wan, 1996; Hu & Bentler, 1999; Mac Callum, Browne Sugawara, 1996). For this reason researcher

checked the modification indices (e.g. error covariances) of errors, and detected the ones with high values (Arbuckle, 1999) the pairs with high error covariances were ε4-ε7, ε9-ε12, ε8-ε10. After wards related error pairs were connected in the model. After the second run, RMSEA value decrease to .071 which indicates still adequate model fit (Hu & Bentler, 1999; Jaccard & Wan, 1996; Mac Callum, Browne, & Sugawara, 1996) with better indices.

In addition resulting NNFI (.96) and CFI (.97) values supported this adequate model fit. This indicates that CFA model for Financial Performance Scale representing acceptable fit. On the contrary CFA resulted in still significant χ^2 value (267.1) and *df* was 60. But the researcher did not considered χ^2 statistics since it is very sensitive to sample size. Figure 10 represents the final CFA model with standardized estimates ranged between .65 and .86.

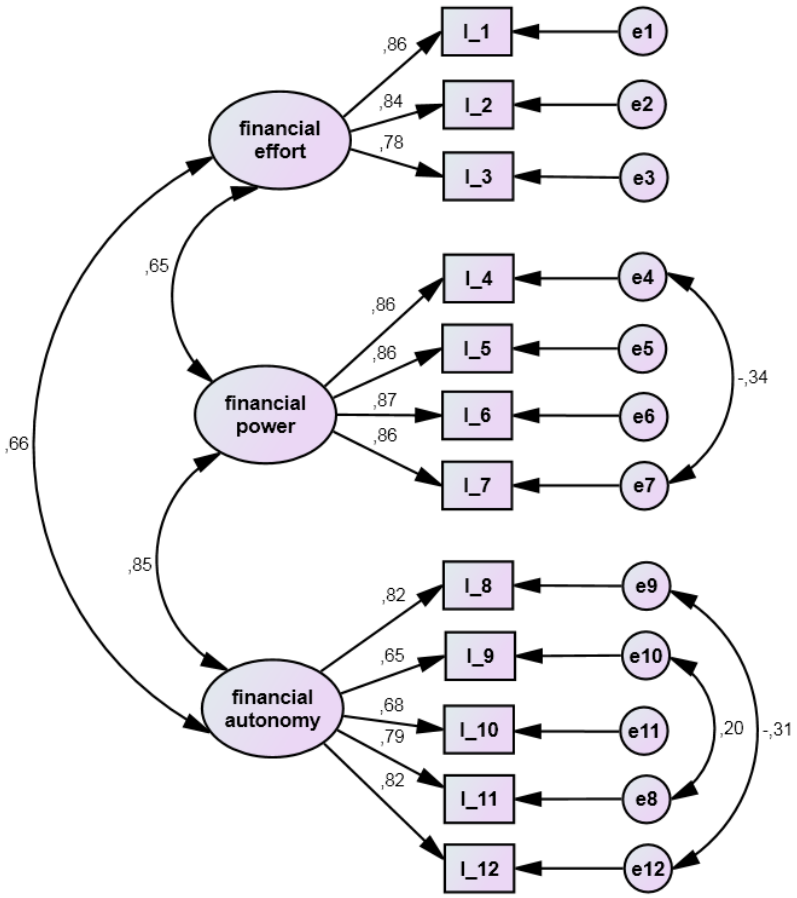

Figure 10 Three Factor CFA Model of FPS with Standardized Estimate

4.4.6 Employee Performance Measurement Model

For the sample, CFA resulted in significant χ^2 value (567.1) and *df* was 74. On the other hand CFI value of .90, NNFI value of .88, is well below .95 and RMSEA value vas .96 and this indicates poor fit (Jaccard & Wan, 1996; Hu & Bentler, 1999; Mac Callum, Browne, & Sugawara, 1996). For this reason

researcher checked the modification indices (e.g. error covariances) of errors, and detected the ones with high values (Arbuckle, 1999). The pairs with high error covariances were ε1-ε2, ε2-ε3, ε3-ε4, ε3-ε9, ε1-ε9, ε6-ε8, ε10-ε13, ε10-ε11, ε12- ε13. After wards related error pairs were connected in the model. After the second run, RMSEA value decrease to .067 which indicates adequate model fit (Jaccard & Wan, 1996; Hu & Bentler, 1999; Mac Callum, Browne Sugawara, 1996).

In addition resulting NNFI (.94) and CFI (.96) values supported this adequate model fit. This indicates that CFA model for Employee Performance Scale representing acceptable fit. On the contrary CFA resulted in still significant χ^2 value (150, 7) and *df* was 72. But the researcher did not considered χ^2 statistics since it is very sensitive to sample size. Figure 11 represents the final CFA model with standardized estimates ranged between .69 and .79

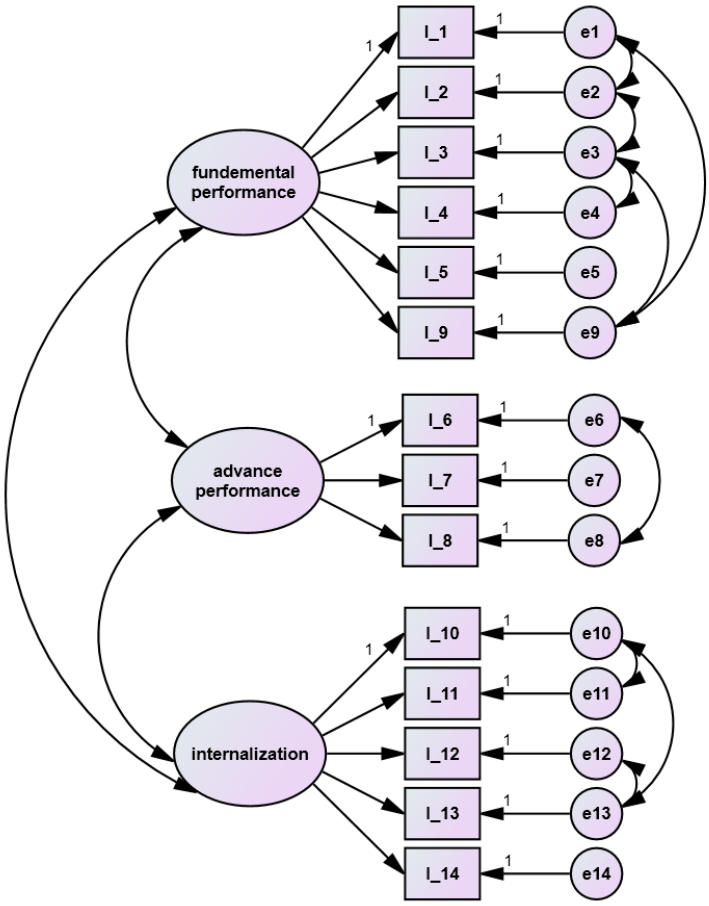

Figure 11 Three Factor CFA Model of EPS with Standardized Estimate

4.4.7 Latent Model Testing

The hypothesized latent variable model of the present study was tested with AMOS 18. SEM analysis examines the whole model simultaneously by assessing both direct and indirect effects among variables. This initial analysis

was used to determine whether the model had obtained adequate fit for the proposed model.

The SEM model presented in Figure 12 was tested using Amos 18. A set of criteria and standards for the model fit were calculated to see if the proposed model fit the data. Specifically, chi-square ($\chi 2$), the ration of chi-square to its degrees of freedom (χ^2/df), root means square of approximation (RMSEA),The comparative fit index (CFI) and Bentler-Bonett non-normed fit index (NNFI) which were explained in the data analysis section in Chapter 3 were used as criteria for model fit.

Table 22

Unstandardized Coefficients of Direct Paths in the Latent Model

Path	Weight	SE	p
Support for Innovation from			
Managerial Task Performance	,390	,062	***
Financial Performance	,200	,067	,003
Managerial Context Performance	,294	,042	***
Individual Creativity from			
Support for Innovation	,138	,043	***
Financial Performance	,084	,053	NS
Employee Performance from			
Individual Creativity	,371	,022	***
Managerial Task Performance	,106	,038	,005
Financial Performance	,014	,046	NS

*** P<.01; and NS: Not Significant

According to the Table 22, paths hypothesized from managerial task performance to support for innovation, financial performance to support for innovation and managerial contextual performance to support for innovation are statistically significant.

Table 22 also shows that path hypothesized from support for innovation to individual creativity is significant. However hypothesized path from financial performance to individual creativity is not significant.

Table 23

Standardized indirect effects in the Latent Model.

	MCP	MTP	FP	SFI	IC
IC	,07	,06	,03	,00	,00
EP	,04	,03	,07	,11	,00
FUN-EP	,22	,03	,09	,09	,49
ADV-EP	,21	,03	,08	,09	,46
INT	,21	,03	,08	,09	,45

Beside that although hypothesized paths from individual creativity to employee performance and Managerial Task Performance to Employee Performance are significant ($p<.05$) the path drawn from financial performance to employee performance is not significant ($p>.05$)

The following table summarizes the goodness of fit statistic of hypothesized model before and after modification.

Table 24

Summary of Goodness of Fit Statistics for the Latent Model

Model	Parameters	χ^2	df	χ^2 /df	CFI	NNFI	RMSEA
Hypothesized model	38	214.40	28	7.6	.96	.94	.096
Modified model	40	139.85	26	5.3	.98	.96	.079

In the hypothesized model χ^2 value (214.4), *df* was 28, the ratio of χ^2 /df is 7.6 and the fit indicates were; CFI value of. 96, NNFI value of.94 and RMSEA value of .96 and this indicates poor model fit (Jaccard & Wan, 1996). The researcher checked the modification indices (e.g. error covariances) of errors. After connecting the errors variances (ε1- ε2) of power and autonomy sub-dimensions in financial performance (Arbuckle, 1999), χ^2 value decrease to (139.85), *df* was 26, and the fit indicates were; CFI value of. 98, NNFI value of.96 and RMSEA value of .79 and this indicates adequate model fit (Jaccard & Wan, 1996).

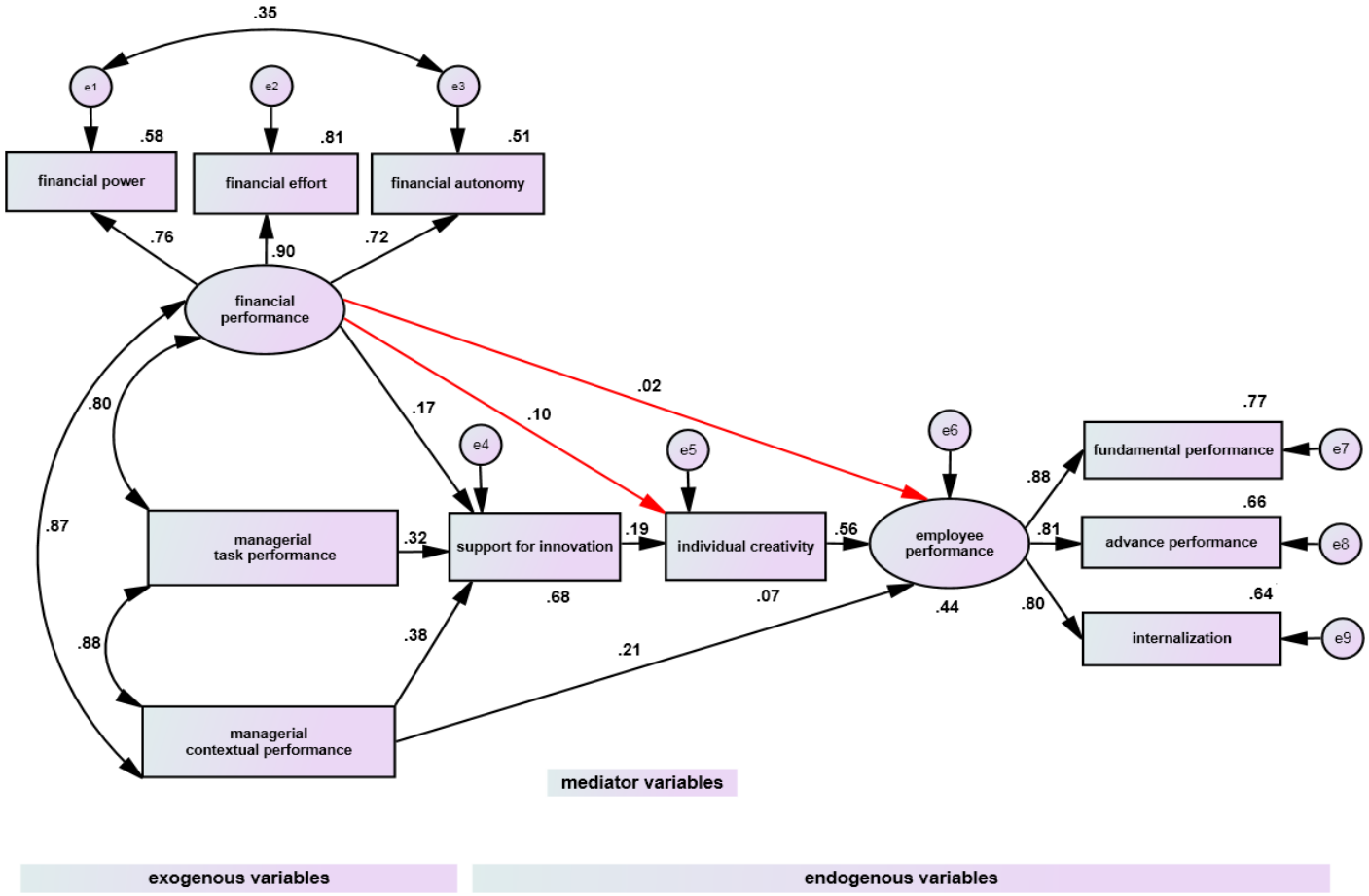

Figure 12 Structural Portion of Latent Employee Performance Model

Path A: The relationship between financial performance and support for innovation was positive and significant (ß=.17), implying that non-profit sport organizations with higher financial performance were more likely to provide support for innovation.

Path B: The relationship between managerial task performance and support for innovation was significant and positive (ß=.32), indicating that employees perceived higher support for innovation in their organizations which had higher managerial task performance.

Path C: The relationship between managerial contextual performance and support for innovation was significant and positive (ß=.38), suggesting that employees perceived higher support for innovation in non-profit sport organizations which had higher managerial contextual performance.

Path D: The relationship between organizational financial performance and individual creativity was not significant (ß=.10), indicating that employees' individual creativity was not related to organizational financial performance in non-profit sport organizations.

Path E: The relationship between support for innovation and individual creativity was positive and significant (ß=.19), meaning that employees' individual creativity was higher in non-profit sport organizations which had higher support for innovation.

Path F: The relationship between managerial contextual performance and employee performance was significant and positive (ß=.21), suggesting that employees were more likely to have higher performance in non-profit sport organizations which had higher managerial contextual performance.

Path G: The relationship between organizational financial performance and employee performance was not significant (ß=.02), indicating that employees' individual performance was not related to organizational financial performance in non-profit sport organizations.

Path H: The relationship between individual creativity and employee performance was significant and positive (ß=.56), indicating that employee who had higher individual creativity were more likely to have higher performance in non-profit sport organizations.

4.5 Summary of the Results

The hypothesized latent model consists of six main variables. These are organizational financial performance, managerial task performance, managerial contextual performance, and support for innovation, individual creativity and employee performance. Organizational financial performance, managerial task performance, managerial contextual performance was hypothesized to be mediated by support for innovation and individual creativity when predicting employee performance. All variables purposefully put in the model were clearly selected with literature support. Structural Equation Modeling Analysis (SEM) revealed that the model adequately describes the data and the fit indicates were all within the acceptable threshold. The latent model accounted for 44 % variance in employee performance. These results suggested that support for innovation and individual creativity significantly mediate the effects of managerial task performance, managerial contextual performance and organizational financial performance on employee performance. Further, the model accounted for 68% variance in support for innovation, 0.7% variance in individual creativity.

CHAPTER 5

"Everything flows and nothing abides, everything gives way and nothing stays fixed."

-Heraclitus-

DISCUSSION, IMPLICATIONS, AND RECOMMENDATIONS

This chapter discusses the findings and presents conclusions that can be drawn from the analysis of the data. In addition, implications for practice were presented, and recommendations for further research were suggested.

5.1 General Discussion

Performance of the organizations has been discussed under the categories of open systems, resource dependence, contingency, population ecology and etc. in different theoretical frameworks (Papadimitriou, 1998). Most of non-profit sport organizations in Turkey are externally dependent and dominated by governmental pressures. Increased government involvement in sport has resulted

in more bureaucratized organizational structures (Macintosh, Bedeski, & Franks, 1987). Further, most of the non-profit sport organizations in Turkey are public organizations and financially dependent on government. This dependency affected the managerial decision making and human resource management systems.

Public organizations in Turkey are often associated with waste of resources, ineffectiveness, unproductiveness and second class services (Doğar, 1997). Consequently, a vital reconstruction in managerial standpoints and funding system are proposed for providing contemporary service quality and stakeholder satisfaction. According to Slack and Parent (2006), sport organizations should adapt themselves to environmental and technological changes to resist institutional rigidity which maintains status quo (McNulty and Ferlie, 2004). The forces activating organizational change in the sport industry are rather varied and complex (Peachey, 2009). Aaker (1995) proposed two types of demands for change in sport organizations. External demands for change involve fluctuating economic situations, technological advances in manufacturing of sport equipment and an increased public interest in sport and leisure. Internal demands, on the other hand, include an emphasis on service quality, a shift to self-managed teams and demands for flexible operating procedures.

Serarslan (1989) specifies the term autonomy as a contemporary solution to get the flexible operational procedures and meet the expectation of both internal and external demands for sport organizations. The main idea behind organizational autonomy is providing high quality of sport products and services to enhance popularity of sport. As a result, non-profit sport organizations can compete with private sector in generating capital (Klein 2001; Smart 2005) and high quality services and products. Although financial and politic dependencies are considered as major issues for non-profit sport organizations, these external influences are not real constraints for internal productivity and effectiveness (DiMaggio & Powell, 1991; Meyer & Rowan, 1991; Zucker, 1988). The increased attention in productivity and effectiveness by means of financial and non financial performance measures in non-profit organizations have gained importance enormously in recent decades (Hoque, 2004). As it is closely related to organizational performance, human resource management specialists focus their attention on evaluating the performance of public service employees (Riccucci, & Lurie, 2001). The performance evaluation involves various issues, including an organization's ability to link pay to performance, new technologies for evaluating performance, and the problems and pitfalls of using individual performance evaluations as a basis for taking formal actions against poor performers (Daley, 1999; Gabris & Ihrke, 2000).

The aim of present study was to develop a model of employee performance from the perspective of support for innovation and individual creativity inspired from various models presented in literature. This model intended to provide valuable information to increase efficiency of non-profit sport organizations in coping with external and internal pressures.

The proposed model involved managerial task performance, managerial contextual performance, and organizational financial performance as exogenous variables. Support for innovation and individual creativity were both mediators and endogenous variables. Additionally, employee performance was identified as the endogenous variable which was hypothesized to be predicted by exogenous variables through the mediators.

Results of SEM revealed that hypothesized relationship in the model was to large extend supported. Except for two non-significant pathways, the hypothesized model did meet the criteria for model fit with adequate fit indices threshold. Results revealed that the paths from financial performance to employee performance and financial performance to individual creativity were positive but not statistically significant. On the contrary, other paths were positive and significant. The factors in the latent model accounted 44% of the variance in employee performance. In addition, the model accounted for 68% variance in

support for innovation, 0.7% variance in individual creativity. Overall, it can be argued that current study provided evidence for the importance of mediating role of support for innovation and individual creativity between financial, managerial and employee performance. The following section discusses these results in line with previous studies in the literature.

5.1.1 OFP and SI

It was predicted that the Path A in Figure 1, would be statistically significant. Findings revealed that the direct relationship between financial performance and support for innovation was found to be significant. These results are consistent with the literature suggesting that organizational financial resources are essential for providing support to innovative activities (Camison-Zornoza, Lapiedra-Alcami, Segarra-Cipres & Boronat- Navarro, 2004; Gassmann & Zedtwitz, 2003). According to Hoegl, Gibbert and Mazurskyc (2008) financial resources are critical in organizations for experimenting, idea generation and selection, customer surveys, collaboration with suppliers and technology partners, and prototype testing, which result in innovation performance.

Innovations of service quality in PDYS by means of product innovation are one of the costly activities due to several reasons. First of all, many in-door and out-

door facilities for public use, free of charge requires large financial support for their repairs and maintenance. In this way, people would use safe and more hygienic facilities for exercising. Facilities in favorable conditions would attract more people to participate in physical activities. This would serve the purpose of non-profit sports organizations. Second, it is also important to pay attention to employment gap in PDYS as the result of economic crises and austerity policies. The gap increases the work load of employees and decreases the innovation capacity for service quality.

D-SPES, on the other hand, is trying to survive with outdated laboratories and libraries, insufficient number of sport halls and areas which decreases the quality of education. However, need for well educated professionals for sport industry increases all over the world. Quality education will provide better job opportunities in different segments of sport industry.

Financial performance is also an important resource for process innovation by means of new technology or operation system in both D-SPES and PDYS. While computer classes with internet access, human performance labs, and electronic libraries are all related with technologies providing quality and contemporary education in D-SPES, electronic scoreboards, fitness and performance

development halls, automatic turf irrigation systems, electronic lightings and billboards are new technologies manufactured for smart sport facilities.

With the increase of incomes, business values and techniques will be used more frequently by the organizations. These activities will reduce the impact of external pressure on non-profits sport organizations which is called autonomy.

5.1.2 MTP and SI

It was predicted that the path B in Figure 1, would be statistically significant. Findings revealed that the direct relationship between managerial task performance and support for innovation was found to be significant which is consistent with the literature. The managerial task performance is related with behaviors that contribute to the core transformation and maintenance activities in an organization, such as producing products, selling merchandise, acquiring inventory, managing subordinates, or delivering services (Motowidlo & Schmit, 1999). It was noted that managers influence employee to adapt to the implementation of an organizational innovation (Barton & Deschamps, 1998). Lin, Lin, Song, & Li, (2011) particularly examined the roles of managerial incentive scheme and characteristics in affecting research and development activities in firm. They found that the presence of CEO incentive schemes

increases both corporate innovation effort and innovation performance. According to Slack (1997), innovation is one of the major requirements of all sport organizations due to the rapid changes in market condition, products, services delivery, administrative process and technologies. For this reason managers should earnestly plan micro and macro level strategies for innovating non-profit sport organizations. In fact strategic planning has been a major issue for public organizations and considerable amount of studies were carried out in D-SPES and PDYS. Majority of the strategic plans involves presenting current organizational situations and estimated future needs. The main deficiency of the strategic plans is lack of suggestion and implications for future conditions. Managers, who have higher task performance, may design the organizations for future conditions by creating innovative environment, and motivating employee to adapt to this innovation process. According to the result of the study conducted by Chen and Huang, (2009) there is a significant positive relationship between innovation performance and strategic HR practices.

The results of present study suggest that leaders may increase organizational performance by means of managerial task performance by promoting innovation in D-SPES and PDYS. Therefore, leadership styles and techniques are important aspects of managerial performance when support for innovation is being discussed. Gümüşlüoğlu and İlsev (2009) stated that managers who have

transformational leadership features have strong influence on organizational innovation as transformational leaders are future oriented and open-minded (Harris, 1985). In the similar vein Yılmaz and Karahan (2010) found that vision-oriented leadership behaviors have positive effect on employee performance. Managerial or leader performance in using charisma, individualized consideration, inspiration, and intellectual stimulation may enhance employees' capacity to innovate and change.

5.1.3 MCP and SI

It was predicted that the path C in Figure 1, would be statistically significant. Findings revealed that the direct relationship between managerial contextual performance and support for innovation was found to be significant. The association between these two concepts demonstrates the effects of organizational climate and culture on support for innovation in D-SPES and PDYS.

The findings support the notation that supportive climate and innovative culture are important conditions for non-profit sport organizations in order to adapt environmental changes and increase organizational performance. Supportive climate includes effective communication, organizational transparencies, participative decision making, and transformational leadership and so on.

Innovative culture on the other hand refers to an environment where creative thinking is strongly encouraged.

Innovative organizations require employees who searches for new opportunities; takes risk, and collaborate well with others. Innovative organizations also require leaders who will work to create innovative environments and will guide and promote innovative behaviors. The result of the present study proposed that managerial contextual performance and support for innovation are related in non-profit sport organizations. Therefore, it is possible to suggest that with the increase managerial contextual performance, employees will perceive higher support for innovation in D-SPES and PDYS.

5.1.4 OFP and IC

It was predicted that the path D in Figure 1, would be statistically significant. However finding revealed that the direct relationship between organizational financial performance and individual creativity was found to be non-significant. This result suggests that individual creativity of employees in non-profit sport organizations were not related to organizational financial performance. There might be several explanations for this finding. First of all, creativity is a highly individual characteristic which is associated with intelligence, cognitive style,

and personality characteristics (Amabile, 1989). Next; there are some contextual–situational factors that promote individual or team creativity in the organizations (Amabile et al., 1996; Isaksen, Lauer, & Ekvall, 1999; Oldham & Cummings, 1996; Tierney et al., 1999; Woodman, Sawyer, & Griffin, 1993). Third, environmental conditions and socio-emotional support have important effects on employee creativity (Oldham & Cummings, 1996; Scott & Bruce, 1994).

5.1.5 SI and IC

It was predicted that the path E in Figure 1, would be statistically significant. Findings revealed that the direct relationship between support for innovation and individual creativity was found to be significant. This result provided further evidence for the ongoing interest by the researcher in the relationship between these two. According to the study of Isaksen and Lauer (2002) there is high correlation between organizational climate and individual creativity. In another study, Dul and Ceylan (2011) present a conceptual framework for the effect of personal, social-organizational and physical factors on employee creativity. They proposed that creative work environment enhances creative performance. Hsu and Fun (2010) conducted another study with 2,250 research and development employees from four Taiwanese national research institutions to investigate the

effect of organizational innovation climate on employee creativity. Result of their study revealed that organizational innovation climate positively affected employee creative outcomes. These results are consistent with the result of present study. D-SPES and PDYS have too many responsibilities and duties to perform under various conditions with several constraints and dependencies. In meeting the demand of stakeholders and public needs, they should generate micro and macro level solutions and suggestions for contemporary problems. For this reason it is important to motivate employees to reveal their creativity in order to produce creative solutions and suggestions. The result of the current study confirm that support for innovation, a perception of creating an open, participative and progressive climate (Anderson & West, 1998; Burningham & West, 1995; Mathisen & Einarsen, 2004; Siegel & Kaemmerer, 1978) provides an essential environment for generating creative ideas.

5.1.6 MCP and EP

It was predicted that the path F in Figure 1, would be statistically significant. Findings revealed that the direct relationship between managerial contextual performance and employee performance was found to be significant which is consistent with the literature. Managerial contextual performance is related with the behaviors that contribute to the culture and climate of the organization

(Beffort & Hattrup, 2003) which are influential in increasing employee performance (Spruill, 2008). According to Biswas (2010) communication and transparency are two important subjects in constructing positive culture and climate. Effective communication which is defined as receiving information, understanding rules, regulations, and missions which needed to participate and make quality decision (Hackman & Oldham, 1980; Randolph, 1995) is crucial in organizations in order to create a mutually understanding relationship between the managers and employees. Transparency, on the other hand, refers to the visibility in the functions of the organizations (e.g. accounting, recruiting, and promotions) for its stakeholders.

Although D-SPES and PDYS may differ in their mission, employee characteristics and managerial perspective, they are both non-profit governmental organizations which are managed with strict rules and regulations. Based on the findings of current study it is possible to suggest that in these organizations, managers should take initiatives in order to innovate and change climate and culture. The voluntarism for taking such initiatives is related with the leadership style of the managers and correlated with managerial contextual performance.

In addition to these participative decision making and performance-based rewarding also play important roles in organizational climate and culture. In non-sport organizations performance base rewarding systems is not possible at the moment due to present laws and the regulations, but it is practicable to use participative decision making in the organizations. With an effective use of the boards in D-SPES and commissions in PDYS, there will be an increase in communication and knowledge participation which in turn increase employees' performance.

5.1.7 OFP and EP

It was predicted that the path G in Figure 1, would be statistically significant. However, findings revealed that the direct relationship between financial performance and employee performance was found to be non-significant. This result suggests that employees' performance in non-profit sport organizations were not related to organizational financial performance, which is inconsistent with previous literature. In the literature, organizational financial success appeared as having potential link to positive outcomes for employees (Isen & Baron, 1991). Johnson, Davis and Albright (2009) proposed that positive attitudes about organizational financial performance should be translated into positive individual behaviors that would contribute to a firm's success. This

translation is generally related with the context of the organization. The main point in this context is the level of benefits employees get from this financial success. Participative decision making in planning and using organizational resources are the examples of the benefits. However, the salaries of the employees in non-profit sport organizations are decided by the government and employees can not directly get benefit from the organizational income. The managers have no initiative to reward outstanding performance directly by using any separate fund. According to the civil servants law, managers can only nominate the good performers to be rewarded by the higher authority. Because this takes a long period and might be related to subjective evaluations, it decreases the value of reward and motivation of the employee. Therefore, it can be argued that this situation may function to decrease the association between organizational financial performance and employee performance. In a private sector, on the other hand, which aims to increase the income of the firm, the employees might be given more opportunities to affect directly the financial actions of the organizations. In other words, companies pay bigger amounts to their employees and expect better performance. In public sector, overtime works are the only way to get some extra payment but this would not be the real indicator of getting benefits from the organizational financial performance. Therefore, although literature suggests a link between organizational financial performance and employee performance, there might be some other factors that

mediate this link in non-profit sport organizations. In this sense, the current findings provide some practical/managerial applications for these organizations. The strict rules and regulations and the pressure of government on non-profit sector constrain autonomous use of funds and incomes. Managers do not have initiative to reward employees financially for their better performance. Therefore, employees may not be motivated for better performance by increase in organizational financial performance.

5.1.8 IC and EP

It was predicted that the path H in Figure 1, would be statistically significant. Findings revealed that the direct relationship between individual creativity and employee performance was found to be significant. These findings are consistent with the literature. In the study of Oldham and Cummings (1996) creativity and employee performance were positively correlated with each other. Similarly, the results of the study conducted by Gong, Huang and Farh (2009) also support these results that employees' creativity relates positively to supervisory ratings of their job performance. Ying (2008) found that individual creativity mediated individual work performance and subjective career satisfaction.

According to the Zhou, (2003) and George and Zhou (2002) creativity is very important concept in organizations for providing competitive advantage in their sector, adaptation to environmental changes, sustainability of the resources. Creativity is also a key individual characteristic of managers and employees working in non-profit sport organizations in order for programming, fundraising, marketing, budgeting and many other areas (Anderson & College, 1992). When employees perform creatively, they suggest new ideas or procedures which possibly increase organizational performance (Woodman et al., 1993).

In order to deal with several duties and responsibilities, individual creativity is also an important resource for D-SPES and PDYS. Employees and managers should find creative solutions for unexpected situations such overlapping exams or tournament schedules, accidental delays in competitions, sudden changes in weather condition, and troubles in photocells and so on. Providing creative solutions for unexpected problems triggers creative thinking which results in better performance in organization.

5.2 Mediating Role of Support for Innovation & Individual Creativity

It was predicted that the paths A, E, & H: (Organizational Financial Performance to Support for Innovation to Individual Creativity to Employee Performance); C, E, & H: (Managerial Contextual Performance to Support for Innovation to Individual Creativity to Employee Performance); B, E, & H: (Managerial Task Performance to Support for Innovation to Individual Creativity to Employee Performance); E & H: (Support for Innovation to Individual Creativity to Employee Performance); A & E: (Organizational Financial Performance to Support for Innovation to Individual Creativity); C & E: (Managerial Contextual Performance to Support for Innovation to Individual Creativity); B & E: (Managerial Task Performance to Support for Innovation Support to Individual Creativity), D & H: (Organizational Financial Performance to Individual Creativity to Employee Performance in Figure 1, would be statistically significant. Findings revealed that the indirect relationships of managerial contextual performance with employee performance, and individual creativity, the indirect relationship of organizational financial performance with individual creativity; the indirect relationship of managerial task performance with individual creativity and employee performance; the indirect relationship of support for innovation with employee performance was found to be significance. Findings revealed that although the indirect relationship between financial

performance and employee performance was significant with the mediation of support for innovation and individual creativity, the indirect relationship between two was not-significant when mediator was only individual creativity.

These results gave further evidence for the assertion that creativity and innovation are very essential process for organizational success, efficiency and survival (Ekvall, 1999). Researchers have continuously focused their attention on ideal work environments and climates that may promote innovation and creativity in order to increase employee performance (Mathisen, Einarsen, Jørstad & Brønnick, 2004). According to Scott and Bruce (1994) organizational climate largely affects followers' creativity. Literature strongly emphasize variables such as setting clear goals and objectives, constructing supportive and challenging environment, freedom and autonomy in carrying out the task and the duties, encouraging creativity, initiative and risk taking, promoting creative performance, rewarding success and effort, which was found supportive for creativity and creative performance in non-profit sport organizations (Amabile, Conti, Coon, Lazenby & Herron, 1996)

Support for innovation is a key factor for presenting and implementing creative ideas within an organization (Amabile et al., 1996). The result of presenting study suggested that the degree of support for innovation is related with the

managerial performance in non-profit sport organization since it is an outcome of various managerial processes. Managers are the main authority in guiding these processes. Their performance determines the impact of providing supportive environment for innovation which in turn, increases creativity.

The result of the present study put emphasis on financial performance in providing capital for constructing infrastructure to support for innovation process. Additionally, organizational financial performance is a key factor in meeting the expectation of employees for providing better work conditions, technological support and essential sources for projects and creative ideas.

In this study managerial performance (task and contextual) and organizational financial performance were hypothesized as enhancing factor for employee performance in non-profit sport organizations. The finding in this study suggested that in order to increase the impact of managerial and financial performance on employee performance; managers should focus their attention on the factors that directly related employee's interest and benefits. The findings of the study lay stress on the role of support for innovation and creativity.

In non-profit sport organization support for innovation and creativity had prominent role in terms of being mediator between managerial, financial and

employee performance. According to the evidence presenting result provided support for innovation does not only reflects managerial and financial performance but also increases individual creativity, as an important determinant of employee performance.

5.3 Implication for Practice

Several implications may be drawn from the findings of the present study. The present study explored the role of several organizational, managerial, and individual variables in non-profit sport organizations in predicting employee performance. Therefore, the present study has the potential to generate meaningful information for understanding the direct and indirect effects of managerial task performance, managerial contextual performance, and organizational financial performance on employee performance. On the other hand the study also hypothesized support for innovation and individual creativity as a potential mediator in predicting employee performance.

It is clear that non-profit sport organizations, today, are trying to deal adequately with their increasing social responsibilities and overcome multifaceted restrictions on their strategic and financial activities (Lio & Hull, 2006). Due to competitive pressure of sector forces and rising public needs, non-profit sports

organizations have to increase their performance. The current study emphasizes innovation and change as key concepts for non-profit organizations to increase their performance and efficiency.

This study suggests that starting point of the organizational change is managerial innovation. According to the Buckler (1997), innovation is a culture which exists in a company. In this culture innovative behavior among members of the organization is strongly stimulated by the managers and owners who encourage risk taking and challenge employees to use creative approach to work (Ahmed, 1998). A sustainable support for organizational innovation requires a changeover in managerial philosophy. For instance support for innovation requires participative decision-making, transformational leadership practices, being patience, mutual understanding, transparency, and so on. The success in establishing these regulations becomes an indicator of managerial performance. High performance manager impacts organizations in two ways. Managers with high task performance carry out effective human resource management and proper leadership. On the other hand managers with higher contextual performance show success in constituting an ideal work environments and climates that may promote innovation and creativity in order to increase employee performance and organizational efficiency.

Results of the study also deals with financial processes as the result of organizational behaviors expressed in terms of increased budgets and sustainability. According to the finding of the present study, organizational financial performance increase support for innovation and managers should be in search of increasing budget in non-profit organizations. With the flow of capital it would be possible to promote projects, ideas and research and development activities.

The results of the present study also provide valuable cues for managers and human resource specialist about increasing employee. The main idea of this study is to emphasize the importance of supporting organizational innovation to create an environment that promotes employee performance in non-profit sport organization. The non-significance relation between organizational financial performance and individual creativity shows that support for innovation is a key factor for presenting and implementation of creative ideas within an organization (Amabile et.al, 1996).

The present study proposes that organization financial performance is not a significant direct determinant of employee performance in non-profit sport organizations. This is another crucial point of the study. In non-profit organizations rewarding by extra payment is not possible with present laws and

regulations. So that indirect rewarding system should be developed by providing technological resources for projects and ideas, creating an opportunity for in-service education, providing self-development courses, and providing more free time for generating creative ideas.

Findings of the study relate the organizational innovation with employee performance in the model presented in this study. In this model managerial performance and financial performance, significantly predict employee performance. But the mediators in this prediction are innovative and creative climate and culture of the organization.

5.4 Recommendations for Future Research

The present study attempts to investigate the role of support for innovation and individual creativity between managerial, organizational and individual factors in non-profit sport organization, findings of which provide number of recommendations for future research. In the present study the main approach was to measure the moderating effects of support for innovation and individual creativity between various perceived performance indicators in non-profit sport organizations. However, there are additional factors that may affect employee performance such as empowerment, organizational justice, job satisfaction,

organizational commitment and so on. Although managerial task performance and managerial contextual performance have various items in order to measure these issues in this study, it can be recommended to measure these issues with independent scales in future studies.

In the present study, individual perceptions were measured. In future studies, it is better to deal with objective performance indicators (i.e. number of innovative projects and creative ideas, amount of bugged for research and development) in order to have more reliable results. Researches with larger number of populations would strengthen the findings of the study. Future studies should cover non-profit and for profit sport organizations to compare potential differences in both individual and organizational level. In addition carrying out future studies with different segments (i.e. sport media, sports performance, sports production and sports promotion) might also provide fruitful findings to better understand of innovation and change approach in sport. Finally, it is recommended to use more sophisticated analysis like Hierarchical Linear Modeling (HLM) in future studies to evaluate individual level analysis and organizational level analysis simultaneously.

REFERENCES

Aaker, D.A. (1995). *Developing business strategies.* New York: John Wiley & Sons.

Abbas, Q., & Yaqoob, S. (2009). Effect of leadership development on employee performance in Pakistan, *Pakistan Economic and Social Review, 47*(2), 269-292.

Adler, R. W., & Reid, J. (2008). The effects of leadership styles and budget participation on job satisfaction and job performance. *Asia-Pacific Management Accounting Journal, 3*, 21-46.

Ahmed, K. P. (1998). Culture and climate for innovation. *European Journal of Innovation Management, 1*, 30-43.

Aiken, M., & Hage, J. (1971). The organic organization and innovation. *Sociology Journal, 5*(1), 63-82.

Alderfer, C. P. (1972). *Existence, relatedness, and growth*. New York: Free Press.

Ali, I., Rehman, K. U., Ali, S. I., Yousaf, J., & Zia, M. (2010). Corporate social responsibility influences, employee commitment and organizational performance. *African Journal of Business Management*, *4*(12), 2796-2801.

Allison, P. D. (2002). *Missing data*. Thousand Oaks, CA: Sage

Amabile, T. M. (1988). A model of creativity and innovation in organizations. In B. M. Staw & L. L. Cummings (Eds.), *Research in organizational behavior* (Vol. 10, pp. 123-167). Greenwich, CT: JAI Press.

Amabile, T. M. (1989). *Growing up creative.* New York: Crown.

Amabile, T. M. (1996). *Creativity in context: Update to the social psychology of creativity.* Boulder, CO: Westview.

Amabile, T. M., Conti, R., Coon, H., Lazenby, J., & Herron, M. (1996). Assessing the working environment for creativity. *Academy of Management Journal, 39*, 1154-1184.

Amabile, T.M. (1983). *The social psychology of creativity*. New York: Springer-Verlag New York Incorporated.

Anderson, J. V., & College, R. (1992). Weirder than fiction: The reality and myths of creativity. *Academy of Management Executive*, *6*(4), 40-47.

Anderson, N. R., & West, M. A. (1998). Measuring climate for work group innovation: Development and validation of the team climate inventory. *Journal of Organizational Behavior, 19*, 235-258.

Arbuckle, J. L. (1999). *Amos 4.0 [Computer software]*. Chicago, IL: Small Waters.

Arbuckle, J. L., & Wothke, W. (1999). *AMOS 4.0 user's guide*. Chicago: SPSS.

Barney, J. B. (1991). Firm resources and sustained competitive advantage. *Journal of Management, 17* (1), 99-120.

Barton, D. L., Deschamps, I. (1998). Managerial influence in the implementation of new technology. *Management science, 34*(10), 1252-1277.

Bass, B. M. (1990). *Bass & Stogdill's handbook of leadership: Theory, Research and Managerial applications*. New York: Free Press.

Bass, B. M. (1997). Concepts of Leadership. In Vecchio, R. P. (Ed.), *Leadership: Understanding the Dynamics of Power and Influence in Organizations*. Notre Dame: University of Notre Dame Press.

Batt, R. (2002). Managing customer services: Human resource practices, quit rates, and sales growth. *Academy of Management Journal*, *45*, 587-97.

Bauer, H. H., Sauer, N. E., & Schmitt, P. (2005). Customer-based brand equity in the team sport industry: Operationalization and impact on the economic success of sport teams. *European Journal of Marketing, 39*, 496-513.

Becker, B. E., & Huselid, M. A. (1998). High performance work systems and firm performance: a synthesis of research and managerial implications, In Rowland, K.M., Ferris, G.R. (Eds.), *Research in Personnel and Human Resource Management (*pp.53-101), JAI Press, Greenwich, CT.

Becker, B., & Gerhart, B. (1996). The impact of human resource management on organizational performance: progress and prospects. *Academy Management Journal, 39* (4), 779-801.

Beffort, N., & Hattrup, K. (2003). Valuing task and contextual performance: Experience, job roles, and ratings of the importance of job behaviors. *Applied H.R.M. Research*, *8*(1), 17-32.

Benowitz, E. A. (2001). *Cliffs Quick Review: Principles of Management.* New York: Hungry Minds.

Bertalanffy, L. V. (1968). *General systems theory: Foundation, development, applications*. New York: Brazillier.

Biswas, S. (2009). HR practices as a mediator between organizational culture and transformational leadership: Implications for employee performance. *Psychological Studies, 54*(2), 114-123.

Biswas, S. (2010). Organizational culture & transformational leadership as predictors of employee performance. *The Indian Journal of Industrial Relations, 44,* 611-627.

Bommer, W. H., Dierdorff, E. C., & Rubin, R. S. (2007). Does prevalence mitigate relevance? The moderating effect of group-level ocb on Employee performance. *Academy of Management Journal,* 50 1481-1494.

Boon, C., Hartog, D. N. D., Boselie, P., & Paauwe, J. (2011). The relationship between perceptions of HR practices and employee outcomes: examining the role of person–organization and person–job fit. *The International Journal of Human Resource Management*, *22*(1) 138-162.

Borman, W. C., & Motowidlo, S. J. (1993). Expanding the criterion domain to include elements of contextual performance. Chapter in N. Schmitt and W. C. Borman (Eds.), *Personnel Selection* (pp.71-98). San Francisco: Josey-Bass.

Boselie, P., Paauwe, J., & Jansen, P. (2001). Human resource management and performance: lessons from the Netherlands. *Int. J. of Human Resource Management, 12*(7), 1107-1125.

Bowman, A. K. (1996). *The relationship between organizational work practices and employee performance: Through the lens of adult development.* Unpublished doctoral dissertation, The Fielding Institute, Santa Barbara.

Browne, M. W., & Cudeck, R. (1993). Alternative ways of assessing model fit. In K. A. Bollen & J. S. Long (Eds.), *Testing structural equation models* (pp. 136-162). Newbury Park, CA: Sage.

Buckler, S.A. (1997). The spiritual nature of innovation. *Research-Technology Management, 2,* 43-7.

Bunduchi, R., & Smart, A. U. (2010). Process innovation costs in supply networks: a synthesis. *International Journal of Management Reviews, 12*(4), 365-383.

Burke, W. W. (2008). *Organization change: Theory and practice.* (2nd ed.). Thousand Oaks: Sage.

Burningham, C. & West, M. A. (1995). Individual and group interaction processes as predictors of work team innovation. *Small Group Research, 26*, 106-117.

Camilleri, E., Van Der Heijden, & B. I. J. M. (2007) Organizational commitment, public service motivation, and performance within the public sector. *Public Performance & Management Review, 31*, 241-274.

Camison-Zornoza, C., Lapiedra-Alcami, R., Segarra-Cipres, M., & Boronat-Navarro, M., (2004). A meta-analysis of innovation and organizational size. *Organization Studies 25* (3), 331-361.

Campbell, J. P. (1983). Some possible implications of "modeling" for the conceptualization of measurement. In F. Landy, S. Zedeck, & J. Cleveland (Eds.), *Performance measurement and theory* (pp. 277-298). Hillsdale, NJ: Lawrence Erlbaum Associates, Inc.

Campbell, J. P., McCloy, R. A., Oppler, S. H. & Sager, C. E. (1993). A theory of performance. In N. Schmitt and W. Borman (Eds.), *Personnel Selection in Organizations* (pp. 35-70). San Francisco: Jossey-Bass.

Chen, C., & Huang, J. (2009). Strategic human resource practices and innovation performance: The mediating role of knowledge management capacity. *Journal of Business Research, 62*(1), 104-114.

Chen, G., Kirkman, B., L., Kanfer, R., Allen, D., Rosen, B. (2007). A multilevel study of leadership, empowerment, and performance in teams. *Journal of Applied Psychology, 92* (2), 331-346.

Chi, C. G., & Gürsoy, D. (2009). Employee satisfaction, customer satisfaction, and financial performance: An empirical examination. *International Journal of Hospitality Management, 28*(2), 245-253.

Child, J. (1974). Managerial and organization factors associated with company performance. *Journal of Management Studies*, *11*, 175-189.

Choi, J. N. (2010). *The effects of human resource development investment and learning practices on innovative performance of organizations*. Retrieved January 21, University of California, The Institute for Research on Labor and Employment, Web site: http://escholarship.org/uc/item/6cw286pv.

Cohen, J. *(*1988). *Statistical Power Analysis for the Behavioral Sciences(*2nd ed.). Hillsdale, New Jersey: Erlbaum.

Daft, R. L. (1982). A dual-core model of organizational innovation. *Academy of Management Journal, 21*(2), 193-210.

Daley, D. M. (1999). Public sector supervisory performance appraisal: Core functions, effectiveness characteristics, and the identification of superstar supervisors. *Review of Public Personnel Administration*, *19*(4), 65-75.

Damanpour, F. (1987). The adoption of technological, administrative, and ancillary innovations: Impact of organizational factors. *Journal of Management, 13*, 675-688.

Damanpour, F. (1991) Organizational innovation: A Meta-analysis of effects of determinants and moderators. *The Academy of Management Journal, 34*, 555-590.

Damanpour, F., & Evan, W. M. (1984). Organizational innovation and performance: The problem of "organizational lag"'. *Administrative Science Quarterly, 29*, 392-409.

Damanpour, F., Szabat, K, A., & Evan, W., M. (1989). The relationship between types of innovation and organizational performance. *Journal of Management Studies,* 26, 587-60.

Dessler, G. (1986). *Organization theory: Integrating structure and behavior*. Prentice-Hall, Englewood Cliffs, NJ.

DiMaggio, P. J., & Powell, W. W. (1983). The iron cage revisited: Institutional isomorphism and collective rationality in organizational fields. *American Sociological Review, 48*(2), 147-160.

Dimma, W.A. (1989). Leadership, *Business Quarterly, 23*(2): 20-41.

Doğar, Y. (1997). *Türkiye de spor yönetimi*. Öz Akdeniz Ofset, Malatya.

Dosi, G. (1988). Sources, procedures, and microeconomic effects of innovation. *Journal of Economic Literature 26* (3), 1120-1171.

Drucker, P. (1988). The coming of the new organizations. *Harward business review*. http://home.base.be/vt6195217/neworganization.pdf.

Drucker, P. (2001). *The essentials of Drucker: Selections from the management works of Peter F. Drucker*. New York, Harper Business.

Dul, J., & Ceylan, C. (2011). Work environments for employee creativity. *Ergonomics, 54*(1), 12-20.

Durrani, B., & Ullah, O. (2011). Effect of leadership on employees' performance in multinational pharmaceutical companies in Pakistan. *Institute of Interdisciplinary Business Research*, *2*(9), 286-299.

Ekvall, G. (1999). Creattive Climate. In Mark A. Runco, &Steven R. Pritzker (Eds.), *Encyclopedia of creativity* (Vol. 2, pp. 403-413). New York: Academic Press.

Enos, J. L. (1962). *Petroleum progress and profits: A history of process innovation.* MIT Press, Cambridge, MA.

Ezirim, C., B., Nwibere, B., M.; Emecheta, B. C. (2010). Organizational culture and performance: The Nigerian experience. *International Journal of Business & Public Administration, 7*(1), 40-56.

Fabrigar, L. R., Wegener, D. T., MacCallum, R. C., & Strahan, E. J. (1999). Evaluating the use of exploratory factor analysis in psychological research. *Psychological Methods, 4*(3), 272-299.

Favara, L., F. (2009). *Examining followership styles and their relationship with job satisfaction and performance*. Unpublished doctoral dissertation, Northcentral University, Prescott Valley, Arizona.

Ferlie, E., Ashburner, L., FitzGerald, L., & Pettigrew, A. (1996). *The New Public Management in Action.* Oxford, Oxford University Press.

Fernandez, S. (2008). Examining the effects of leadership behavior on employee perceptions of performance and job satisfaction. *Public Performance & Management Review, 32,* (2), 175-205.

Field, A. (2005). *Discovering statistics using SPSS* (2nd ed.). London: Sage.

Fraenkel, J. R. ve Wallen N.E. (2008). *How to design and evaluate research in education* (7th ed.). New York: McGraw Hill.

Frey, J. H., & Eitsen, D. S. (1991). Sport and Society. *Annual Review of Sociology, 17*, 503-522.

Gabris, G. T, & Ihrke, D. M. (2000). Improving employee acceptance toward performance appraisal and merit pay systems. *Review of Public Personnel Administration, 20*(1), 41-53.

Galbraith, J. K. (1984). *The Affluent Society* (3rd ed.), Boston: Houghton Mifflin.

Gardner, H. (1993). *Creating minds: an anatomy of creativity seen through the lives of Freud, Einstein, Picasso, Stravinksy, Eliot, Graham and Ghandi*. New York: Basic Books.

Garraty, J. A. (1986). *The Great Depression: an inquiry into the causes, course and consequences of the world-wide depression of the 1930's*. Harcourt Brace Jovanovich. San Diego, California.

Garson, G. D. (2006). *Factor Analysis*, Retrieved; May 13, 2006, from http://www2.chass.ncsu.edu/garson/pa765/factor.htm#should.

Gassmann, O., & Zedtwitz, M. (2003). Trends and determinants of managing virtual R & D teams. *R & D Management, 33* (3), 243-262.

George, J. M., & Zhou, J. (2002). Understanding when bad moods foster creativity and good ones don't: The role of context and clarity of feelings. *Journal of Applied Psychology, 87*, 687-697.

Glanz, K., Rimer, B. K., & Viswanath, K. (2008). *Health behavior and health education theory, research, and Practice*. Jossey-Bass, San Francisco, US.

Gong, Y., Huang, J. C., & Farh, J., L (2009). Employee learning orientation, transformational Leadership, and employee creativity: The mediating role of employee Creative self-efficacy. *Academy of Management Journal 52*(4) 765-778.

Greguras, G., & Diefendorff, J. M., (2009). Different fits satisfy different needs: linking person-environment fit to employee commitment and performance using self-determination theory. *Journal of Applied Psychology, 94,* 465-477.

Guadagnoli, E., & Velicer, W. F. (1988). Relation of sample size to the stability of component patterns. *Psychological Bulletin, 103*, 265-275.

Gümüşlüoğlu, L., & İlsev, A. (2007). Transformational leadership, creativity, and organizational innovation. *Journal of Business Research, 62*(4), 461-473.

Gümüşluoğlu, L., & İlsev, A. (2009). Transformational leadership and organizational innovation: The roles of internal and external support for innovation. *Journal of Product Innovation Management*, *26*, 264-277.

Hackman, J. R., & Oldham, G. R. (1980). *Work redesign*. Reading, MA: Addison-Wesley.

Hair, J.F., Anderson, R.E., Tatham, R.L., & Black, W. C. (2006). *Multivariate Data Analysis* (5th ed.), Upper Saddle River, NJ: Prentice Hall.

Han, J. K., Kim, N., & Srivastava, R. K. (1998). Market orientation and organizational performance: Is innovation a missing link. *Journal of Marketing, 62*, 30-45.

Harel, G. H., & Tzafrir, S. S. (1999). The effect of human resource management practices on the perceptions of organizational and market performance of the firm. *Human Resource Management, 38*(3), 185-200.

Harris, P. R. (1985) .*Management in Transition.* San Francisco: Jossey-Bass.

Heinrich, C. (2000). Organizational form and performance: an empirical investigation of nonprofit and for-profit job training service providers. *Journal of Policy Analysis and Management, 19*(2), 233-261.

Hjalager, A. M. (2002) Repairing innovation defectiveness in tourism. *Tourism Management, 23*, 465-474.

Hoegl, M., Gibbert, M., & Mazursky, D. (2008). Financial constraints in innovation projects: When is less more? *Research Policy, 37*(8), 1382-1391.

Hoque, Z. (2004). A contingency model of the association between strategy, environmental uncertainty and performance measurement: impact on organizational performance. *International Business Review, 13*(4), 485-502.

Horgan, J., Mühlau, P. (2005). Human resource management and performance: a comparative study of Ireland and the Netherlands. *HRM and Performance management revue*, *16* (2), 242-258.

Hsu, M. L. A., & Fan, H. L. (2010). Organizational innovation climate and creative outcomes: Exploring the moderating effect of time pressure. *Creativity Research Journal, 22*(4), 378-386.

Hu, L. T., & Bentler, T. M. (1999). Cut off criteria for fit indexes in covariance structure analysis: Conventional criteria versus new alternatives. *Structure Equation Modeling: A Multidisciplinary Journal*, 6, 1-15.

Huff, R. F. (2007). *Achieving high performance in local government: Linking government outcomes with human resource management practices*, Unpublished doctoral dissertation. Virginia Commonwealth University.

Hull, C. E. & Lio, B. H. (2006). Innovation in non-profit and for-profit organizations: Visionary, strategic, and financial considerations. *Journal of Change Management, 6*(1), 53-65.

Hums, M. A., Barr, C. A., & Qullion, L. (1999). The ethical issues confronting managers in the sport industry. *Journal of Business Ethics 20*, 51-66.

Huselid, M. A. (1995). The impact of human resource management practices on turnover, productivity, and corporate financial performance, *Academy of Management Journal*, *38(3)*, 635-672.

Isaksen, S. G., & Lauer, K., J. (2002). The climate for creativity and change in teams. *Creativity and Innovation Management*, *11*(1), 74-82.

Isaksen, S. G., Lauer, K. J., & Ekvall, G. (1999). Situational outlook questionnaire: A measure of the climate for creativity and change. *Psychological Reports, 85,* 665-674.

Isen, A. M., & Baron, R. A. (1991). Positive affect as a factor in organizational behavior. *Research in Organizational Behavior, 13,* 1-53.

Jaccard, J., & Wan, C. K. (1996). *LISREL approach to interaction effects in multiple regressions*. Thousand Oaks, CA: Sage Publication.

Jiménez-Jiménez, D., & Sanz-Valle, R. (2005). Innovation and human resource management fit: an empirical study. *International Journal of Manpower, 26*(4), 364-381.

Johnson, D. E., Davis, S. B, & Albright, T. L. (2009). Examining the relationship between employee attitudes and a firm's financial performance: A theoretical framework and causal investigation, *Journal of Managerial Issues*, *21*(3), 367-382.

Jones, G. R., & George, J. M. (2000). *Essentials of managing organizational behavior*. Upper Saddle River: Prentice-Hall.

Kanter, R. (1988). When a thousand flowers bloom: Structural, collective, and social conditions for innovation in organizations. In B. M. Staw & L. L. Cummings (Eds.), *Research in organizational behavior*, (Vol. 10, pp. 169-211). Greenwich, CT: JAI Press.

Kaplan, R. S., & Norton, D. P. (1996a). Using the balanced scorecard as a strategic management system, *Harvard Business Review, Jan - Feb*, 75-85.

Kaplan, R., & Norton, D. (1996b). Using the balanced scorecard as a strategic management system. *Harvard Business Review, 74*(1), 75-85. Retrieved Saturday, October 28, 2006 from the Business Source Premier database.

Kaplan, R., & Norton, D. (2001). Transforming the Balanced scorecard from performance measurement to strategic management: Part II. *Accounting Horizons*, 15(2), 147-160. Retrieved Saturday, October 28, 2006 from the Business Source Premier database.

Karakurum, M. (2005). *The effects of person-organization fit on employee job satisfaction, performance and organizational commitment in a Turkish public organization*. Unpublished doctoral dissertation, METU, Turkey.

Kaufman, J. C., & Sternberg, R. J. (2006). *The international handbook of creativity*. New York, NY, US: Cambridge University Press.

Keegan, A., & Turner, J. R. (2002). The management of innovation in project-based firms. *Long Range Planning 35*(4), 367-388.

Khan, M. R., Ziauddin, Jam, F. A., Ramay, M. I. (2010). The impacts of organizational commitment on employee job performance. *European Journal of Social Sciences*, 15, 292-298.

Kim, S. (2004). Individual-level factors and organizational performance in government organizations. *Journal of Public Administration Research and Theory, 15*(2), 245-261.

King, I. T. (1994). *Explorations beyond the machine: A philosophy of social science for the post-Newtonian age*. New York: NOVA Science.

Klein, N. (2001). *No logo*, London: Flamingo.

Koch, M. J., & McGrath, R. G. (1996). Improving labor productivity: Human resource management policies do matter. *Strategic Management Journal*, 17, 335-354.

Kondalkar, V. G. (2007). *Organizational behavior, new age international*. (P) Limited, New Delhi.

Krantz, J. (1994). *Forward: The Unconscious at Work.* In A. Obholzer and V. Z. Roberts (Eds.), *The Unconscious at Work* (14-17). London: Routledge.

Kuvaas, B., & Dysvik, A. (2010). Does best practice HRM only work for intrinsically motivated employees? *The International Journal of Human Resource Management*, *21*(13), 2339-2357.

Laertius, D. (1969). Lives of the Philosophers. Chicago: Regnery.

Lam, S. S. K., Chen, X. P., & Schaubroeck, J. (2002). Participative decision making and employee performance in different cultures: the moderating effects of allocentrism/idiocentrism and efficacy. *Academy of Management Journal,* 45, 905-914.

Lamberti, H. J. (2008). Innovation & change: Two sides of the same coin-IT as an underlying driver. *Efl quarterly*, *2*, 1-12.

Lau, C., & Ngo, H. (2004). The HR system, organizational culture, and product innovation. *International Business Review, 13*(6), 685-703.

Lavanson, T. A. (2007). *Exploring organizational performance: A case study of four Christian organizations in Nigeria*. Unpublished doctoral dissertation, Fuller Technological Seminary, Nigeria.

Leete, L. (2000). Wage equity and employee motivation in nonprofit and for-profit organizations, *Journal of Economic Behavior & Organization*, 43, 423-446.

Lewin, K., Lippit, R., & White, R. (1939). Patterns of aggressive behavior in experimentally created social climates. *Journal of Social Psychology, 10*, 271-299.

Li, M., Hofacre, S., & Mahony, D. (2001). *Economics of sport*. Morgantown, WA: Fitness Information Technology, Inc.

Light, P. C. (2000). *Making nonprofits work: A Report on the tides of nonprofit management reform*. Washington, D.C.: The Brookings Institution.

Lim, H. S., & Choi, J. N. (2009). Testing an alternative relationship between individual and contextual predictors of creative performance. *Social Behavior and Personality, 37*(1), 117-136.

Lin, C., Lin, P., Song, F. M., & Li, C. (2011). Managerial incentives, CEO characteristics and corporate innovation in China's private sector. *Journal of Comparative Economics,* In Press, Corrected Proof. http://www.sciencedirect.com/science/article/B6WHV-4XX23PB1/2/5cc859eec02071d109f826e8eb86c645.

Little, R. J. A., & Rubin, D. B. (1987). *The statistical analysis with missing data*. Newyork: John Whiley.

Locke, E. A., Latham, P. G. (1994). Goal setting theory, In H.F. O'Neil, M, Drilling (Eds.), *Motivational theory and Researches* (pp.13-30), Lavrence, Eriboum, association, Inc. Hillside New Jersey.

Locke, E. A., Shaw, K. N., Saari, L. M., & Latham, G. P. (1981). Goal Setting and Task Performance: 1969-1980. *Psychological Bulletin, 90*, 125-152.

Lunenburg, F. C., & Ornstein, A. C. (1996). *Educational administration: Concepts and practices* (2nd ed.), Belmont, CA: Wadsworth.

MacCallum, R. C., Browne, M. W., & Sugawara. H. M. (1996). Power analysis and determination of sample size for covariance structure modeling. *Psychological Methods,* 1, 130-149.

Macintosh, D., Bedeski, T. & Franks, C. E. S. (1987). *Sport and politics in Canada: federal government involvement since 1961*. McGill Queen's University Press, Kingston and Montreal.

Maguire, J. (1999). *Global sport: Identities, societies, civilizations*. Cambridge: Polity.

Mansfield, E. (1968). *Industrial research and technological innovation*. New York: Norton.

Maritz, D. (1995). Leadership and mobilizing potential. *Human Resource Management, 10*(1), 8-16.

Maruyama, G. M., (1998). *Basics of structural equation modeling*. Thousand Oaks, Ca: Sage.

Maslow, A. (1943). A theory of human motivation. *Psychological Review, 50*, 370-96.

Mathisen, G. E., & Einarsen, S. (2004). A review of instruments assessing creative and innovative environments within organizations. *Journal of Creativity Research, 16*, 119-140.

Mathisen, G. E., Einarsen, S., Jørstad, K & Brønnick, K. S. (2004). Climate for work group creativity and innovation: Norwegian validation of the team climate inventory (TCI). *Scandinavian Journal of Psychology, 45,* 383-392.

Maxham, J. G., Netemeyer, R. G., & Lichtenstein, D. R. (2008). The retail value chain: linking employee perceptions to employee performance, customer evaluations, and store performance. *Marketing Science, 27*(2), 147-167.

McCrae, R. R., & Costa, P. T. (1996). Toward a new generation of personality theories: Theoretical contexts for the five-factor model. In J. S. Wiggins (Ed.), *The five-factor model of personaliy* (pp. 51-87). New York: Guilford.

McGuire, E. (1999). Chaos theory: Learning a new science. *Journal of Nursing Administration, 29*(2), 8-9.

McNulty, T., & Ferlie, E. (2004). Process transformation: Limitations to radical organizational change within public service organizations. *Organization Studies 25*, 1389-1412.

McPhee, P., & Bare, J. (2001). Introduction. In C. J. D. Vita and C. Fleming (Eds.), *Building capacity in nonprofit organizations* (pp.1-3), Washington, D.C., The Urban Institute.

Meek, A. (1997). An estimate of the size and supporting economic activity of the sport industry in the United States. *Sport Marketing Quarterly*, 6, 15-22.

Meyer, J. W., & Rowan, B. (1991). Institutionalized organizations: formal structure as myth and ceremony. In W.W. Powell and P.J. DiMaggio (Eds.), *The new institutionalism in organizational analysis(pp.41-62)*. The University of Chicago Press, Chicago.

Miller, T., Lawrence, G., McKay, J. & Rowe, D. (2001). *Globalization and sport: Playing the world.* London: Sage.

Mokwunye, K. I. (2008). *Continuous change and organizational performance: an exploratory investigation of the perceptions of MBA and PhD business and technology graduates*. Unpublished doctoral dissertation, Capella University, Minneapolis.

Moreno, J. L. (1953), *Who Shall Survive? Foundations of Sociometry, Group Psychology, and Sociodrama*, Beacon House, New York, NY.

Motowidlo, S. J., Borman, W. C., & Schmit, M. J. (1997). A theory of individual differences in task and contextual performance. *Human Performance*, *10*(2), 71-83.

Motowidlo, S.J., & Schmit, M. J. (1999). Performance assessment in unique jobs. In D.R. Ilgen and E.D. Pulakes (Eds.). *The changing nature of performance* (pp.56-86). San Francisco: Jassey-Bass.

Motowidlo, W. C., & Van Scotter, J. R. (1994). Evidence that task performance should be distinguished from contextual performance. *Journal of Applied Psychology, 79,* 475-480.

Mullins, L. J. (1999). *Management and organizational behavior* (5th ed.). London: Financial Times Pitman Publishing.

Naylor, J. C., Pritchard, R. D. & Ilgen D. R. (1980). *A theory of behavior in organizations*. New York: Academic Press.

Norman, G. R., and D. L. Streiner (1994). *Biostatistics: The bare essentials*. St. Louis, MO: Mosby.

O'Sullivan, M. (2004). Finance and innovation, In Fagerberg, J.; Mowery, D.; Nelson, R., *Oxford handbook on innovation* (pp.240-265). Oxford: Oxford University Press.

Oldham, G. R., & Cummings, A., (1996). Employee creativity: personal and contextual factors at work, *The Academy of Management Journal*, *39*(3), 607-634.

Papadimitriou, D. (1998). The impact of institutionalized resources, rules and practices on the performance of non-profit sport organizations, *Managing Leisure*, *3*(4), 169-180.

Parks, J., B., & Queterman, J. (2003) Contemporary sport management (2nd ed.), Human Kinetics, UK.

Peachey, J. W. (2009). *Organizational change: an examination of factors influencing resistance in an intercollegiate athletics department*. Unpublished doctoral dissertation. University of Connecticut, US.

Pedersen, P. M., Miloch, K. S., & Laucella, P. C. (2007). *Strategic sport Communication*, US. Human Kinetics.

Pfeffer, J. (1998). *The human equation: Building profits by putting people first*. Boston: Harvard Business School Press.

Pitts, B. G., & Stotlar, D. K. (2002). *Fundamental of sport marketing*. Morgantown, WV: Fitness Information Technology.

Pitts, B. G., Fielding, L. W., & Miller, L. K. (1994). Industry segmentation theory and the sport industry: Developing a sport industry segmentation model. *Sport Marketing Quarterly, 3(1), 15-24.*

Politis, J. D. (2005). Dispersed leadership predictor of the work environment for creativity and productivity. *European Journal of Innovation Management, 8*(2), 182-204

Porter, L.W. & Lawler, E. E. (1968). *Managerial attitudes and performance*. Homewood, IL: Dorsey Press.

Preacher, K. J., & MacCallum, R. C. (2003). Repairing Tom Swift's electric factor analysis machine. *Understanding Statistics, 2,* 13-43

Raja, U., & Johns, G. (2010). The joint effects of personality and job scope on in-role performance, citizenship behaviors, and creativity. *Human Relations, 63*(7), 981-1005.

Randolph, W. A. (1995). Navigating the journey to empowerment. Organizational Dynamics, 23(4), 19-32.

Rangriz, H., & Mehrabi, J. (2010). The relationship between emotional intelligence, organizational commitment and employees' performance in Iran. *International Journal of Business and Management*, *5*, 50-56.

Riccucci, N. M., Lurie, I. (2001). Employee performance evaluation in social welfare offices. *Review of Public Personnel Administration*, *21*(1) 27-37.

Rice, A. K. (1963). *The Enterprise and Its Environment*. London: Tavistock.

Rice, A. K., & Miller, E. J. (1967). *Systems of organization: control of task and sentient boundaries. London*: Tavistock Publications. (Reprinted in 2001 by Routledge/Taylor & Francis).

Rogers, C. (1942). *Counseling and psychotherapy*. Boston: Houghton Miff.

Rogers, E. M. (1962). *Diffusion of innovations*. New York: Free Press of Glencoe.

Rogers, E.M. (2003). *Diffusion of innovations* (5thed.). New York: Free Press.

Sadikoglu, E., & Zehir, C. (2010). Investigating the effects of innovation and employee performance on the relationship between total quality management practices and firm performance: An empirical study of Turkish firms. *International Journal of Production Economics, 127*(1), 13-26.

Salminen, A. (2000). Implementing Organizational and Operational Change - Critical Success Factors of Change Management, Acta Polytechnica Skandinavica, *Industrial Management and Business Administration Series* No. 7, University of Technology, Helsinki.

Sanchez, A. M., Jimenez, J. V., Carnicer, P. D. L., & Perez, M. P. (2007). Managerial perceptions of workplace flexibility and firm performance. *International Journal of Operations & Production Management, 27*(7), 714-734.

Sanchez, A. M., Jimenez, J. V., Carnicer, P. D. L., & Perez, M. P. (2007). Managerial perceptions of workplace flexibility and firm performance. *International Journal of Operations & Production Management, 27(*7), 714-734

Schumpeter, J. A. (1940). The meaning of rationality in social sciences, *Journal of Institutional and Theoretical Economics*, *140*, 577-93.

Schumpeter, J. A. (1942). *Capitalism, Socialism and Democracy*. New York: Harper.

Scott, S. G., Bruce, R. A. (1994). Determinants of innovative behavior: a path model of individual innovation in the workplace. *The Academy of Management Journa*l*, 37*(3) 580-607.

Serarslan, Z. (1989). Kurum kulüplerinin kurulus amaçlari ve Türk Sporu içindeki yerleri. In S. Devecioğlu (Ed.), Türkiye futbol federasyonu'nun özerkliği (Vol, 3, pp 49-58) Gazi Beden Eğitimi ve Spor Bilimleri Dergisi (2003).

Shalley, C. E., & Gilson, L. L. (2004). What leaders need to know: a review of social and contextual factors that can foster or hinder creativity? Leadership Quarterly, *15*(1), 33-53.

Siegel, S., & Kaemmerer, W. (1978). Measuring the perceived support for innovation in organizations. *Journal of Applied Psychology*, *63*, 553-62

Slack, T. (1997). *Understanding sport organizations: the application of organization theory*. Champaign, IL: Human Kinetics.

Slack, T., & Parent, M. (2006). *Understanding sport organizations: The application of organization theory* (2nd ed.). Champaign, IL: Human Kinetics.

Smart, B. (2005). *The sport star: modern sport and the cultural economy of sporting celebrity*, London: Sage.

Snape, E., & Redman, T. (2010). HRM practices, organizational citizenship behavior, and performance: A multi-level analysis*, Journal of Management Studies, 47*(7), 1219-1247

Spruill, E. L. (2008). *A correlational analysis relating organizational climate to employee performance: a case study.* Unpublished doctoral dissertation, University of Phoenix, US.

Sternberg, R. J., & Lubart, T. I. (1996). Investing in creativity. *American Psychologist, 51*(7), 677-688.

Stevens, J. (2002). *Applied multivariate statistics for the social scie*nces (4th Ed.), Mahwah, NJ: Erlbaum.

Stevens, M. J., Oddou, G., Furuya, N., Bird, A. & Mendenhall, M. (2006). HR factors affecting repatriate job satisfaction and job attachment for Japanese managers. *International Journal of Human Resource Management*, *17*, 831-841.

Sun, L. Y., & Pan, W. (2008). HR practices perceptions, emotional exhaustion, and work outcomes: a conservation-of- resources theory in the Chinese context. *Human resource development quarterly*, *19*(1), 55-74.

Tabachnick, B. G., & Fidell, L. S. (2007). Using Multivariate Statistics (5th ed.). Pearson Education Company.

Taylor, F. W. (1911). *The principles of scientific management*. McGraw-Hill, New York.

Taylor, T., & McGraw, P. (2006). Exploring human resource management practices in nonprofit sport organizations. *Sport Management Review*, *9,* 229-251

Thiétart, R. A., & Forgues, B. (1995). *Chaos theory and organization, Organization Science*, *6*, 19-31.

Thompson, J. A. (2005). Proactive personality and job performance: A social capital perspective on mediating behaviors. *Journal of Applied Psychology, 90*, 1011-1017.

Thompson, V. A. (1965). Bureaucracy and innovation. *Administrative Science Quarterly*, *10*, 1-20.

Tierney, P., Farmer, S. M., & Graen, G. B. (1999). An examination of leadership and employee creativity: The relevance of traits and relationships. *Personnel Psychology, 52,* 591-620.

Tsai, C. J. Edwards, P., & Sengupta, S. (2010). The associations between organizational performance, employee attitudes and human resource management practices. *Journal of General Management, 36* (1), 1-20.

Vrakking, W. J. (1990). The innovative organization. *Long Range Planning*, *23*, 94-102.

Vroom, V. H. (1964). *Work and motivation*. New York: Wiley.

Watt, A. H. (2007). The impact of managerial virtuality on employee performance. Unpublished doctoral dissertation. Rensselaer Polytechnic Institute, Troy, New York.
Web site: http://escholarship.ucop.edu/uc/item/5xz8p7bk.

Webb, K. (2007). Motivating peak performance: Leadership behaviors that stimulate employee motivation and performance. *Christian Higher Education, 6*, 53-71.

Wheaton, B., Muthen, B., Alwin, D., F., & Summers, G. (1977) Assessing Reliability and Stability in Panel Models. Sociological Methodology, 8 (1), 84-136.

Williams, J. G. (2003). The importance of HR practices and workplace trust in achieving superior performance: A study of public-sector organizations. *The International Journal of Human Resource Management, 14*(1), 28-54.

Wilson, J. (1966). Innovation in organization: notes toward a theory. In J. Thompson (Ed.), *Approaches to Organizational Design* (pp. 193-218). Pittsburgh: University of Pittsburgh Press.

Woodman, R. W., Sawyer, J. E., & Griffin, R. W. (1993). Toward a theory of organizational creativity. *Academy of Management Review, 18,* 293-321.

Yıldız, S. M. (2008). Beden eğitimi ve spor öğretimi veren yükseköğretim kurumlari ve istihdam durumlari. *Kastamonu Eğitim Dergisi, 16*(2), 651-656.

Yilmaz, H., & Karahan, A. (2010). Liderlik davranişi, örgütsel yaraticilik ve işgören performansi arasindaki ilişkilerin incelenmesi: Uşak'ta bir araştirma, *Yönetim ve Ekonomi, 17(2), 145-158.*

Ying, H. H. (2008). *When creativity requirement does not enhance employee creativity: The limits of goal-directed behavior*, Hong Kong, Baptist University.

Young-Sung, S., & Choi, J. N. (2011). *The effects of human resource development on operational and financial performance of manufacturing companies: a large-scale, longitudinal analysis*. Retrieved January, 1, 2011 from University of California, The Institute for Research on Labor and Employment Web site: http://escholarship.ucop.edu/uc/item/5xz8p7bk.

Zaltman, G., Duncan, R., & Holbek J. (1973). *Innovations and organizations*. New York: Wiley.

Zheng, C. (2009). *A correlational study of organizational innovation capability and two factors: Innovation drivers and organizational culture*. Unpublished doctoral dissertation, University of Phoenix.

Zhou, J. (2003). When the presence of creative coworkers is related to creativity: Role of supervisor close monitoring, developmental feedback, and creative personality. *Journal of Applied Psychology*, *88*, 413-422.

Zhou, J., & George, J. M. (2001). When job dissatisfaction leads to creativity: Encouraging the expression of voice. *Academy of Management Journal, 44*, 682-696.

Zucker, L. G. (1988). Where do institutional patterns come from? Organizations as actors in social systems. In L.G. Zucker (Ed.), *Institutional Patterns and Organizations: Culture and Environment(pp.53-70)*. Ballinger Publishing Company, Cambridge, MA.

APPENDICES

APPENDIX A

MEASURES

A- İnovasyon Destek Anketi

1. Yaratıcılık bu işyerinde cesaretlendiriliyor.
2. Yöneticimiz bizim yaratıcı düşüncemize saygı gösteriyor.
3. Bu örgüt esnek ve sürekli değişime adapte olan bir örgüttür.
4. Bu örgüt değişime açık ve uyumludur.
5. Bu işyerinde yeni fikirlerin geliştirilmesine her zaman destek verilir.
6. Bu işyerinde yenilik için yeterince kaynak ayrılmaktadır.
7. Bu işyerinde yaratıcı fikirleri geliştirmek için yeterli zaman mevcuttur.
8. Bu işyerinde yaratıcı fikir üretebilmem için bana mesai saatlerinde boş zaman veriliyor.
9. Bu işyerinde ödül sistemi yaratıcılığı cesaretlendiriyor.

B- Bireysel Yaratıcılık Anketi

1. İşimde orijinallik gösteririm.
2. Mevcut yöntem ve araçlar için yeni kullanım alanları bulurum.
3. Yeni ürün ya da süreçler için uygun alanlar araştırırım.
4. İşe ilişkin yeni ama uygulanabilir fikirler üretirim.
5. Yaratıcılık için iyi bir örnek oluştururum.
6. Hedeflere ulaşmada yeni yollar öneririm.
7. Performansı iyileştirmek için yeni ve uygulanabilir fikirler üretirim

8. Yeni teknolojiler, süreçler, teknik veya ürünler araştırırım.
9. Kaliteyi yükseltmek için yeni yollar öneririm.
10. Yaratıcı fikirler için iyi bir kaynağım.
11. Yeni fikirleri diğerlerine aktarır ve savunuculuğunu yaparım.
12. Yeni fikirlerin uygulanmasında uygun plan ve programları geliştiririm.
13. Problemlere yaratıcı çözümler bulurum.

C- Operasyonel Yönetim Performansı Anketi

1. Kurumda çalışanların terfileri performanslarına göre belirlenir.
2. Çalışanlar kurumla ilgili konularda söz sahibidir.
3. Kurumda demokratik liderlik tipi benimsenmiştir.
4. Çalışanlara performansları ile ilgili sürekli geribildirim verilmektedir
5. Kurum kendi çalışanlarını seçebilme yetkisine sahiptir
6. Kurumsal gelişim çok yönlü bir şekilde ölçülmektedir.
7. Kurumda adil bir yükselme ve ödüllendirme sistemi vardır.
8. Kurumda çalışanların pozisyonları yeteneklerine göre belirlenir.
9. Kurumda çalışanların motivasyonu sürekli yüksek tutulmaktadır.
10. Kurumda gerçekleştirilen faaliyetler çalışanlarına göre anlamlı ve önemlidir.
11. Kurum çalışanlarını özenle seçer.
12. Kurumda etkili bir yönetim sistemi vardır.
13. Kurum sahip olduğu bilgi ve deneyimleri çalışanlarına başarı ile aktarır.

D- Yapısal Yönetim Performansı Anketi

1. Kurumun değerleri açık ve anlaşılabilirdir.
2. Kurumun hedefleri açık ve anlaşılabilirdir.

3. Kurumda etkili bir planlama sistemi vardır.
4. Kurum içi disiplin amacına uygundur.
5. Kurumda çok yönlü bir iletişim ağı vardır.
6. Kurumda iş ahlakı gelişmiştir.
7. Kurum paydaş/müşteri memnuniyeti odaklıdır.
8. Kurum yenilikçiliği ve teknolojik gelişmeleri desteklemektedir.
9. Kurumun çevresel değişimlere duyarlı bir stratejisi vardır.
10. Kurumsal iletişim süreklidir.
11. Kurumda çalışanlar arasında karşılıklı anlayış ve saygı vardır.
12. Kurumun hedefleri ulaşılabilirdir.
13. Kurumda çalışmak mutluluk vericidir.

E-Kurumsal Finans Performansı Anketi

1. Kurum sahip olduğu finansal kaynakları en iyi şekilde değerlendirir.
2. Kurumda finansal girdilerin ve çıktıların kontrolü özenle yapılır.
3. Kurum finansal kaynaklarını artırmak için resmi kurumlarla işbirliği yapar.
4. Kurum paydaşlarının / müşterilerinin taleplerini karşılayacak yatırımları yapabilecek finansal yeterliliğe sahiptir.
5. Kurum kendisine benzer kurumlarla karşılaştırıldığında finansal olarak daha iyi konumdadır.
6. Kurum "kurumsal hedeflerini" gerçekleştirecek finansal kaynaklara sahiptir.
7. Kurumun finansal gücü düzenli olarak artmaktadır.
8. Kurum finans kaynaklarını artırmak için özel kurum ve kişilerle işbirliği yapar.
9. Kurum finans kaynaklarının büyük kısmını kendisi yaratır.

10. Kurum kendi finans kaynaklarını özgürce kullanabilme yetkisine sahiptir.
11. Kurumun geleceğe yönelik bağımsız finansal stratejileri vardır.
12. Kurum teknolojik gelişmeleri takip edecek finansal güce sahiptir.

F-Çalışan Performansı Anketi

1. Mesleğimle ilgili güncel bilgi ve gelişmeleri takip ederim.
2. Görevlerimi doğru ve standartlara uygun yaparım.
3. İş ortamındaki ilişkilerimde dengeli ve tutarlıyım.
4. İş arkadaşlarıma karşı saygılı ve anlayışlıyım.
5. Ortaya koyduğum iş ve performansımla ilgili eleştiri ve değerlendirmelere açığım.
6. Gerektiğinde grup çalışmalarına kolayca adapte olabilirim.
7. Sorunlara hızlı ve başarılı bir şekilde çözüm üretirim.
8. Kişisel yeteneklerimi iş hayatımda başarıyla kullanırım.
9. İşimin gerektirdiği teknolojik gelişmeleri takip ederim.
10. Kurumun amaç ve hedeflerini desteklemekteyim.
11. Kurumu her ortamda özenle temsil ederim.
12. Kuruma karşı sorumluluk duygum gelişmiştir.
13. Kuruma karşı bağlılık duygum gelişmiştir.
14. Öz değerlendirme yaparak kendimi sürekli geliştiririm.

APPENDIX B

TURKISH SUMMARY

TÜRKÇE ÖZET

KÂR GÜTMEYEN SPOR KURUMLARINDA ÇALIŞAN PERFORMANSININ YORDANMASI: YÖNETİM VE FİNANS PERFORMANSININ ROLÜ, İNOVASYON DESTEĞİ VE BİREYSEL YARATICILIĞIN ARABULUCULUK ROLÜ

1. GİRİŞ

Sosyal hayatın ve popüler kültürün önemli bir parçası olan spor, insan hayatı için faydalı bir serbest zaman aktivitesi, iş hayatı için ise önemli bir ekonomik değerdir (Miller, Lawrence, McKay ve Rowe, 2001). Spor kendine has özellikleriyle, insanların bireysel ve sosyal gelişiminde sadece sporun verebileceği önemli katkılar sağlamaktadır. Frey ve Eitzen'e (1991) göre spor; birbirine zıt birçok kavramları aynı anda mükemmel bir uyum içerisinde

barındırabilir. Spor tüm farklılıkları, mesafeleri, düşmanlıkları, önyargıları aşıp aynı hedefler ve niyetler adına insanları bir araya getiren eşşiz bir güce sahiptir.

Uluslararası spor kuruluşlarının, spor karşılaşmaların ve turnuvaların artması, bununla paralel olarak ulusal ve uluslararası spor medyasındaki gelişmeler, sporun popüler olmasını önemli ölçüde hızlandırmıştır (Maguire, 1999). Bu ilgi çekici alana sıcak paranın akması, spor yöneticilerinin iş hayatına özel bilgi ve teknikleri bu alanda kullanmalarına neden olmuş, sporun, sporcunun ve spor seyircisinin ekonomik bir değer kazanmasına olanak tanımıştır. Yüksek kaliteli müsabakalar ve sporcular, sporun marka değerini artırmış, ihtişamlı açılışlar ve kutlamalar, yıldız sporculara olan hayranlık ve taraftarlık duygusu bir spor müşterisi kimliği yaratmış (Bauer, Sauer ve Schmitt, 2005; Klein 2001; Smart 2005) ve sporu milyar dolarlarla ifade edilen bir endüstriye dönüştürmüştür (Hums, Barr ve Qullion, 1999; Pedersen, Miloch ve Laucella, 2007).

Onlarca farklı organizasyondan oluşan spor endüstrisini, daha detaylı incelemek adına otoriteler spor bilimciler farklı gruplara ayrılmaktadır. Park ve Queterman (2003) spor endüstrisini üç farklı şekilde sınıflandırmaktadır. Birinci sınıflandırma Pitts, Fielding ve Miller (1994) tarafından geliştirilen; ürün ve alıcıya göre sınıflandırma şeklidir. Bu sınıflandırmada spor endüstrisi; performans sınıfı, üretim sınıfı, özendirme sınıfı adı altında üç ana gruba

ayrılmaktadır. Meek (1997) ise spor endüstrisini sektörlere göre sınıflandırmıştır. Bunlar, spor eğlence sektörü, spor ürün ve servis sektörü ve yardımcı organizasyonlar olarak adlandırılmaktadırlar. Son sınıflandırma Li, Hofacre ve Mahony (2001) tarafından geliştirilen spor aktivite modelidir. Bu modelde spor organizasyonları; spor aktivitesi üreten, bu aktivitelere ürün ve hizmet sağlayan ve bu aktivitelerle ilişkili ürün ve hizmetleri pazarlayan organizasyonlar olarak gruplandırılmaktadır.

Mullins (1999) spor endüstrisini işletmecileri ve gelir motivasyonlarına göre iki temel gruba ayırmaktadır. İşletmeciler açısından bakıldığında özel ve devlet organizasyonları, gelir motivasyonu açısından bakıldığında ise, kar güden veya kâr gütmeyen organizasyon olarak sınıflandırılmaktadır.

Türkiye'de spor hizmetlerinin önemli bir kısmı kâr gütmeyen organizasyonlar tarafından verilmektedir. Bunlar merkezi ve yerel yönetimler tarafından sıkı bir şekilde kontrol edilmektedir. Bu organizasyonların temel hedefleri gelir elde etmekten çok halka iyi ve kaliteli bir şekilde hizmet sunmaktır

Özel sektörden farklı olarak yönetim ve mali açıdan devlete bağımlı olan bu organizasyonlar sosyal sorumluluklarını yerine getirirken, birçok stratejik ve ekonomik zorluklarla da mücadele etmek zorundadır. Kaynakların sınırlı olması

nedeniyle bu organizasyonlar üzerindeki denetim giderek artmakta ve bu organizasyonlardan artık ölçülebilen performanslar beklenmektedir (McPhee ve Bare, 2001).

Light (2000) bu tür beklentilerin karşılanması için organizasyonlara dört önemli reform önermektedir. Bu reformlar sırasıyla; organizasyon içindeki faaliyetlere belirli standartlar getirmek, organizasyonu yeniden yapılandırarak farklı kurumlarla işbirliği sağlamak, kurumu denetime açık ve şeffaf bir hale getirmek ve son olarak liberal, katı kurallardan uzak, pazar hedefli ve performansa dayalı bir yönetim anlayışı benimsemektir. Hükümet tarafından da desteklenen bu reformlar kâr gütmeyen organizasyonlardaki hantal ve işlevsizleşen yapıya yeni bir devlet yönetimi anlayışı getirme fikrini açıkça ortaya koymaktadır (Ferlie, Ashburner, FitzGerald ve Pettigrew, 1996).

Kâr gütmeyen organizasyonların yapılarının iyi anlaşılması bu yeni yönetim anlayışının uygulanabilmesi açısından önemlidir. Öncelikle kâr gütmeyen organizasyonların kar güden organizasyonlara göre farklı bir motivasyon içerisinde olduğunu, kuruluş amaçları göz önüne alındığında metot, ürün, hizmet ve insan kaynakları yönetimi ve teknikleri açısından farklılıklar gösterdiğini unutmamak gerekir (Leete, 2000).

Toplumsal ihtiyaçların giderek artması kâr gütmeyen spor organizasyonlarını modern yönetim tekniklerini hayata geçirmesi ve performanslarını artırması gerekmektedir. Kim (2004) organizasyon performansını; organizasyonun hedeflerini gerçekleştirmedeki başarı oranı olarak tanımlanmaktadır. Bu hedeflerin gerçekleştirilmesi için organizasyonun süregelen bir değişim ve yenilenme içerisinde olması önemlidir (Mokwunye, 2008). Burke (2008) organizasyonlar için çeşitli değişim türlerinden bahseder. Bunlar devrimsel ve evrimsel değişimler, uzun ve kısa süreli değişimler, bölümsel ve sürekli değişmeler, dönüşümsel ve etkileşimsel değişimler, stratejik ve operasyonel değişimler, genel ve özel değişim olarak adlandırılabilir. Burke bu değişimler içerisinde özellikle küçük parçalar halinde düzenli bir şekilde yürüyen evrimsel değişiklikleri en sık kullanılan değişim çeşidi olarak ortaya belirtmektedir.

Bir değişimi uygulamak ve yönetmek iş hayatında önemli bir başarı olarak nitelendirilir (Drucker, 2001; Salminen, 2000). Uygulamacılara göre yenilikçiliği destekleyen organizasyon kültürleri değişim için önemli bir bileşendir (Dessler, 1986). Ahmed'e (1998) göre yenilikçilik değişimin lokomotifidir. Damanpour, Szabat ve Evan, (1989) yenilikçiği; bireysel, kurumsal ve içeriksel değişkenlerin oluşturduğu çok boyutlu bir kavram olarak tanımlar. Bir başka tanımda ise yenilikçilik yeni ve orijinal bir ürünü, hizmeti, programı, politikayı, sistemi veya aracı ortaya koyabilmeyi hedefleyen ideal bir davranışa adapte olabilme

etkinliğidir (Aiken ve Hage, 1971; Daft, 1982; Zaltman, Duncan & Holbek, 1973).

Spor organizasyonlarının ürün, hizmet ve hizmet süresi gibi hızlı değişimlere, teknoloji ve yönetim alanındaki gelişmelere ayak uydurabilmesi açısında inovasyon en önemli etkinliktir (Slack, 1997). Fakat başarılı ve sürdürebilir bir inovasyon uygulaması kâr gütmeyen organizasyonlar açısından zor ve sıkıntılı bir süreçtir. Geçmişte devlet kurumlarındaki reform çalışmaları birçok araştırmacının ilgisini çekmiştir. Bu reformların çoğu özel sektördeki yönetim tekniklerinin ve uygulamalarının devlet sektörüne transfer edilmesi üzerine kurulmuştur (Huff, 2007). Thompson (1965) bürokratik kurumların değişimi ve inovasyonu ile ilgili bazı temel önerilerde bulunmuştur. Bunlar profesyonelleşme, özerklik, iletişimi güçlendirme, görev değişiklikleri, grup çalışmaları, ödül sisteminde modifikasyonlar ve yönetim uygulamalarında değişim olarak sıralanmaktadır. İnovasyon ve değişim kavramsal olarak bir bütünü ifade ederken (Lamberti, 2008), büyük düşünür Heraclitus değişimin, değişmeyen tek şey olduğunu ifade etmektedir (Laertius, 1969).

Alan yazınında değişim ve inovasyon ile ilgili önemli çalışmalar bulunmaktadır. Burke (2008) inovasyonu bir kültür çeşidi olarak tanımlamaktadır. Burke'ye göre bu kültür tüm çalışanlar tarafından benimsenen bir gelişim bilincini ve bu

bilincin getirilerini ifade eder. Bu kültürde çalışanlara yöneticiler tarafından risk alma cesareti, yaratıcılık ve mücadele ruhu aşılanır (Ahmed, 1998).

Motivasyon, yönetim kalitesi ve yeterli kaynak faktörleri kurumsal inovasyonun üç önemli bileşenidir (Amabile, 1988). Kanter (1988) bu bileşenlere ek olarak bölümlere ayrılma, sınırlılıkların belirlenmesi, devamlılık, esneklik, özerklik ve denetimde açıklık değişkenleri üzerinde durmaktadır. Damanpour (1991) çalışmalarında kurumsal inovasyonda özellikle yönetimle ilgili faktörleri ön plana çıkarmaktadır. Bunun yanında psikolojik güçlendirme (Drucker 1988) ve yaratıcılık (Amabile, 1988) inovasyon ile ilgili iki önemli değişken olarak vurgulanmaktadır.

İnsan kaynakları yönetimi inovasyon için anahtar bire kelimedir (Galbraith, 1984; Vrakking, 1990). Bunun nedeni organizasyonların temel kaynaklarında birinin fiziksel ve bilişsel insan gücü olmasıdır. İnsan kaynakları yönetimi ve kurumsal performansı ilişkilendiren birçok çalışma (Batt, 2002, Becker ve Huselid, 1998; Huselid, 1995; Becker ve Gerhart, 1996; Huselid, 1995; Sanchez, Jimenez, Carnicer ve Perez, 2007) çalışanların performanslarını kurumsal açısından önemli bir faktör olarak tanımlamaktadır (Spruill, 2008).

Alan yazınında inovasyon ve performans arasında pozitif ve direkt bir ilişki olduğu saptanmıştır (Han, Kim ve Srivastava, 1998). Bu çalışmaları destekleyen iki önemli teori ortaya konulmaktadır (Child, 1974). Birincisi her durumda başarı getiren temel yönetim uygulamalarını konu alan evrensellik teorisi, ikincisi ise başarının içinde bulunulan duruma göre değiştiğini vurgulayan durumsallık teorisi. Bu iki teorinin ışığında inovasyon kâr gütmeyen kurumlardaki çalışan performanslarının artırılmasında önemli bir değişken olarak ortaya çıkmaktadır. Bu nedenle kâr gütmeyen organizasyonlarda insan kaynaklarında ve gelirlerdeki sınırlılıklar nedeniyle (Taylor ve McGraw, 2006) yönetim fonksiyonlarının inovasyonu ve geliştirilmesi önemli bir rekabet avantajı sağlayacaktır.

Araştırmanın Amacı

Bu çalışmada kâr gütmeyen spor organizasyonlarında inovasyon desteği ve bireysel yaratıcılık değişkenlerinin, operasyonel yönetim performansı, yapısal yönetim performansı, kurumsal finansal performansı ve çalışanların iş performansı arasındaki ilişkiye aracılık etmedeki rolü araştırılmaktadır. Bir başka değişle ortaya konulan model ile operasyonel yönetim performansı, yapısal yönetim performansı, kurumsal finansal performansı, inovasyon desteği

ve bireysel yaratıcılık değişkenleri, çalışanların performanslarını ne derece açıklamaktadır? Sorusuna cevap aramaktadır.

Araştırmanın Önemi

Yönetim, motivasyon, inovasyon ve yaratıcılık teorilerinin ışığında gerçekleşen bu model çalışmasında, kurumsal inovasyon desteğinin ve bireysel yaratıcılığın yönetimsel, finansal ve çalışan performansı arasındaki etkileşimdeki rolü test edilmektedir. Maddi kaygı gütmeden topluma spor hizmeti ve eğitimi veren BESYO/B'da ve GSİM'de çalışan yönetici ve personelin iş performansları bu kurumların etkinliği ve sürdürebilirliği açısından büyük önem taşımaktadır. Gelir motivasyonu olmayan kâr gütmeyen tüm organizasyonların temel kaynağı, çalışan personel ve yöneticilerin fiziksel ve bilişsel performansına bağlı olması bu çalışmanın sonuçlarını sadece spor organizasyonları açısından değil, tüm kâr gütmeyen organizasyonlar açısından önemli yapmaktadır.

Verilerin analizinde kullanılan Yapısal Eşitlik Modeli aynı anda beş farklı değişkenin çalışan performansı üzerindeki etkisinin araştırılmasına olanak tanımaktadır. Ayrıca bu çalışma için geliştirilen 4 farklı ölçek organizasyonlardaki yönetim, finans ve çalışan performanslarının ölçülmesine farklı bir bakış getirecektir.

2. YÖNTEM

İşlem ve Örneklem

Türkiye genelindeki bulunan 54 BESYO/B'da ve 81 GSİM'de çalışan yönetici ve personel bu çalışmanın evrenini oluşturmaktadır. Öncelikle Ortadoğu Teknik Üniversitesi Uygulamalı Etik Araştırma Merkezinden, Etik Kurul onayı alınmıştır. Evreni oluşturan 135 kurumdaki yöneticilere elektronik posta yoluyla çalışmanın kapsamı ve amacı anlatılmış ve anket uygulaması için izin istenmiştir. Çalışmaya katılmaya gönüllü olan 21 BESYO/B'dan ve 23 GSİM'den, 721 adet geçerli anket toplanmıştır. Kurumsal gönüllülük yanında bireysel gönüllülüğünde esas alındığı bu çalışmada, anketler araştırmacı ve yardımcıları tarafından ortalama 20 dakika süren dağıt-topla metoduyla elde edilmiştir.

Katılımcılar cinsiyetlerine göre ayrıldığında 241 (% 33.4) tanesi kadın, 477 (% 66.2) tanesi erkektir. Eğitim düzeyleri göz önüne alındığında en yüksek oran 263 (% 36.5) katılımcıyla "üniversite mezunu" olarak görülmektedir. BESYO/B'dan mezun olanların sayısı 352 (% 71) olup, bunlar bölümlerine göre Beden Eğitimi ve Spor Öğretmenliği, 232 (% 33.1); Antrenörlük, 53 (% 7.4); Spor Yönetimi, 49

(% 6.8); Rekreasyon, 10 (% 1.4); Spor Bilimleri ve Teknolojisi, 8 (% 1.1) olarak sıralanmaktadır.

Ayrıca çalışmaya katılanların % 66.3'ü çalışan (478) olarak en büyük grubu oluşturmaktadır. Bunun yanında katılımcıların % 10.3'ü (74) yönetici; % 9.3'ü (67) yardımcı yönetici; % 61'i (44) destek eleman olarak görülmektedir. Katılımcıların ortalama yaşı, 36. 6 ortalama meslek yaşı, 11.5; ortalama kurum çalışma yaşı, 8.6 olarak belirlenmiştir.

Ölçme Araçları:

Bu çalışma 3 aşamadan oluşmaktadır. Birinci aşama çalışmada gerekli anketlerin geliştirilmesi, ikinci aşama pilot çalışmada tüm anketleri için doğrulayıcı faktör analizin yapılması, üçüncü aşama ise önerilen modelin test edilmesidir. Bu araştırmada için gerekli veriler 6 farklı anket yardımıyla toplanmıştır. Bunlar Bireysel Yaratıcılık Anketi, İnovasyon Destek Anketi, Operasyonel Yönetim Performansı Anketi, Yapısal Yönetim Performansı Anketi, Kurumsal Finansal Performansı Anketi ve Çalışan Performansı Anketi. Bu anketlerden Bireysel Yaratıcılık Anketi ve İnovasyon Destek Anketi dışındaki anketler araştırmacı tarafından bu çalışmada kullanılmak üzere geliştirilmiştir.

Yapılan alan yazını taraması sonucunda bu çalışmada yer alacak farklı performans değişkenlerini ölçmesi için istenilen uygun Türkçe anketlere ulaşılamaması sonucunda, araştırılan temel sorulara cevap verebilecek anketlerin geliştirilmesine karar verilmiştir. Bu bağlamda öncelikle anketler için ayrı ayrı soru havuzları oluşturulmuş, anket maddeleri uzman görüşüne sunularak gerekli geri bildirimler alınmış, bu geribildirimler doğrultusunda içerik ve dil açısından gerekli düzenlemeler yapılmıştır. Anketler 160 kişilik homojen bir gruba uygulanmış ve açıklayıcı faktör analizi ile anketlerin alt boyutları belirlenmiş, herhangi bir boyuta yüklenmeyen maddeler ayıklanmıştır. İkinci aşamada on ikisi demografik olmak üzere toplam 86 maddeden oluşan anket evrenden seçilen 221 kişiye uygulanmış, AMOS 18 ile doğrulayıcı faktör analizi yapılmıştır. Üçüncü bölümde ise gönüllü 44 kurumdan gönüllü 721 kişiye uygulanan anketlerden elde edilen verilerle önerilen model yapısal eşitlik analizi ile test edilmiş ve sonuçlar sistematik bir şekilde ortaya konmuştur. Çalışmada kullanılan ölçeklerin özelliklerin şu şekildedir.

Tierney, Farmer ve Graen (1999) tarafından geliştirilen Zhou & George's (2001) tarafından biçimlendirilen 13 maddelik Bireysel Yaratıcılık Ölçeği, Gümüslüoğlu ve İlsev (2005) tarafından Türkçeye adapte edilmiştir. Ölçeğin aslı yöneticiler tarafından çalışanların yaratıcılığının ölçülmesi şeklindedir. Bu

çalışmada ise organizasyondaki çalışanlar ve yöneticiler kendi bireysel yaratıcılık düzeylerini ölçmektedirler. Gümüslüoğlu ve İlsev (2005) tarafından yapılan çalışmada 13 madde tek faktör üzerine yüklenmiş olan bu faktör bireysel yaratıcılığa ait varyansın % 62.99'unu açıklamıştır. Gümüslüoğlu ve İlsev (2005) tarafından iç tutarlılık katsayısı .95 olarak hesaplanan anketin bu çalışmada yapılan onaylayıcı faktör analizi sonucu ise .96 olduğu belirlenmiştir.

Scott ve Bruce (1994) tarafından geliştirilen İnovasyon Desteği Anketi, Gümüslüoğlu ve İlsev (2005) tarafından Türkçeye adapte edilmiştir. Anket 9 maddeden ve tek faktörden oluşmakta ve inovasyon desteğine ait varyansın % 55.40'ını açıklamaktadır. Gümüslüoğlu ve İlsev (2005) tarafından anketin iç tutarlılık katsayısı, .88 olarak hesaplanmıştır. Bu çalışmada yapılan doğrulayıcı faktör analizi sonucu 9 maddenin tek faktöre yüklendiği ve anketin iç tutarlık katsayısının; .90 olduğu belirlenmiştir.

Bu çalışmada kâr gütmeyen spor organizasyonlarındaki farklı performans türlerini ölçmek için araştırmacı tarafından dört farklı anket geliştirilmiştir. Bu anketlerin geliştirilmesi dört farklı basamakta gerçekleştirilmiştir. Birincisi basamakta, çalışan performansı ve çalışan performansını yordayan değişkenler ile ilgili alan yazın (literatür) incelenmiş bu değişkenler ile ilgili anket ve ölçüm araçları belirlenmiştir. Bunun ardında dünyada ve Türkiye'de kâr gütmeyen

organizasyonlar ve kâr gütmeyen spor organizasyonları ile ilgili çalışmalar incelenerek made havuzunun oluşması için ön bilgiler toplanmıştır. Bu bilgiler doğrultusunda önerilenen modelde yer alması gereken dört farklı ankete ihtiyaç duyulduğu, bu ihtiyacın alan yazında yer alan ölçme araçları tarafından tam olarak karşılanamayacağı görüşüne varılmıştır.

İkinci basamakta bu görüş ve düşünceler ışığında geliştirilecek anketlerin amaç ve kapsamları tam olarak belirlenmiş ve her anketler için ayrı madde havuzları oluşturulmuştur. Madde havuzu hazırlanırken alan yazında yer alan çalışmalar ve ilgili teoriler titizlikle incelenmiştir.

Üçüncü basamakta farklı kısımdan oluşan anketin dış geçerliliğinin belirlenmesi için yönetim, spor yönetimi, ölçme ve değerlendirme ve dil eğitimi alanında çalışan akademisyenler ile halkla ilişkiler uzmanları, personel daire başkanları, federasyon başkanları ve farklı kurum ve kuruluşlarda yer alan çalışanların, anket maddeleri ve boyutları hakkındaki görüş, yorum ve eleştirileri alınmış, bu görüşler doğrultusunda bazı maddeler düzenlenmiş bazı maddeler ise anketten çıkarılmıştır.

Dördüncü basamakta anketler ODTÜ Eğitim Fakültesi çalışanlarından 160 yönetici ve personele uygulanmış, yapılan açıklayıcı faktör analizi ile anketlerin

faktör yapıları ve alt boyutları belirlenmiştir. Anketlerin faktör yapıları ve alt boyutlarıyla ilgi bilgiler aşağıda verilmiştir.

Toplanan verilerden yırtık, hatalı ve taraflı olduğu düşünülen anketler çıkarılmış, eksik verilerin %5 den yüksek olmadığı tespit edilmiştir. Veri kaybını engellemek için SPSS 15 programı ile EM (Expectation Maximization) analizi yapılarak eksik değerler tamamlanmıştır. Bunun diğer bir nedeni ise Yaposal Eşitlik Modelinin eksik değerlere duyarlı olmasından kaynaklanmaktadır.

Operasyonel Yönetim Performansı Anketi için örneklem-madde oranı 12/1 olarak bulunmuştur. Bu oran örneklem sayısı 100 -200 arası olan çalışmalar için uygundur (Field, 2005). Daha sonra faktör analizi önşartları test edilerek toplanan verilerin bu analiz için uygun olup olmadığı kontrol edilmiştir. En düşük .60 (Tabachnick ve Fidell, 2001) olması gereken Kaiser-Meyer Olkin (KMO) katsayısı, .91 olarak bulunmuş ve örneklemin analize uygun olduğu belirlenmiştir. Bunun yanısıra yapılan Barlett Sphericity testi sonucu verilerin çok değişkenli normal dağılımdan geldiğini ispatlanmıştır (χ^2 =1244.52, df = 78, p<.001). Norman ve Streiner (1994) formülüne göre bu veri grubu için en düşük faktör yükü .41 olarak belirlenmiştir. Yapılan faktör analizi sonucuna göre; Operasyonel Yönetim Performansı Anketi, 13 maddeden ve tek bir faktörden oluşmaktadır. Bu faktör Operasyonel Yönetim Performansı ile ilgili toplam

varyansın % 49.44'ünü açıklamaktadır. Bu anket için yapılan güvenilirlik analizi sonucunda iç tutarlılık katsayısı; .93 olarak belirlenmiştir.

Yapısal Yönetim Performansı Anketi için örneklem-madde oranı 12/1 olarak bulunmuştur. Bu oran örneklem sayısı 100 -200 arası olan çalışmalar için uygundur (Field, 2005). Daha sonra faktör analizi önşartları test edilerek toplanan verilerin bu analiz için uygun olup olmadığı kontrol edilmiştir. En düşük .60 (Tabachnick ve Fidell, 2001) olması gereken Kaiser-Meyer Olkin (KMO) katsayısı, .89 olarak bulunmuş ve örneklemin analize uygun olduğu belirlenmiştir. Bunun yanısıra yapılan Barlett Sphericity testi sonucu verilerin çok değişkenli normal dağılımdan geldiğini ispatlanmıştır (χ^2 =1383.55, *df* = 78, *p*<.001). Norman ve Streiner (1994) formülüne göre bu veri grubu için en düşük faktör yükü .41 olarak belirlenmiştir. Yapılan faktör analizi sonucuna göre; Yapısal Yönetim Performansı Anketi, 13 maddeden ve tek bir faktörden oluşmaktadır. Bu faktör yapısal yönetim performansı ile ilgili toplam varyansın % 50.81'ini açıklamaktadır. Bu anket için yapılan güvenilirlik analizi sonucunda iç tutarlılık katsayısı; .93 olarak belirlenmiştir.

Kurumsal Finans Performansı Anketi için örneklem-madde oranı 13/1 olarak bulunmuştur. Bu oran örneklem sayısı 100 -200 arası olan çalışmalar için uygundur (Field, 2005). Daha sonra faktör analizi önşartları test edilerek

toplanan verilerin bu analiz için uygun olup olmadığı kontrol edilmiştir. En düşük .60 (Tabachnick ve Fidell, 2001) olması gereken Kaiser-Meyer Olkin (KMO) katsayısı, .86 olarak bulunmuş ve örneklemin analize uygun olduğu belirlenmiştir. Bunun yanısıra yapılan Barlett Sphericity testi sonucu verilerin çok değişkenli normal dağılımdan geldiğini ispatlanmıştır (χ^2=901.59, *df*=66, *p*<.001). Norman ve Streiner (1994) formülüne göre bu veri grubu için en düşük faktör yükü .41 olarak belirlenmiştir. Yapılan faktör analizi sonucuna göre; Kurumsal Finans Performansı Anketi, 12 maddeden ve 3 faktörden oluşmaktadır. Bu faktör kurumsal finans performansı ile ilgili toplam varyansın % 56.35'ini açıklamaktadır. Bu anket için yapılan güvenilirlik analizi sonucunda iç tutarlılık katsayısı; .88 olarak belirlenmiştir.

Kurumsal finans performansını oluşturan ilk boyut kurumun maddi gelir ve olanakları artırmaya yönelik çalışmaları kapsayan "finansal çaba" boyutudur. Bu boyut 4 maddeden oluşmaktadır. Bu boyuta ait iç tutarlılık katsayısı .81 olarak belirlenmiştir.

Kurumsal finans performsını oluşturan ikinci boyut; kurumun amaç ve hedeflerini gerçekleştirebileceği ve paydaşlarının ihtiyaçlarını karşılamaya dönük yatırımlara kaynak sağlayabilme yeterliliği temsil eden "finansal güç"

boyutudur. Bu boyut 5 maddeden oluşmaktadır. Bu boyuta ait iç tutarlılık katsayısı .85 olarak belirlenmiştir.

Kurumsal finans performsını oluşturan üçüncü boyut, kurumun finansal kaynaklarını kendi amaç ve doğrultuları adına özgürce kullanabilme yetkisini ifade eden "finansal otonomi" boyutudur. Bu boyut 3 maddeden oluşmaktadır. Bu boyuta ait iç tutarlılık katsayısı .77 olarak belirlenmiştir.

Çalışan Performansı Anketi için örneklem-madde oranı 8.4/1 olarak bulunmuştur. Bu oran örneklem sayısı 100 -200 arası olan çalışmalar için uygundur (Field, 2005). Daha sonra faktör analizi önşartları test edilerek toplanan verilerin bu analiz için uygun olup olmadığı kontrol edilmiştir. En düşük .60 (Tabachnick ve Fidell, 2001) olması gereken Kaiser-Meyer Olkin (KMO) katsayısı, .92 olarak bulunmuş ve örneklemin analize uygun olduğu belirlenmiştir. Bunun yanısıra yapılan Barlett Sphericity testi sonucu verilerin çok değişkenli normal dağılımdan geldiğini ispatlanmıştır (χ^2=1860.805, *df*=171, p<.001). Norman ve Streiner (1994) formülüne göre bu veri grubu için en düşük faktör yükü .41 olarak belirlenmiştir. Yapılan faktör analizi sonucuna göre; Çalışan Performansı Anketi, 14 maddeden ve 3 faktörden oluşmaktadır. Bu faktör çalışan performansı ile ilgili toplam varyansın % 64.35'ini açıklamaktadır.

Bu anket için yapılan güvenilirlik analizi sonucunda iç tutarlılık katsayısı; .92 olarak belirlenmiştir.

Çalışan Performansı Anketini oluşturan ilk boyut kurum içi uyum ve düzen ve kurallara adapte olmayı kapsayan "temel performans" boyutudur. Bu boyut 5 maddeden oluşmaktadır. Bu boyuta ait iç tutarlılık katsayısı .87 olarak belirlenmiştir.Çalışan Performansı Anketini oluşturan ikinci boyut çalışanların kişisel yeteneklerini en üst düzeyde kullanabilmeleri ve birlikte iş üretebilme kapasitelerini temsil eden "ileri performans" boyutudur. Bu boyut 3 maddeden oluşmaktadır. Bu boyuta ait iç tutarlılık katsayısı .84 olarak belirlenmiştir.Çalışan Performansı Anketini oluşturan üçüncü boyut çalışanların kurum ile özdeşleşmelerini ve kurumun bir parçası olmalarını ifade eden "içselleştirme" boyutudur. Bu boyut 5 maddeden oluşmaktadır. Bu boyuta ait iç tutarlılık katsayısı .79 olarak belirlenmiştir.

Verilerin analizi:

Bu çalışmanın amacı kâr gütmeyen spor organizasyonlarında çalışan personelin performansını, inovasyon desteği ve bireysel yaratılık üzerinden açıklayan bir model geliştirip bu modeli test etmektir. Bu amaçla AMOS 18 paket programı yardımıyla Yapısal Eşitlik Modeli analizi uygulanmış, modelin değerlendirilme

aşamasında ise ki-kare, NNFI, CFI, RMSEA uyum indeksleri kullanılmıştır. İlk bölümde tüm ölçeklerin kullanılabilirliğini denetlemek, geliştirilen ölçeklerin geçerlilik ve güvenilirliklerini ispatlamak adına örneklemden seçilen 15 kâr gütmeyen spor organizasyonunda çalışan 221 yönetici ve personel üzerinde bir pilot çalışma yapılmıştır. İkinci bölümde ise önerilen modelin test edilmesi yer almaktadır. Yapısal Eşitlik Modeli ile yapılan bu analizlerin sonuçları aşağıda yer almaktadır.

3. BULGULAR

Yapılan pilot çalışması sonuçlarına göre anketlerin bu çalışma için uygunluğunu ispatlamaktadır. Bireysel Yaratıcılık Anketi için ilk işletim sonuçları; χ^2 =143, *df*=65, NNFI=.76, CFI=.97, RMSEA=.076. olarak bulunmuştur. Bu sonuç uyum indekslerine bakıldığında kabul edilebilir düzeydedir (Browne ve Cudec, 1993). Bir sonraki aşamada modifikasyon indeksi incelenmiş ve yüksek hata ortak değişkenleri(ε2- ε3, ε4- ε6) bağlanarak analiz tekrar işletilmiştir. İkinci işletim sonuçları, χ^2=87.7, *df*=63, NNFI=.99, CFI=.99, RMSEA=.043 olarak bulunmuştur. Bu sonuç uyum indekslerine göre kabul edilebilir düzeyden daha iyi bir sonucu ifade eder (Browne ve Cudec, 1993).

İnovasyon Destek Anketi için elde edilen sonuçlar; χ^2=113.2, *df*=27, NNFI=.93, CFI=.95, RMSEA=.120 olarak bulunmuştur. Bu sonuç kabul edilebilir uyum indekslerinin dışındadır (Browne ve Cudec, 1993). Bu nedenle modifikasyon indeksi incelenmiş ve hata ortak değişkenlerinden yüksek değerlere sahip olanlar (ε1-ε3, ε1-ε3, ε1-ε6) bağlanarak analiz tekrar işletilmiştir. İkinci işletim sonuçları, χ^2=36, *df*=22, NNFI=.98, CFI=.97, RMSEA=.076 olarak bulunmuştur. Bu sonuç uyum indekslerine göre kabul edilebilir düzeydedir (Browne ve Cudec, 1993).

Operasyonel Yönetim Performansı Anketi, için elde edilen sonuçlar, χ^2 = 231.08, *df*=60, NNFI=.90, CFI=.92, RMSEA=.108 olarak bulunmuştur. Bu sonuç uyum indekslerine bakıldığında kabul edilebilir düzeydedir (Browne ve Cudec, 1993). Modifikasyon indeksi incelenmiş ve yüksek hata ortak değişkenleri (ε2-ε3, ε5-ε11, ε9-ε10, ε11-ε12, ε12-ε13) bağlanarak analiz tekrar işletilmiştir. İkinci işletim sonuçları, χ^2=115, *df*=60, NNFI=.97, CFI=.97, RMSEA=.065 olarak bulunmuştur. Bu daha iyi bir sonucu ifade ederken sonuç uyum indekslerine bakıldığında kabul hala edilebilir düzeydedir (Browne ve Cudec, 1993).

Yapısal Yönetim Performansı Anketi, için elde edilen sonuçlar, χ^2=434.32, *df*=65, NNFI=.80, CFI=.83, RMSEA=.161 olarak bulunmuştur. Bu sonuç kabul edilebilir uyum indekslerinin dışındadır (Browne ve Cudec, 1993). Modifikasyon

indeksi incelenmiş ve yüksek hata ortak değişkenleri (ε1- ε2, ε3- ε4, ε5- ε6, ε5-ε8, ε5-ε11, ε8-ε19) bağlanarak analiz tekrar işletilmiştir. İkinci işletim sonuçlarına göre, χ^2=144.8, df=58, NNFI=.94, CFI=.96, RMSEA=.086 olarak bulunmuştur. Bu sonuç uyum indekslerine göre kabul edilebilir düzeydedir (Browne ve Cudec, 1993).

Kurumsal Finansal Performansı Anketi için elde edilen sonuçlar χ^2=124.70, *df*=51, NNFI=.95, CFI=.96, RMSEA=.811 olarak bulunmuştur. Bu sonuç uyum indekslerine bakıldığında kabul edilebilir düzeydedir (Browne ve Cudec, 1993). Modifikasyon indeksi incelenmiş ve her hangi bir yüksek hata ortak değişkeni olmadığı tespit edilmiştir.

Çalışan Performansı Anketi için elde edilen sonuçlar χ^2=186.88, df=74, NNFI=.92, CFI=.93, RMSEA=.86 olarak bulunmuştur. Bu sonuç uyum indekslerine bakıldığında kabul edilebilir düzeydedir (Browne ve Cudec, 1993). Modifikasyon indeksi incelenmiş ve yüksek hata ortak değişkenleri (ε3- ε4, ε4-ε9) bağlanarak analiz tekrar işletilmiştir. İkinci işletim sonuçları, χ^2=150.7, *df*=72, NNFI=.94, CFI=.95, RMSEA=.073 olarak bulunmuştur. Bu sonuç uyum indekslerine göre kabul edilebilir düzeydedir (Browne ve Cudec, 1993).

Bu sonuçlar doğrultusunda ölçüm araçları 44 kar gütmeyen spor organizasyonunda 721 çalışan yönetici ve personele uygulanmış ve sonuçlar aşağıda ifade edilmiştir.

Bireysel Yaratıcılık Anketi için ilk işletim sonuçları; χ^2=693, *df*=65, NNFI=.90, CFI=.92, RMSEA=.116. olarak bulunmuştur. Bu sonuç kabul edilebilir uyum indekslerinden düşüktür (Browne ve Cudec, 1993). Modifikasyon indeksi incelenmiş ve yüksek hata ortak değişkenleri (ε1-ε2, ε2-ε3, ε6- ε7, ε11- ε12, ε12-ε13) bağlanarak analiz tekrar işletilmiştir. İkinci işletim sonuçları, χ^2=281.1, *df*=59, NNFI=.96, CFI=.97, RMSEA=.071 olarak bulunmuştur. Bu sonuç uyum indekslerine göre kabul edilebilir düzeydedir (Browne ve Cudec, 1993).

İnovasyon Destek Anketi için elde edilen sonuçlar; χ^2=329.2, *df*=26, NNFI=.89, CFI=.92, RMSEA=.127 olarak bulunmuştur. Bu sonuç kabul edilebilir uyum indekslerinden düşüktür (Browne ve Cudec, 1993). Modifikasyon indeksi incelenmiş ve yüksek hata ortak değişkenleri (ε1-ε2, ε3-ε4, ε7-ε8) bağlanarak analiz tekrar işletilmiştir. İkinci işletim sonuçları, χ^2=114.9, *df*=24, NNFI=.97, CFI=.98, RMSEA=.073 olarak bulunmuştur. Bu sonuç uyum indekslerine göre kabul edilebilir düzeydedir (Browne ve Cudec, 1993).

Operasyonel Yönetim Performansı Anketi, için elde edilen sonuçlar, χ^2=483.1, *df*=65, NNFI=.93, CFI=.94, RMSEA=.095 olarak bulunmuştur. Bu sonuç kabul edilebilir uyum indekslerinden düşüktür (Browne ve Cudec, 1993). Modifikasyon indeksi incelenmiş ve yüksek hata ortak değişkenleri (ε2- ε3, ε7- ε8, ε5-ε11, ε12-ε13) bağlanarak analiz tekrar işletilmiştir. İkinci işletim sonuçları, χ^2=282.5, *df*=61, NNFI=.96, CFI=.97, RMSEA=.071 olarak bulunmuştur. Bu sonuç uyum indekslerine göre kabul edilebilir düzeydedir (Browne ve Cudec, 1993).

Yapısal Yönetim Performansı Anketi, için elde edilen sonuçlar, χ^2=557.7, *df*=65, NNFI=.92, CFI=.93, RMSEA=.103 olarak bulunmuştur. Bu sonuç kabul edilebilir uyum indekslerinden düşüktür (Browne ve Cudec, 1993). Modifikasyon indeksi incelenmiş ve yüksek hata ortak değişkenleri (ε2- ε3, ε7- ε8, ε5- ε11, ε5- ε9, ε12- ε13) bağlanarak analiz tekrar işletilmiştir. İkinci işletim sonuçları, χ^2=267.1, *df*=60, NNFI=.96, CFI=.97, RMSEA=.069 olarak bulunmuştur. Bu sonuç uyum indekslerine göre kabul edilebilir düzeydedir (Browne ve Cudec, 1993).

Kurumsal Finansal Performansı Anketi için elde edilen sonuçlar χ^2=301.5, *df*=51, NNFI=.94, CFI=.96, RMSEA=.083 olarak bulunmuştur. Bu sonuç uyum indekslerine göre kabul edilebilir düzeydedir (Browne ve Cudec, 1993).

Modifikasyon indeksi incelenmiş ve yüksek hata ortak değişkenleri (ε4-ε7, ε9-ε12, ε8- ε10) bağlanarak analiz tekrar işletilmiştir. İkinci işletim sonuçları, χ^2 = 224.1, *df*=48, NNFI=.96, CFI=.97, RMSEA=.071 olarak bulunmuştur. Bu sonuç uyum indekslerine göre kabul edilebilir düzeydedir (Browne ve Cudec, 1993).

Çalışan Performansı Anketi için elde edilen sonuçlar χ^2=567.1, *df*=74, NNFI=.88, CFI=.90, RMSEA=.96 olarak bulunmuştur. Bu sonuç kabul edilebilir uyum indekslerinden düşüktür (Browne ve Cudec, 1993). Modifikasyon indeksi incelenmiş ve yüksek hata ortak değişkenleri (ε1-ε2, ε2-ε3, ε3-ε4, ε3-ε9, ε1-ε9, ε6-ε8, ε10-ε13, ε10-ε11, ε12-ε13) bağlanarak analiz tekrar işletilmiştir. İkinci işletim sonuçları, χ^2 = 276.1, *df*=72, NNFI=.94, CFI=.96, RMSEA=.073 olarak bulunmuştur. Bu sonuç uyum indekslerine göre kabul edilebilir düzeydedir (Browne ve Cudec, 1993).

Modelin tamamı için yapılan YEM analizi sonuçlarına bakıldığında, Bireysel yaratıcılık ve finansal performans arasındaki doğrusal ilişkinin; finansal performans ile çalışan performansı arasındaki doğrusal ilişkinin anlamlı düzey olmadığı saptanmıştır (p>.05). Öngörülen diğer tüm ilişkiler doğrusal ve anlamlıdır. Modelin nihayi uyum indeksi, χ^2=139.9 ve *df* =26, NNFI=.96, CFI=.98, RMSEA=.79 olarak hesaplanmıştır. Bu sonuç uyum indekslerine göre kabul edilebilir düzeydedir (Browne ve Cudec, 1993). Önerilen model;

inovasyon desteğine ait varyansın % 68'ini, bireysel yaratıcılığa ait varyansın % 0.7'sini ve çalışan performansına ait varyansın % 44'ünü açıklamaktadır.

4. TARTIŞMA

Türkiye'de kâr gütmeyen spor organizasyonları devlet kontrolü altında görev ve sorumluluklarını sürdürmeye devam etmektedirler. Fakat devlet sektörü denilince akla ilk gelen şey verimsiz ve çağdışı hizmet anlayışı gelmektedir (Doğar, 1997). Oysa hiç bir özel kurum devletin sahip olduğu muazzam kaynaklara sahip olamaz. Bu nedenle kâr gütmeyen spor organizasyonlarının topluma çağdaş hizmet sunabilmeleri için çevresel ve teknolojik değişime adapte olmaları ve yenilikçi bir anlayışı benimsemeleri gerekmektedir (McNulty ve Ferlie, 2004). Aaker (1995) bu tür organizasyonların değişim süreçlerini etkileyen nedenleri iki başlık altında toplamıştır. Birincisi toplumun bu alandaki ihtiyaçlarını karşılayabilmek, içinde olduğu sektörde ekonomik ve teknolojik avantaj elde etmek gibi çevresel faktörleri içeren dış baskılar, ikincisi ise hizmet kalitesini artırma, kendi kendini yönetebilen takım anlayışını geliştirmek ve esnek bir yönetim sistemine geçebilmek gibi faktörleri içeren iç baskılardır. Kâr gütmeyen spor organizasyonları her ne kadar kaynak açısından hükümete bağımlı olsalar da, bu bağımlılıkları bu organizasyonların faydalılık ve

üretkenliklerini artırmalarına çok büyük bir engel oluşturmamaktadır (Zucker, 1988; DiMaggio ve Powell, 1991; Meyer ve Rowan, 1991).

Bu organizasyonların iç dinamiklerini harekete geçirmeleri, öncelikle çalışan personelin bireysel performansını artırmakla mümkün olacaktır. Bu nedenle çalışma kâr gütmeyen spor organizasyonlarında bazı değişkenlerin çalışan performansları üzerindeki etkilerini ortaya koyan bir modeli geliştirmek ve bu organizasyonlardan toplanacak verilerle bu modeli test etmek olarak belirlenmiştir. Bu amaçla kâr gütmeyen spor organizasyonlarında inovasyon desteği ve bireysel yaratıcılık değişkenlerinin, operasyonel yönetim performansı, yapısal yönetim performansı, kurumsal finansal performansı ve çalışanların iş performansı arasındaki ilişkiye aracılık etmedeki rolü araştırılmaktadır.

Modeldeki ilişkiler tek tek incelendiğinde öncelikle organizasyona ait finansal performans ve çalışan performansı arasında varsayılan direkt ilişki anlamlı bulunamamıştır. Bununla birlikte bireysel yaratıcılık arabuluculuğunda kurulan finansal performans ve çalışan performansı arasındaki ilişki de anlamlı değildir. Bu iki değişken arasındaki tek anlamı ilişki aynı anda inovasyon desteği ve bireysel yaratıcılık arabuluculuğunda kurulan ilişkidir. Bu sonuç kâr gütmeyen spor organizasyonlarındaki finansal performansın çalışanlara doğrudan yansımamasından, ödüllendirme ve teşvik sisteminin yeterince gelişmemesinden,

performansa dayalı bir ücretlendirmenin yapılmamasından kaynaklanabilir. Çalışanların ücret ve ek ödemelerini hükümet tarafından belirlenmesi, kurumsal gelirlerden herhangi bir pay alamamaları, çalışan performansıyla, kurumsal finans performansı arasında bir ilişki kurulamamasının doğal nedeni sayılabilir.

Kurumsal finansal performans ve inovasyon desteği arasındaki ilişki anlamlı bulunmuştur. Bu ilişki kurumsal inovasyonun belirli bir maliyeti olmasıyla açıklanabilir (Hoegla, Gibbert, ve Mazurskyc, 2008). O'Sullivan (2005) kurumsal inovasyonun gerçekleşmesi için mali kaynak gerektiğini önemle vurgulamaktadır. Fakat finansal performans ve bireysel yaratıcılık arasındaki ilişki anlamlı bulunamamıştır. Bu sonuç bireysel yaratıcılığın kişisel bir özellik olması ve daha çok içsel motivasyonla ortaya çıkmasıyla ilgilidir (Amabile, 1989).

Öte yandan operasyonel yönetim performansı ile inovasyon desteği arasındaki ilişki anlamlıdır. Yöneticilerin iş tanımıyla sınırlı olan operasyonel yönetim performansı (Motowidlo & Schmit, 1999) bu çalışmada yöneticilerin görev ve sorunluluklarını başarıyla gerçekleştirmesi, insan kaynakları kullanımında etkin ve başarılı olmaları, inovasyon desteğiyle ilişkilendirilmektedir. Lin, Lin, Song ve Li (2011), çalışmalarında yöneticilerin karakterleri ve davranışları ile araştırma ve geliştirme çalışmalarını anlamlı bir şekilde ilişkilendirmektedirler.

Bunlara ek olarak Gümüşlüoğlu ve İlsev (2009) yaptıkları çalışmada dönüşümcü liderliğin kurumsal inovasyon açısında önemini ortaya koymaktadırlar.

Yapısal yönetim performansı ile çalışan performansı arasında ortaya çıkan anlamlı ilişki hem doğrusal hem de dolaylıdır. Ayrıca yapısal yönetim performansı ile inovasyon desteği arasında da anlamlı bir ilişki mevcuttur. Boorman ve Motowidlo (1993) yapısal yönetim performansını; kurumsal bağlılık, organizasyonu temsil edebilme, iyi bir çalışma ortamı sağlama ve hedeflere ulaşmada devamlılık olarak açıklamaktadır. Bu tanım ışığında açık ve başarılabilir hedefler koymak, pozitif bir çalışma iklimi yaratmak, kurumsal iletişimi artırmak, yapısal yönetim performansının önemli göstergeleri olarak sıralanabilir. Bu göstergeler inovasyonu destekleyen bir yönetim kültürünün açık ve belirgin öğelerini oluşturmaktadır (Gümüşlüoglu ve İlsev, 2009)

İnovasyon desteği ve çalışan performansı arasındaki dolaylı ilişki anlamlı bulunmuştur. Organizasyonda inovasyon çalışmalarının desteklenmesi iç dinamikleri harekete geçirmekte ve çalışanları daha yüksek performans göstermeleri için motive etmektedir. İnovasyon iç içe geçmiş bir sürü kavram ve uygulamayı tanımlarken inovasyon desteği özellikle bu çalışmada bireysel yaratıcılıkla ilişkilendirilmiş, bireysel yaratıcılığında çalışan performansı üzerinde anlamlı bir değişken olduğu belirlenmiştir. Sonuç olarak çalışanların

performans özellikleri organizasyondaki farklı performansların ilişkilerinin bir bileşkesi olarak ortaya çıkmaktadır. Çalışanların performanslarının artışı daha çok organizasyonun iç dinamikleriyle paralel olarak artmakta ve azalmaktadır. Organizasyon içindeki tüm değişkenler birbirleriyle farklı şekillerde etkileşim sağlarken bu etkileşimler organizasyonların kültürel yapıları hakkında önemli ipuçları vermektedirler.

Kâr Gütmeyen Spor Organizasyonları İçin Öneriler

Çalışanların performanslarının artırılmasına yönelik araştırmalar uzun yıllardan beri yöneticilerin ve alandaki uzmanların ilgisini çekmektedir. Bu çalışmanın sonuçları BESYO'lar ve GSİM'ler açısından olduğu kadar, diğer kâr gütmeyen organizasyonlar içinde önemli sonuçlar ortaya koyacaktır. Bulgulara bakıldığında inovasyon desteği ve bireysel yaratıcılığın, kâr gütmeyen organizasyonlarda yönetim, organizasyon ve bireysel performans değişkenleri arasındaki ilişkiye anlamlı düzeyde aracılık ettiği görülmektedir. Bu çalışmada organizasyonların iç dinamiklerini harekete geçiren değişime açık olan ve yenilikçiliği destekleyen bir yönetim anlayışının bireylerin yaratıcılıklarıyla, bireylerin yaratıcılıklarının da çalışma performanslarıyla olan ilişkisini ortaya koymaktadır. Öncelikle yönetime ait operasyonel ve yapısal performansın artırılmasını öngören bu çalışmada, finansal kaynakların da inovasyon desteği

üzerindeki önemini ortaya koymaktadır. Genel olarak bakıldığında çalışanların fiziksel ve bilişsel gücü kâr gütmeyen organizasyonlar için temel bir kaynaktır. Bu kaynağın doğru ve amacına uygun kullanılması organizasyonların başarısı ve etkinliği üzerinde olumlu katkılar sağlayacaktır. İnsan kaynaklarının daha verimli kullanılabilmesi bireylerin yaratıcı düşünce ve fikir üretmelerine olanak sağlayan, evrimsel değişimi ve inovasyonu destekleyen bir yönetim anlayışının organizasyon içerisinde hayata geçirilmesiyle mümkün olabilir. Bu anlayış kurumsal bağlılığı artıracak, pozitif bir çalışma ikliminin yaratılması, ortak amaç ve hedeflerin belirlenmesi, kurum içi eşitlik ve adaletin geliştirilmesiyle ivme kazanacaktır.

Hak ve sınırlılıkları, ödül ve cezaları yasalarla belirlenmiş çalışanların performanslarını artırmak daha çok başarı motivasyonlarını ve kurumsal bağlılıklarını artırmakla mümkün olacaktır. Bu faktörler çalışanların kişisel yeteneklerini ortaya çıkaracak yenilikçi bir anlayışın desteklenmesiyle mümkündür.

Gelecek Araştırmalar İçin Öneriler

Devlet kurumlarında özerklik politikaları hükümetlerin uzun vadeli kalkınma planlarında arasında yer almakta ve bunu yavaş ama aşamalı olarak uygulamaya koymaktadırlar. Bu süreçte temel amaç bölgesel yönetimlerin yetki ve sorumluluklarını artırmak, devlet kurumlarının hizmet kalitesini artırmaktır. Bu amaç doğrultusunda kurumların yönetim ve hizmet anlayışında önemli değişimlerin, yeniliklerin ve gelişmelerin olması beklenmektedir. Tüm bu değişimleri kapsayan inovasyon sürecinde kurum dışı faktörlerin yanısıra kurum içi faktörlerde etkin rol oynamaktadır. Özellikle bu yeni anlayışı benimseyecek ve uygulayacak olan kurum çalışanlarının performanslarını artırmak bu değişimlerin sorunsuz ve başarılı bir şekilde uygulanabilmesi ve sürdürebilirliği açısından gereklidir.

Çalışan performansını etkileyen birçok faktör vardır. Alan yazındanda destek alınarak operasyonel yönetim performansı, yapısal yönetim performansı, kurumsal finansal performansı, inovasyon desteği ve bireysel yaratıcılık değişkenleri bu çalışmada kullanılmak üzere seçilmiştir. Bu kurumdaki farklı performans göstergelerinin inovasyon desteği ve bireysel yaratıcık arabuluculuğunda işleyişini ortaya koymak adına önemli bir adımdır. Fakat, alan yazında çalışan performansını etkileyecek daha birçok önemli değişkenlerin

olduğu unutulmamalıdır. Her ne kadar bu çalışmada kullanılan anketlerdeki boyutlar bu değişkenlerden birçoğunu kısmen içerse de, özellikle güçlendirme algısı, iş doyumu, hayat doyumu, örgütsel bağlılık, liderlik özellikleri gibi çalışan performansının önemli yordayıcılarının farklı ölçüm araçları ile farklı varyasyondaki modellerle test edilmesi önerilmektedir. Bununla birlikte ileriki çalışmalarda çalışan performansının ve bireysel yaratıcılığın kişisel olarak değerlendirilmesinin yanı sıra, bireylerin bu değişkenlerinin yöneticiler ve çalışma arkadaşları tarafından da değerlendirilmesi önerilmektedir. Ayrıca bu çalışmadaki anketler çalışanların ve yöneticilerin konuyla ilgili algılarını ölçmeye yönelik hazırlanmıştır. İleriki araştırmalarda organizasyonlara ait objektif performans ölçümlerininde algıya yönelik ölçümlerle birlikte kullanılması çalışmaların sonuçlarının güvenilirliğini artıracaktır.

APPENDIX C

CURRICULUM VITAE

Name : Kubilay ÖCAL
Area : Sport Management
E-mail : ocalkubilay@hotmail.com
kubilay@mu.edu.tr
Phone : 05055275603

EDUCATIONAL BACKGROUND

Degree	University	Department	Year
Undergraduate B.A	METU	PES/PE	1999
Graduate M.S.	METU	PES/Sport management	2006
PhD.	METU	PES/Sport Management	2011

INTEREST AREAS

Sport organizations, organizational culture, innovation, HRM, self-improvement, and performance.

SELECTED PRESENTATIONS

1. Öcal. K, Koçak. S. (2006). *Job satisfaction in sports media*, 4th International Scientific Congress, Sofia.
2. Öcal. K, Koçak. S. (2006). *The effects of interscholastic sports participation on academic achievement and behavioral development of junior high grades students*. 9. Uluslararası Spor Bilimleri Kongresi, Muğla
3. Öcal, K., Koçak, S., Üstüner, Y. (2010). *Metaphors for department of physical education and sports*. ECSS, Antalya, Turkey

PUBLISHED ARTICLES:

1. Öcal. K, Koçak. S. (2010). Interscholastic sport participation, academic success and behavioral development of elementary school students. *Mediterranean Journal of Educational Research, 3(7), 95-103*

PROJECT:

1. Interscholastic Sports Participation and Academic Success (end)
   Founded By : BAP
2. Leisure Constraints
   Founded By : BAP
3. Evaluating Organizational Culture in Sport Institutions (end)
   Founded by : OYP
4. Relationship Between Physical Activity and Burnout Level of University Personnel (end)
   Founded by : OYP
5. A Unit of Voluntarism for Kızılay (ongoing)
   Founded by : KIZILAY

EDUCATION AND CREDENTIALS:

MS. /Physical Education and Sport Department: Sport Management
Thesis: The Effects of Interscholastic Sports Participation on Academic Achievement and Behavioral Development of Junior High Grades Students

Courses Taken: Research Methods in Education, Educational Organization and Design, Administration and Management in Athletics & Recreation and Sports, Trends and Issues in PES & Recreation, Research Seminar in Educational Sciences, Readings in PES & Recreation, Sports Marketing, Educational Statistics.

PhD. /Physical Education and Sport Department: Sport Management
Thesis: Predicting employee performance in non-profit sport organizations: The role of managerial and financial performance and the mediating role of support for innovation and individual creativity

Courses Taken: Research Seminar in Educational Sciences, Instructional Design in Physical Education and Sports, Program and Event Management, Strategic Planning in Higher Education, Educational Statistics I, Educational statistics II, Analysis of Instruction in Physical Education, Public Relations and Fund Raising in Sport Setting, Culture and Organizations, Research Seminar in Physical Education.

WORK EXPERIENCE

PE Teacher (2000-2006)
Ministry of Education, Primary and Secondary School

Research Assistant (2006-Present)
Muğla University, School of Physical Education and Sport (2006-2008)
Teaching assistant for Trends and Issues in Sport Management Course

METU, Physical Education and Sport Department (2008-2011)

FOREIGN LANGUAGES

Advanced English