



## Organizational Behaviour

Elixir Org. Behaviour 77 (2014) 29206-29211

Elixir  
ISSN: 2229-712X

# Presenting the regression model of the relationship between organizational climate and organizational trust with the participation level in the decision-making of the managers

Hasan Adabi<sup>1,\*</sup>, Mozafar Yektayar<sup>2</sup> and Sardar Mohammadi<sup>3</sup>

<sup>1</sup>Department of Sport Management, science and Research Branch, Islamic Azad university, Kurdistan, Iran.

<sup>2</sup>Department of Sport Science, Sanandaj Branch, Islamic Azad University, Kurdistan, Iran.

<sup>3</sup>Department of Sport Management, University of Kurdistan. Sanandaj, Iran.

### ARTICLE INFO

#### Article history:

Received: 25 July 2014;

Received in revised form:

5 December 2014;

Accepted: 16 December 2014;

#### Keywords

Organizational climate,  
Organizational trust,  
Participation decision-making,  
Off Youth and Sports.

### ABSTRACT

This study examines the relationship between the organizational climate and organizational trust with the participation level in the decision-making of the managers of the Youth and Sports offices in Ardabil Province. The research methods descriptive-correlative and the research objectives are applied ones. The statistical population of the study included all the managers of the offices of youth and sports of the organization of physical education in Ardebil province, which consisted of 70 individuals. In order to collect then formation about organizational climate, standardized Organizational Climate Description Questionnaire (OCDQ) by Halpin and Croft (1963), to assess the level of organizational trust, Organizational Trust Questionnaire by Allal (2008) and to evaluate the participation in decision-making, researcher made questionnaire were used. Results of this study indicate that there is a significant and positive relationship between the dimensions of organizational trust (lateral trust, vertical trust, institutional trust) and the employee participation in decision making, that is, as the institutional trust increases, the employee involvement in decision making increases significantly. These results help the managers to decrease or increase the employees' participation in organizational decision-makings, and so doing, enhance organizational climate and organizational trust toward the organization and its management.

© 2014 Elixir All rights reserved.

### Introduction

Trust-based management is a new expression of an ancient idea whose place is evident and obvious in the current relationships and its mechanisms can be effective in achieving personal and organizational effectiveness. (Ahmadi Mehrabani, 2002). Rotter defines trust as the general expectations that we can have, relying on others' speech, promises, and oral and written statements (Baird & Amand, 1995). Employees in the organizations with low levels of trust work at high levels of stress. Employees in such organizations are not involved in the decision makings, or when the decisions turn out to be wrong, the employees are considered guilty and this disturbs their concentration which consequently weakens the decision-making process and finally, decreases the quality of the decisions (Baird & Amand, 1995). Zarei and Hassanzadeh (2005) concluded that we should generally consider that, although observing the official regulations, organizational structure and official relationships are important in the organization, trust between the individuals seems to be significant and remarkable. Fadavi and Goudarzi (2005) believe that when in an organization contribution is valued and implemented, all the employees feel respected, valued, and efficient and they feel involved in the fate of their organization. Thus, participation of the employees in the organization's decision-making and applying their ideas in practice, increases their sense of responsibility for the decisions which have been made. The importance of the issue of organizational trust and employees' participation in decision-making is to the extent that many researchers have been done on

it. Zarei and Hassanzadeh (2005) in a research revealed that the level of trust in the organizations was below the average point. Also Jacob and Tingle (2011) in their research concluded that there is a significant relationship between the components of organizational trust and the decision-making of the employees and managers of these organizations one of the basic needs of human beings and the organizations' employees is the existence of a favorable climate, and one of the factors which is problematic to human space is humans' inability to communicate with one another.

Hoy and Miskel (1996) assert that organizational climate is such a comprehensive term in management, which refers to the employees' perceptions of the public workplaces in the organizations, and it is influenced by the official and unofficial organizations, personality of the individuals, and organizational management. For the better understanding of organizational climate, Halpin, (1963) compares it with human character and states that "character for individuals is like organizational climate for the organization." Cooper (1997) in his study concluded that increased employee participation in decision-making affects the employees' conception of commitment, culture and organizational climate and their work, and that there is a significant relationship between these variables. Decision-making has always been an indispensable part of management whether by the manager and an employee or by the manager and a group of employees. Rezaeian (2008) believes that participation strengthens the power of decision-making, analysis and thinking about the organization's issues and social

Tele:

E-mail addresses: [sardarmohammadi@gmail.com](mailto:sardarmohammadi@gmail.com)

© 2014 Elixir All rights reserved

environment, and no organization can be successful in the long run without the satisfaction and support of its employees. The latest theories of management have paid considerable attention to the phenomenon of participation and studies about Japanese management techniques such as William Ouchi's theory, have given participation an outstanding place (Toosi, 2006). Unfortunately, the status of participation in institutions and organizations, particularly sports organizations, is unclear. Many scientists, including Klein Evers, believe that educational organizations can also make certain kinds of decisions more efficient and effective, using collaborative decision-making (Short, 2005). The importance of the manager's decisions in an organization is axiomatic since his/her decisions can direct the subordinate's behavior in the desired way, and make it sensible, meaning that the subordinate's behavior will be more harmonious with the goals of the organization.

Considering the fact that today's organizations, sports federations, Departments of Physical Education and schools play a determining role in the country's sports, organizational trust in these organizations will be one of the most important factors of success (Tourban et al, 2008). Fulfillment of this goal necessitates that we know how the employees in the Ministry of Youth and Sport and its offices in the provinces, and sports federations benefit from the components of organizational trust, organizational climate and participation in decision-making, by analyzing the corresponding variables. Understanding and awareness of the concept of climate is very important in the analysis of the management performance. Organizational climate affects the formation of the employees' self-perception, their attitude toward work and maintaining favorable interpersonal relations with others. Managers of the organization, by creating a suitable climate in the workplace, can help the employees to achieve their organizational and personal goals and contribute to the effectiveness of their organization. To perform his/her duties successfully, the manager should have sufficient knowledge about the atmosphere in the organization, s/he should recognize the difference between the desired atmosphere and the existing one, must think of some measures to reduce this gap and must create the suitable environmental conditions for the favorable climate; favorable climate underlies the individuals' participation in the management decisions (Daneshfar, 2005). Therefore, the results of this study can improve Iranian sports community in two ways: it provides useful information for the managers employed in the Offices of Youth and Sports of Ardabil Province, also it can help the aforementioned managers to become familiar with the level of organizational trust and organizational climate in Ardebil's youth and sports offices and become aware of the relationship between the organizational climate and organizational trust of the employees with the extent of their participation. These results help the managers to decrease or increase the employees' participation in organizational decision-makings, and so doing, enhance organizational climate and organizational trust toward the organization and its management.

Offices of Youth and Sports in the province as the main representatives of the Ministry of Youth and Sports, are considered responsible for sports throughout the province. This study intends to examine the relationship between organizational trust and the participation level of the employees in the decision-making of the managers of youth and sports offices in Ardabil Province, and assess the level of these employees' organizational trust and their participation in the management decisions, and examine the relationship between them.

Therefore, the purpose of this research is to find the answers to these questions: What is the relationship between organizational trust and organizational climate and the employees' participation level in the decision-making of the managers of Sports and Youth Offices in Ardabil province? And what is the extent of such a relationship?

### Materials and methods

The methodology of the present study, in terms of data collection method and the relationships between the variables, is descriptive - correlative and regarding the research objectives it is the applied method which has been implemented, using the field method. The study population included all the employees working in the Offices of Youth and Sports in Ardabil province. Based on the collected data it equaled 70 individuals which included 32 men and 38 women. All research population, as a whole number, was selected as the sample. The questionnaire of Organizational Trust by Lennon et al (2008), organizational climate questionnaire by Halpin and Croft (1963) and the researcher made questionnaire of the employees' participation level in the decision-making of the managers were used; the face validity of the questionnaires was determined by the faculty members of sports management and management science, and factor analysis was used to confirm the construct validity of them. To calculate the internal reliability of the questionnaires alpha Cronbach method was utilized and the internal reliability coefficient for the questionnaires of organizational trust was ( $\alpha = 0.89$ ), for Halpin and Croft's organizational climate, ( $\alpha = 0.84$ ), and the employees' participation in the decision-making of the managers was ( $\alpha = 0.76$ ). In this study, for the data analysis, descriptive statistics method, and for the prediction and estimation of the parameters, inferential statistics were used.

First, the normality of the data was checked, using normality test (Kalmogrov Smirnov), and considering the normality of the data, parametric statistical methods such as multiple correlation and multiple regression statistical methods were utilized were used. Factor analysis was carried out to confirm the validity of the research questionnaires. For data analysis and calculating the results the software package of SPSS Ver20, was used.

### Results and discussion

The descriptive analysis of the data related to the research population of the study was as follows: about the age of the subjects, results showed that the oldest among the employee was 55 years old and the youngest was 22 years old, and the average age was 32.12. Also, 45.59% of the participants were male and 54.41% were female; results about their marital status showed that 70.59% of the subjects were married, and 29.41% were single. 7.3% of the participants had diploma, 26.5% had an associate degree, 57.4% of them had a Bachelor's degree, and 8.8% had a master's or a doctorate degree. Descriptive results for the service records of the employees working at the youth and physical education offices of Ardabil province showed that 29.4% of them had the highest service records with the range of 16 to 20 years of experience and 4.4% had the lowest experience. The employment status of these employees was: 27.9% contractual, 33.4% treaty-based, 25% experimental-official and 13.2% definitive-official. Prior to the test, because of the presumption for using parametric tests or not, Kalmogrov Smirnov test was used. Accordingly, the components of this study were analyzed and the results proved that all of them were normally distributed. Considering the normal distribution of the components, to determine the relationship between the organizational trust and its dimensions with the participation of

the managers in decision-making, Pierson correlation test was utilized.

**Table 1. Results of the Pierson correlation coefficients between organizational trust and its components with the participation of the managers in decision-making**

Variables		Social Capital		
		N	*r	Sig
Components of Organizational Trust	Lateral Trust	68	*0.312	0.042
	Vertical Trust	68	**0.488	0.004
	Institutional Trust	68	**0.452	0.008
Organizational Trust		68	**0.440	0.009

\* Correlation at the level of 0.05 is significant.

\*\* Correlation at 0.01 is significant.

The results of Pierson correlation coefficients in Table 1 show that there is appositve and significant relationship between organizational trust and participation of the managers in decision-making:  $r=0.440$  and  $p<0.01$ . That is, as organizational trust increases, managers' participation in decision making increases significantly. Between lateral trust and managers' participation in decision-making ( $r=0.312$  and  $p<0.05$ ) a significant relationship is observed, as well. Also, there exists a positive and significant correlation between vertical trust and managers' participation in decision-making:  $r=0.488$  and  $p<0.01$ . In addition to these, a significant and positive relationship is observed between institutional trust and managers' participation in decision-making,  $r=0.452$  and  $p<0.01$ .

**Table 2. Results of the Pearson correlation coefficients between organizational climate and managers' participation in decision-making**

Variables		Participation of the Managers in Decision-Making		
		N	*r	Sig
Components of Organizational Climate	Team Spirit	68	**0.579	0.002
	Disturbance	68	0.109	0.321
	Intimacy	68	**0.580	0.002
	Interest	68	**0.492	0.005
	Considerateness	68	0.123	0.280
	Distancing	68	0.023	0.478
	Influence and Dynamics	68	*0.379	0.038
	Emphasis on Manufacturing	68	0.210	0.009
Organizational Climate		68	*0.312	0.044

\* Correlation at the level of 0.05 is significant.

\*\* Correlation at 0.01 is significant.

The results of Pearson correlation coefficients in Table 2 indicate that there is a positive and significant relationship between organizational climate and managers' participation in decision-making:  $r=0.312$  and  $p<0.05$ , meaning that, enhancing the organizational climate leads to a significant increase in the managers' involvement in decision-making. Also, there exists a positive and significant relationship between the components of organizational climate, team spirit ( $r=0.579$  and  $p<0.01$ ), intimacy ( $r=0.580$  and  $p<0.01$ ), interest ( $r=0.492$  and  $p<0.01$ ) and influence and dynamics ( $r=0.379$  and  $p<0.05$ ) with the participation of the managers in decision-making.

To answer the research hypotheses, between the components of organizational trust as independent variables (predictor), and the managers' participation in decision-making as the dependent variable (criterion), the concurrent method of regression analysis was used. In concurrent regression, all of the independent variables are simultaneously entered in the analysis with the dependent ones.

Table 3 indicates the results of the analysis of the research hypothesis.

**Table 3. Results of the multiple correlation between the components of organizational trust and managers' participation in decision-making**

Model	R	R <sup>2</sup>	Adjusted R square	Std. Error of the Estimate	Sig	Durbin Watson
Concurrent Regression	0.440	0.19	0.313	0.590	0.01	1.733

The results of Table 3 summarizes the model. The correlation coefficient (R) between the variables is 0.44, which demonstrates that there is a direct and significant correlation between the study's set of independent variables and the dependent ones ( $p<0.01$ ,  $R=0.44$ ). Furthermore, the value of the adjusted coefficient of determination ( $R^2$ ) which represents the percentage of the determined change from the changes of the dependent variable (criterion) by the independent variable (predictor) shows that 19% of the variance of the managers' participation in decision-making is related to the component of organizational trust and 81% to the factors not included in the mentioned model.

**Table 4. Results of the F-test examining the research regression model**

Model	Sum of the Squares	Degree of Freedom	Mean Square	F	Sig
Regression	22.658	1	21.658	118.907	0.001
Remaining	14.983	67	0.175		
Total	37.641	68			

Considering the significant value of the test,  $F=118.907$ ,  $p<0.001$ , we can conclude that the research regression model which consists of independent variables (components of organizational trust) and the dependent variable (managers' participation in decision-making) is an appropriate model and the set of the independent variables is able to explain the changes in the managers' participation in decision-making.

Table (5) indicates the results of the concurrent regression analysis of the independent variable (managers' participation in decision-making).

**Table 5. Results of the regression analysis between the predictor variable of the components of organizational trust and managers' participation in decision making**

Concurrent Regression	Unstandardized Coefficients		Standardized Coefficients	t value	Sig
	B	Std. Error	Beta		
Intercept	0.619	0.337		2.98	0.01
Vertical Trust	0.311	0.079	0.26	11.131	0.01
Institutional Trust	0.266	0.119	0.11	8.310	0.01
Lateral Trust	0.119	0.089	0.10	7.740	0.04

Multiple regression results in Table (4-27) indicates that vertical trust (sig =0.01, t =11.31), institutional trust (sig = 0.01, t =11.31) and lateral trust(sig =0.01, t =11.31) can predict the managers’ participation in decision-making.

Therefore, the regression equation for predicting the managers’ participation in decision-making, regarding the predictive variables (components of organizational trust),and based on the data in Table 5,is as follows:

$$Y = a + bx_1 + cx_2 + dx_3$$
$$Y = 0.619 + 0.26 (x_1) + 0.11 (x_2) + 0.10 (x_3)$$

To answer the research hypotheses, the concurrent regression analysis was used between organizational climate and components of independent variables (predictors) with managers’ participation in decision-making as the dependent variable (criterion). All independent variables simultaneously entered in the regression analysis with the dependent variables. Table 6 indicates the results of the analysis of the information about the research hypothesis.

**Table 6. Results of the multiple correlation between the components of organizational climate and managers’ participation in decision-making**

Model	R	R <sup>2</sup>	Adjusted R square	Std. Error of the Estimate	Sig	Durbin Watson
Concurrent Regression	0.312	0.09	0.280	0.329	0.0133	1.71

The results of Table 7 show the summary of the model. The correlation coefficient (R) between the variables is 0.312, which demonstrates that there is a significant and direct correlation between the set of independent variables and the dependent variable of the study(p<0.05, R=0.31).The value of the adjusted coefficient of determination (R2), which represents the determined change percentage from the changes of the dependent variable (criterion) by the independent variable (predictor), indicates that 9% of the variance of the managers’ participation in decision-making is related to the components of organizational trust and 91% to the factors extraneous to the model.

**Table 7. Results of the F-test to verify the study’s regression model**

Model	Sum of the Squares	Freedom Degree	Mean Square	F	Sig
Regression	18.128	1	16.592	73.394	0.03
Remaining	16.305	67	0.451		
Total	34.433	68			

Regarding the significant amount of the F test (p< 0.05, F = 73.394) we can conclude that the research regression model, consisting of independent variables (organizational climate components) and the dependent variable (managers’ participation in decision-making), is a good model and the set of independent variables can explain the changes in the managers’ participation in decision-making.

Table 8 shows the results of the concurrent regression analysis of the independent variable (managers’ participation in decision-making).

Table 8. Results of the regression analysis of the predictive variable between the components of organizational climate and managers’ participation in decision-making

Concurrent Regression	Unstandardized Coefficients		Standardized Coefficients	t value	Sig
	B	Std. Error	Beta		
Intercept	0.712	0.411		2.44	0.013

Intimacy	0.580	0.057	0.23	8.892	0.023
Team Spirit	0.554	0.119	0.22	8.310	0.029
Interest	0.512	0.212	0.18	5.740	0.034
Influence and Dynamics	0.389	0.109	0.14	3.621	0.046

Results of the multiple regression in Table 8 indicate that intimacy (sig = 0.05, t = 8.892), team spirit (sig = 0.05, t = 8.310), interest (sig = 0.05, t = 5.740) and influence and dynamics (sig = 0.05, t = 3.621) can predict the managers’ participation in decision-making.

Thence, the regression equation for predicting the managers’ participation in decision-making, considering predictive variables (components of organizational trust), based on the data of Table 8, is as follows:

$$Y = a + bx_1 + cx_2 + dx_3 + ex_4$$
$$Y = 0.712 + 0.23(x_1) + 0.22(x_2) + 0.18(x_3) + 0.14(x_4)$$

**Conclusion**

About the first hypothesis, according to the information obtained from the results of the present study, it can be said that with the desired organizational trust, managers’ participation in decision-making significantly increases and the organizations’ management should consider this issue. These results are consistent with the findings of Tingle and Jacob(2011), Oktug (2012) and EmamGholiZadeh (2009). Furthermore, the study results also reveal that the desirability of the organizational trust in the population under study is average, and this is also true about the extent of their participation in decision-making.

The second hypothesis testing indicated that there is a significant and positive relationship between the dimensions of organizational climate and the participation of the manager's of You than Sports Offices in Ardabil province. These results are in line with the results of the studies by Daneshfar (2005), Beigy Nia(2003),and Yusuf Noah (2008) but they are not in line with Reihani Shoorjeh(2006)’s study results. The reason for this inconsistency may be the research population, since Reihani Shoorje’s population was chosen from the university and educational centers. Despite the criticisms about the concept of organizational climate, it is still an important subject of research in organizational management and behavior, and has a significant impact on the results of a number of empirical studies on organizations. Halpin and Croft (1995) further emphasized that organizational climate is an important concept in understanding and explaining the behavior of the organizations; according to these researchers, the organizational climate approach starts with perceptions and finally provides a complementary alternative for behavior analysis (Kermani, 2008).

While organizational climate and participation rate affect decision-making, they do not belong to an identical composition. Organizational climate and the level of participation in decision-making are both important and effective organizational variables, and organizational management should consider the min relation to different organizational variables, it is useful to refer to the related researches in this regard. About effectiveness, Ibrahim Ali and Johari Haji Ali (2005) express that some factors of organizational climate significantly predict organizational effectiveness. Many researchers have concluded that there is a positive and significant correlation between organizational climate and performance, among whom are: Heidarzadegan(1996) and Stacey E.Nichols(2007).

The third hypothesis can, based on organizational trust, predict the employees’ participation in the decision-making of the managers of Youth and Sports Offices in Ardabil. To answer



the research hypotheses, concurrent regression analysis was used between the components of organizational trust as predictive variables and the employees' participation in decision-making as the criterion variable. In the concurrent regression all of the independent variables are entered simultaneously in analysis with the dependent variable. Results of the multiple correlation between the components of organizational trust and the employee's participation in decision-making show that there is a positive and direct correlation between the set of independent variables and the dependent variable of the research. Also, the value of the adjusted coefficient of determination ( $R^2$ ) which represents the percentage of the determined changes from the criterion variable changes by the predictive variable shows that 19% of the variance of the employees' participation in decision-making is related to the components of organizational trust, and 81% is related to the factors out of the mentioned model.

Results of the F-test taken to evaluate the research regression model, reveals that considering the significance of the F test value it can be concluded that the research regression model, consisting of predictive variables (components of organizational trust) and criterion variables (employee participation in decision-making), is a proper model and the set of independent variables can explain the changes in the employees' participation in decision-making.

Results of the regression analysis of the predictive variables between the components of organizational trust and the employees' participation in decision-making suggests that vertical trust, institutional trust and lateral trust can predict the employees' participation in decision-making.

The results of the present research are in line with the results of the studies by Zarei & Hassan Zadeh (2005), Tingle & Jacob (2011) and Oktug (2012). The employees of the organizations with low levels of trust, work with high levels of stress. The employees who are not involved in the decision-making, or those who are considered guilty when the decisions proved wrong, are distracted from the work they are doing, and this ultimately weakens the decision-making process, and decreases the quality of the decisions.

The forth hypothesis is that organizational climate can predict the employees' participation level in the decision-making of the managers of Youth and Sports Offices in Ardabil. Given the significance of the test value, it can be concluded that the research Regression model which consists of the predictive variable (components of organizational climate) and the criterion variables (the employees' participation in decision-making) is a good model and the set of independent variables is capable of explaining the changes in the employees' participation in decision-making. Results of the regression analysis of the predictive variables between the components of organizational climate and the employees' participation in decision-making demonstrates that intimacy, team spirit, interest, and influence and dynamics can predict the employees' participation in decision-making.

These results are consistent with the research results of Cooper et al (1997) and Daneshfar (2005). Daneshfar (2005)'s paper entitled "Examining the Relationship between Organizational Climate and Teachers' Participation in the Decision-Making Process," indicated that there is a significant relationship between the organizational climate and teachers' participation in the decision making process, meaning that, creating a safe and open climate increases the teachers' participation in the decision-making processes. Campbell et al (1994) state that organizational climate reveals the

organization's behavior with its members, so it can be assumed as the organization's character. Also, on the issue of organizational environment, McKenzie (1998) states that organizational climate can generally be considered as a resource for the efficiency of the employees who work in that environment (Kermani, 2008).

Considering that, nowadays, organizations, sports federations, the General Administration of Physical Education, and schools play a decisive role in the country's sports (Tourban et al, 1387), one of the key factors of success in these organizations is organizational trust. Fulfillment of this issue requires that we know how the employees at the provinces' Ministry and Offices of Youth and Sports federations benefit from the components such as organizational trust, organizational climate and participation in decision-making through examining the relevant variables. Understanding and awareness of the concept of climate is very important in the analysis of management performance. Organizational climate is effective in shaping the employees' self-perception, trust, their attitude toward work and establishing desirable interpersonal relations with others. By creating the favorable atmosphere in the organization's workplace, managers can assist the employees in achieving organizational and personal goals and contribute to the effectiveness of their organization. In order to perform the duties successfully, the manager should have sufficient knowledge of the organization's climate, s/he should identify the distance between the ideal climate and the existing one, s/he should think of some measures to reduce or bridge this gap, and create proper environmental conditions for a suitable climate. Appropriate organizational climate underlies the participation of the individuals in the management decision-making (Daneshfar, 2005). Therefore, using the results of this study can help improve Iranian sports community in two ways: it provides useful information for the managers working at the Offices of Youth and Sports in Ardabil province which helps these managers to become familiar with the level of the organizational trust and organizational climate of the employees and warns them to be aware of the relationship between the organizational trust and organizational climate of the employees and the extent of their participation; the results also helps the managers to see how, by reducing or increasing the employees' participation in decision-making, they can enhance and increase organizational climate and the employees' organizational trust towards the organization and its management. It is suggested that organizational trust, organizational climate and the employees' participation in the decision-making of the managers from the inception of the sports section in Iran, be reviewed in a study in order to examine the relationship between them, and the relationship among the staff of the Youth and Sports Offices of the provinces. Regarding the results of this study, it is expected that managers of the Youth and Sports Offices enact some laws and policies to affect the aspects which are more important in enhancing and promoting organizational trust and organizational climate.

## References

1. Bair, Aileen and Amand, Real. (1995). "Trust within the Organization". Monograph. Issue 1.
2. Beigi Nia, Abdolreza. (2003). "Examining the Relationship between Organizational Climate and Employee Participation." Daneshvar Raftar, January 2004, 10 (2(1 Management Papers Exclusive)):1-20.

3. Cooper ,MichelleA.(1997)."Impact of Participation in Decision Making on Staff Perception of Organizational Climate/Culture, Commitment and Influence on Work", ProQuest information and learning company,umi microform 1383926.
4. Daneshfar, Teymoor. (2009). "Exploring the Relationship between Organizational Climate and Teachers Participation in the Decision-Making Process of the High Schools of Amaal, Noor and Chamestan." MS Thesis, Tehran University.
5. Ekrami, Mohammad. RahbarAbkenar ,Nahid. ShirNezhad, Roghayeh. (2010). "Evaluation of the Employee Participation in the Managers' Decision-Making."Management Process and Development, No. 74, Fall-Winter 2010.
6. EmamGholi, Saeed. Borghei, Reza. ZareiMatin, Hassan. (2009)."Examining the Relationship between the Levels of Employee Participation in Organizational Decisions and Empowering Them in the Telecommunication Company of MazandaranProvince."Organizational Culture Management, No. 19, Spring and Summer 2009.
7. Jacob, Keith and Tingle, Arthur. (2011). The relationship between organizational trust and mindfulness: An exploration of NCAA Division III athletic departments. Thesis of the University of Texas at San Antonio.
8. Goudarzi, Akram. SaadaatFadavi, Mahboobeh. Salimi, Ghorban Ali. (2005). "Examining the Relationship between Organizational Climate and Trust level in the School Environments." Educational Sciences, Educational Studies, Summer 2005, Issue 3.
9. Hoy, Wayne K and Mixel, Sisil. (1996). Theory, Research, and Practice in Educational Management. Trans. Mir Mohammad Abbas Zadeh. Second Edition, Urmia University, UrmiaUniversity Press.
10. Halpin,R. P & Croft .(1995). Stress and Job Satisfaction: A Study of English Primary School Teachers. Educational Psychology . Vol. 15(4), pp. 473-489.
11. Noah ,Yusuf. (2008). A Study of Worker Participation in Management Decision Making Within Selected Establishments in Lagos, Nigeria. J. Soc. Sci. 17(1): 31-39.
12. Oktug,Zeynep. (2012). The Effects of Organizational Trust on Employee Decision Making Styles ,British Journal of Arts and Social Sciences ISSN: 2046-9578, Vol.9 No. I.
13. ReihaniShoorcheh, Hassan. (2006)."A Comparative Study of Organizational Climate and its Relationship with the Employees' Interest in Participation in Organizational Decision-Making in Higher Education State and Non-state Institutions."Master's Thesis, Ferdowsi University of Mashhad.
14. Rezaeian, Ali. (2008). Principles of Management. Tehran: Organization of Codification and Study of the Books of Departments of Humanities, Samt Publication.
15. Stacey E. Nichols. (2007). "A Study of the Relationship between School leadership,School Climate and Student Performance." ProQuest information and learning company, umi microform 3280218.
16. Tingle and Jacob Keith.(2011).The Relationship between Organizational Trust and Mindfulness: An Exploration of NCAA Division III Athletic Departments. Thesis of the University of Texas at San Antonio.
17. Toosi, Mohammad Ali. (2006). Management and the Employee Participation.NO.1, Management Organization of Tehran.
18. Yilmaz,Kursad.(2008).The Relationship between Organizational Trust and Organizational Commitment in Turkish Primary School. Journal of Applied Sciences. 8: 2293-2299.
19. Zali, Zahra. (2007). "Investigating the Relationship between the Opinions about the Motivation of the Managers' Progress and Teachers' Participation in the Decision-Makings of Ordinary Girl High Schools in Tehran."MS Thesis, ShahidBeheshti University.
20. ZareiMatin, Hassan. Hassanzadeh, Hassan. (2005). "Intra-Organizational Trust and Examining the Current Status of the Country's Implementing Agencies." Culture Management, Second Year, No. VII, pp. 79-126.