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DETERMINING THE RELATION BETWEEN CYBERNETIC MANAGEMENT MODEL AND EMPLOYEES' CREATIVITY IN HAMADAN'S YOUTH AND SPORTS ORGANIZATIONS

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ABSTRACT

The aim of this research is to determine the relation between and among cybernetic management model and creativity of employees of Hamadan's organizations of youth and sports. This research is considered as a descriptive-correlative research carried out under field methods. The population is consisted of the entire employees of Hamadan province's organizations of youth and sports as 144 individuals; with respect to limitation of the population, the entire population is selected as the sample. Furthermore, instruments of data collection are comprised of Cybernetics model questionnaire by Deldar *et al.*, (2015) which included 38 questions; and the questionnaire of employees' creativity by Hassan-Beige (2011) with 17 questions. Validity of these questionnaires were scrutinized and approved by guiding professors and 15 experts of this field. In the meantime, by utilization of Cronbach's alpha, the reliabilities of questionnaires were also calculated as 88% for the questionnaire of Cybernetics and 82% for the questionnaire of creativity. Also for the purpose of data analysis, the Kolmogorov-Smirnoff test and Pearson's correlation coefficient test were used. On the other hand, for anticipation of variables, the multivariate regression test was applied. Results indicated that there exists a significant relation between components of cybernetic management model (surveillance and control, firm and loose bonds, interactions, decision making, hierarchies and leadership) and employee's creativity in Hamadan province's organizations of youth and sports. Also the results have revealed that components of cybernetic management model are suitable anticipators of employees' creativity in Hamadan's organizations of youth and sports. In the meantime, the component of interactions acquired the highest level of anticipation (40.7%) and the component of decision making has acquired the least level of anticipation (31.5%) for employees' creativity.

Keywords: *Cybernetic Management Model, Employees' Creativity, Hamadan Province's Organizations of Sports and Youth*

INTRODUCTION

Selecting a model in organizations is considered as a useful and valuable instrument for managers and organizations themselves, because if this choice is made carefully, it can help the organizations for opposition against such complications and if the selected model is of low quality, it will bare organizations with irreparable damages (Schwaninger, 2010). Results and evidence have shown that currently, the serious problem is that the organizations are still being managed by unsuitable and inefficient models and it is up to the cybernetics model to remove environmental challenges and complications.

Therefore, with respect to the findings of previous researches, in today's world, utilization of previous and traditional models is not able to correspond to current ongoing changes. In today's world, Cybernetic achievements are applied for solvation of social, economic, biological, medical and human friendly affairs' complications and in the meantime, automaticity of bureaucratic and commercial activities has become a major concern.

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On this basis, if organizations refuse to utilize modern models such as cybernetic model, we will witness organizations lack of ability in terms of defiance against variable situations. With respect to the changes that have been faced by the world during the past decades of twentieth century and the early 21st century in addition to some of today's boldest economic crises, the need for a systematic approach is felt more than before.

The main goal that is now set by managers and directors is the rationalization of Cybernetics in management processes based on paperless methods (Bulz, 2009).

With respect to these situations and crises, utilization of theories of systems is increasing (Rios, 2010). The theory of systems was for the first time reflected in Bertalanfi's researches (Yolles, 2003).

There are nine theories in the theory of systems and the very ninth one is related to cybernetics (Yolles, 2003).

According to Yolles, Cybernetics is defined as organization's efficient knowledge (Yolles, 2010) and according to Rowe; cybernetics is the art of guidance or the art of management (Rowe, 2010).

Today's world is the world of organizations and in 21st century, an organization's effectiveness is largely dependent on innovations and creativity. Organizational innovation and creativity still remains a mystery for organization experts and most managers and directors agree upon the fact that creativity is a valuable and desirable phenomenon and also one of the most popular capabilities in organizational life (Sam, 2009).

Imagining creativity in terms of a defined set of skills and especially the changes which have been made during the past decade is comprised of personal characteristics in the flesh of a small group of elite workers towards whom, we should take a different approach of behavior than what we adopt towards others; and also imagining creativity as a group capability which could be obtained by the entire organization (Amir-Husseini, 2006).

Today, an organization is successful which is able to satisfy the needs of its human resources and is able to work on their innovation and creativity which leads to optimization of organizational efficiency (Mirkamali & Khorshidi, 2009).

In the meantime, creativity of staff helps the survival of an organization in a way that when the employees are innovative and creative, they will be able to suggest and apply new and useful ideas regarding products, performance, services and procedures (Shelley, 2004).

In addition, although that there are various talented forces in our nation, creative abilities are wasted and the main reason for this is the lack of determination of the place of creativity and absence of its growth contexts, while in our growing society, paying attention to this issue is highly important and crucial, because for reaching social, economic, cultural and educational advancements, we require talented and creative individuals in addition to smart organizations.

For a country such as Iran which is trying to overcome its competitors during its 20year perspective, knowledge based economy should be the most strategic instrument in order to be managed with a sound management and be able to reach the desired goals. For obtaining this goal we should make use of the most strategic instruments of goal obtaining as technology, information, learner structure and creative human resources and also our focus should be transferred to achievement and amplification of these instruments.

For obtaining a suitable perspective from our current status and the issues which are to be faced in terms of the sports of our country, we are required to determine the status of components, elements and effective elements and the share of each of these elements in this context (Khaki, 2006).

And also for a better conclusion and obtaining maximum efficiency, we require optimized management. As the management of the organizations of youth and sports becomes more up to date practical, its outcomes in efficiency and athletic successes becomes more tangible.

Therefore, we require different managerial sciences in order to update ourselves by running them in these organizations and are able to compete against first grade industrial countries.

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On this basis, for overcoming unidentified environmental phenomena, management of organizations requires newer models in order to be able to sufficiently lead organizations and satisfy the requirements of highly stressed environments under its light.

It seems that as an efficient solution, Cybernetic management model is able to reduce a large portion of current problems of organizations.

The structure of sports organizations is similar to the structure of service and commercial organizations, but since in these organizations all the affairs are based on individuals and the relations among them, the need for humane instruments of organization management is felt more than any other organization (Rahimi *et al.*, 2013).

On this basis the ministry of youth and sports which is the only known operator of sports in our country, is tasked with important and crucial duties in the context of sports and youth.

This administration is comprised of two sections of sports and youth and for a better efficiency and effectiveness, it has established several representative organizations throughout different provinces as the organizations of sports and youth.

In general, in terms of the issue of sports, the administration of sports and youth is tasked with duties such as popularization of groups sports, optimization of the level of expert athletics, extension of sports in rural areas, solvation of problems of the youth, growth of the youths of the nation, optimized employment of talents and abilities of the youths and etc. (Website of the administration of youth and sports, description of tasks of the administration, 2015).

Therefore, with respect to previously mentioned issues and difficulties, the researcher is trying to provide answer to the question that is there any significant relation among Cybernetic management and creativity of employees in organizations of sports and youth in the province of Hamadan?

MATERIALS AND METHODS

Method

The research method of the present paper is of descriptive and correlative type and the data of this research are also collected under a field method. In terms of categorization of researches based on purpose, this research is considered as applied researches.

The population is also comprised of the entire employees of Hamadan's organizations of sports and youth as 144 individuals. With respect to limitation of the population, the entire population is selected as the sample and afterwards, questionnaires were distributed among the sample under availability methods. A number of 110 questionnaires were collected back as valid questionnaires.

The data collection instruments are comprised of Cybernetics model questionnaire by Deldar *et al.*, (2015) which included 38 questions; and the questionnaire of employees' creativity by Hassan-Beige (2011) with 17 questions. Validity of these questionnaires were scrutinized and approved by guiding professors and 15 experts of this field.

In the meantime, by utilization of Cronbach's alpha, the reliabilities of questionnaires were also calculated as 88% for the questionnaire of Cybernetics and 82% for the questionnaire of creativity. For the purpose of analysis of data, the methods of descriptive statistics and inferential statistics were employed.

Also for the purpose of organizing and categorizing raw scores and descriptions of data, descriptive statistics such as abundance, averages, percentages, standard deviations and tables and diagrams were used.

In terms of inferential or illative analyses, the Kolmogorov-Smirnoff test was utilized for determination of normality of data distribution. Meanwhile, in terms of inferential statistics, as a result of normality of data, The Pearson's correlation coefficient was used and also for anticipation of variables, the multivariate regression test was used. It is also noteworthy to state that all the statistical operations were performed within the SPSS software.

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RESULTS AND DISCUSSION

Results

Discussing the Normality of Data Distributions

Table 1: Results of Kolmogorov-Smirnoff test

Sig	Z	Components	c
0.051	1.353	Cybernetics	Cybernetic components
0.350	0.932	control	
0.379	0.910	bond	
0.409	0.888	interactions	
0.014	1.571	Decision making	
0.008	1.656	hierarchy	
0.234	1.035	leadership	
0.367	0.919	creativity	Creativity components
0.214	0.847	Structure for innovation	
0.001	1.938	Validity of human resources	
0.011	1.613	Strategy for innovation	
0.413	0.886	Supportive mechanism for innovation	
0.053	1.346	Exploration, collection and distribution of knowledge	
0.004	1.751	Beliefs and organizational atmosphere	

With respect to this table, results of the test indicate that the distribution of a part of data is normal and some are also abnormal. As a result we are left with the possibility of making use of parametric and non-parametric tests and these tests are used for determination of significance of hypotheses. Also if among the data of two variables, the data of one variable is normal and there is not, the Pearson's test is used.

Testing Research Hypotheses

Main Hypothesis

There exists no significant relation among the cybernetic management model and creativity of employees of Hamadan's organizations of sports and youth

Table 2: Results of Pearson's correlation coefficient test for testing main zero hypothesis
creativity

Number of samples	significance	Correlation coefficient	Statistical index variables
110	0.001	0.698	cybernetics

With respect to the test of Pearson's correlation coefficient and the results which are represented in the table, it can be seen that there exists a significant relation among cybernetic management and creativity of the employees of Hamadan's organization of sports and youth.

First Hypothesis

There exists no significant relation among surveillance and control and creativity of employees of Hamadan's organizations of sports and youth

Table 3: Results of Pearson's correlation coefficient test for testing hypothesis
creativity

Number of samples	significance	Correlation coefficient	Statistical index variables
110	0.001	0.826	Surveillance and control

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With respect to the test of Pearson's correlation coefficient and the results which are represented in the table, it can be seen that there exists a significant relation among surveillance and control and creativity of the employees of Hamadan's organization of sports and youth.

Second Hypothesis

There exists no significant relation among firm and loose bonds and creativity of employees of Hamadan's organizations of sports and youth

Table 4: Results of Pearson's correlation coefficient test for testing hypothesis

creativity			Statistical index
Number of samples	significance	Correlation coefficient	variables
110	0.001	0.633	Loose and firm bonds

With respect to the test of Pearson's correlation coefficient and the results which are represented in the table, it can be seen that there exists a significant relation among loose and firm bonds and creativity of the employees of Hamadan's organization of sports and youth.

Third Hypothesis

There exists no significant relation among interactions and creativity of employees of Hamadan's organizations of sports and youth

Table 5: Results of Pearson's correlation coefficient test for testing hypothesis

creativity			Statistical index
Number of samples	significance	Correlation coefficient	variables
110	0.001	0.638	interactions

With respect to the test of Pearson's correlation coefficient and the results which are represented in the table, it can be seen that there exists a significant relation among interactions and creativity of the employees of Hamadan's organization of sports and youth.

Fourth Hypothesis

There exists no significant relation among decision making and creativity of employees of Hamadan's organizations of sports and youth

Table 6: Results of Pearson's correlation coefficient test for testing hypothesis

creativity			Statistical index
Number of samples	significance	Correlation coefficient	variables
110	0.001	0.561	Decision making

With respect to the test of Pearson's correlation coefficient and the results which are represented in the table, it can be seen that there exists a significant relation among decision making and creativity of the employees of Hamadan's organization of sports and youth.

Fifth Hypothesis

There exists no significant relation among hierarchies and creativity of employees of Hamadan's organizations of sports and youth

Table 7: Results of Pearson's correlation coefficient test for testing hypothesis

innovation			Statistical index
Number of samples	significance	Correlation coefficient	variables
110	0.001	0.609	hierarchy

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With respect to the test of Pearson's correlation coefficient and the results which are represented in the table, it can be seen that there exists a significant relation among hierarchies and creativity of the employees of Hamadan's organization of sports and youth.

Sixth Hypothesis

There exists no significant relation among leadership and creativity of employees of Hamadan's organizations of sports and youth

Table 8: Results of Pearson's correlation coefficient test for testing hypothesis

creativity			
Number of samples	significance	Correlation coefficient	Statistical index variables
110	0.001	0.633	leadership

With respect to the test of Pearson's correlation coefficient and the results which are represented in the table, it can be seen that there exists a significant relation among leadership and creativity of the employees of Hamadan's organization of sports and youth.

Seventh Hypothesis

Components of cybernetic management are not suitable anticipators for employees' creativity in Hamadan's organization of sports and youth.

Table 9: Results of regression by simple linear method

Regression coefficients	statistic significance	R2 determination coefficient	Multivariate correlation coefficient	Anticipator variable	Independent variable
0.628=B 8.396 = t 0.001	0.001	39.5	0.628	Surveillance and control	Employees' creativity
0.633= B 8.495 = t 0.001	0.001	40.1	0.633	Loose and firm bonds	Employees' creativity
0.638=B 8.615 = t 0.001	0.001	40.7	0.638	interactions	Employees' creativity
0.561=B 7.050 =t 0.001	0.001	31.5	0.561	decision making	Employees' creativity
0.609= B 7.984 = t 0.001	0.001	37.1	0.609	hierarchies	Employees' creativity
0.633= B 8.495 = t 0.001	0.001	40.01	0.633	leadership	Employees' creativity

As you can see in above table, the multivariate correlation coefficient of variables of surveillance and control and creativity is equal to 0.628 and the determination coefficient i.e. a percentage of the variance of the independent variable which is determined by anticipator variables is equal to 0.395 in this relation. Therefore, the variable of surveillance and control anticipates 0.395 percent of the changes in the variables of employees' creativity in their working environment.

Also the regression equation with F=70.495 and the significance of 0.001 which is smaller than 0.05, is significant and meaningful.

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Discussions and Conclusion

The result of analysis of the main hypothesis indicated that there exists a significant and meaningful relation between cybernetic management and creativity of the employees of Hamadan's organizations of sports and youth. Results of this research are consistent with the results obtained by Deldar *et al.*, (2015), Hashem-beik *et al.*, (2012), Bazr (2007) and Ansari (2012). But the results are also inconsistent with the results obtained by Duran (2003) and Mansouri (2011). This lack of consistency may be because of different population and samples, because the ruling system of sports organizations is much different than other organizations. Cybernetic management is defined as: knowledge and the art of guidance of complex organizations which provides the context for development of communications with inter organizational environment and units for their own self-regulation through reliance on suitable feedback circles and firm and loose bonds. Results of this research revealed that there existed a significant and meaningful relation between and among cybernetic management model and creativity of employees of Hamadan province's organizations of sports and youth and it means that as the cybernetic management is more utilized by the manager, the employees' creativity also improves. And therefore, it is recommended to consider cybernetics as potential elements for organizational transformation. If cybernetic instruments are applied in organizations correctly, it will be considered as a useful step towards organization's transformation and evolution.

Results of analysis of the first hypothesis revealed that there is a relation between and among the component of surveillance and control and Hamadan's departments of sports and youth's employees' creativity. Results of this research are consistent with the outcomes of the research by Deldar *et al.*, (2015), Zqmenopoulos & Alexiou (2007). But on the other hand the results are inconsistent with the findings of Feizi & Bashir (2010); and this lack of consistency may be related to questionnaires and the population of the research. The component of surveillance and control is defined as one of the bases of management and the manager or director, as his or her main task should have methods, facilities and different operations of organization under surveillance to avoid wastage of state of the art equipment as well as deviation of the organizations themselves. Results of this research have signified the relation between the component of surveillance and control and, creativity of the employees of Hamadan Province's department of youth and sports. In other words, as manager exercises more surveillance and control, employees' creativity level is also improved, therefore it is suggested that the most of the activities that take place within the organization of youth and sports, should be the consequences of standard procedures and programs, within the organization of sports and youth there should be also an emphasis on instructions, rules and structures; also for realization of the goals of physical education, certain programs should be prepared and compiled.

Also for the purpose of controlling activities, there should be information provided to participants of the organization based on their validity or lack of validity, in addition to this, receipts and payments should be gathered and reported precisely and regularly and for determination of deviation of activities from intended programs, an area or spectrum should be defined as the acceptable area or spectrum. Furthermore, for evaluation of progress and reporting performance, certain indexes and criteria should be utilized.

Result of the second hypothesis unveiled that there holds a significant relation among the firm and loose bonds component and Hamadan's organization of youth and sport's employees' creativity. These results are in agreement with the results of Dadkhah (2012) and Heidari *et al.*, (2012).but on the contrary, these results are not consistent with the results of Farid (2010). The reason for this lack of agreement might be related to the nature of jobs and difference between populations. With respect to the fact that the component of firm and loose bonds is defined as follows: a loose bonds means that changes in one unit or program is unlikely to have effects on the other programs or unit and on the contrary the firm bond term signifies that changes in one unit or program will definitely cause alteration on other programs or units. In this research, it was also proved that there is a significant and meaningful relation between the component of firm and loose bonds and the level of creativity among employees of Hamadan's department of sports and youth. In other utterances, it also means that as the manager exercises more firm and loose bonds in

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the system, employees' creativity also improves. On this basis it is recommended to execute hiring regulations and laws with not even a slightest deflect and also expert units and sections should basically operate independently from each other. In this situation, the performance of a group directly impacts activities of other groups and as a result connections between units of the department of sports and youth and the environment and society enforces its' strengths. In addition to these, there should be emphasis on continuous and effective adaptation with environmental changes. Plus, there should be contracts signed with departments of youth and sports outside the Province for cooperation. Furthermore, the Hamadan's department of sports and youth should have collaborations with the private section in execution of training plans.

The outcome of analysis of the third hypothesis manifested that there is a significant and meaningful relation among the component of interactions and the level of creativity among the staff of Hamadan's department of sports and youth. These outputs are correspondent with the results of Dadkhah (2012), Abbasi *et al.*, (2011), Boje & Arkoubi (2005) and Dubberly & Pangaro (2007). The component of interactions is defined as follows.

Collaboration and cooperation between the units of an organization with each other, organization with the society and organization with other organizations. Synchronization between subsidiary units is performed by restrictions created in upper levels of the organization and if these synchronizations are diagnosed as unsuitable, the intervention of higher levels of the hierarchy is required. This intervention takes place for solvation of the problem of a subsidiary unit. Another result that yielded from this research was that it was signified that there is a relation between the component of interactions and the level of creativity among the employees of Hamadan Province's department of sports and youth. It means that as the manager inputs more interactions into the system of the organization, employees' creativity levels are also increased. On this basis, it is recommended to put emphasis on interactions and communications between sections and units according to the situation, attention should be paid to short-term issues and their solutions. Managers of departments of youth and sports should consider for the consequences of mutual communications between units and sections, and in addition to this, emphasis should also be put on the consequences of mutual interactions between sports and society. Also it should be tried to avoid executions of plans which fail to gather at least two third of agree votes when proposed at meetings. In terms of facing challenges in which managers of the department of youth and sports are incapable of showing a suitable reaction, a group should be precautionary selected as the feedback loop for reactions. Whenever positive interactions are dominant between employees and the directorship of an organization, employees are likely to feel easier and more comfortable for proposing their ideas and opinions. Fortunately, results state that the interactions within the department of youth and sports of Hamadan Province are in good status (Although it's distant from being ideal) and this has led to occurrence of creativity and optimization of creativity among employees.

The result of the fourth hypothesis showed that there is a significant relation between the staffs' creativity and decision making components. The result of this research is in accordance with Dadkhah's research results (2011). The results of this research are in accordance with Jalan's and Cliner's researches' results (2008). The results of this research do not match Mansouri's research results (2010). Maybe this discrepancy is due to the measuring tools and the difference in population. Considering that the decision making component consists of checking process, anticipating and evaluating the results using the existent solutions and definite choosing of one solution to obtain the decision making's purpose. Other results of this research specified that there is a significant relation between the decision making component and staff's creativity in the sports and youth offices in Hamadan province. It means that as much as the manager has a greater part in decision making, the staff's creativity is increased. Therefore it is offered that all of the decision makers pay attention to the others and their results. Also for obtaining the probable results the suggested solutions should be considered. Decision making should be based on the indicators that their effectiveness is identified according to the previous experiences. When the actions are not in a correct direction, the managers should avoid making quick and impulsive decisions. The managers of different departments should be allowed to make decisions in their own scopes of duties. It is suggested

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that decision making be based on these three rules: if it is effective then continue, if it is not effective then leave it and if you do not know what to do then do not do anything. Also the managers should consider these conditions in their decisions: decision making based on the present rules not based on the previous managers' decisions, of course if their effectiveness has been proved then using them is permitted. Also avoiding quick and unplanned decisions and finally welcoming the members' corrective suggestions and authorizing the departments' managers. The significance of this relation can be due to the desired offices' management following the rules. If an organization follows the rules in its procedures and plans, flourishing of creativity can be spotted. Surely in each organization a part of advantages and schedules are allocated to the staffs that perform the organization's affairs in the best possible way and show creativity and innovation.

The results of the fifth hypothesis showed that there is a significant relation between hierarchy component and staffs' creativity in Hamadan's sports and youth offices. The results of this research are in accordance with the results of Hashembeig *et al.*, (2012), Dadkhah (2011), Ahmadi *et al.*, (2012). The result of this research is in accordance with the results of Nechansky (2007), and Livescio (2009). Considering that the hierarchy component consists of: diving the organization into different parts and subsidiary sections fitting the parts. The goals are divided into smaller plans so that each decision maker is able to focus on a specified scope. Feedback and corrective set ups should be made in all levels of sports and youth offices. The senior managers should divide the office's structure into smaller sections and allocate some of the issues and duties to them and make decisions in a way that this division remains preserved. Also the organization hierarchy should be clear and each person scope of duty and accountability should be identified. It is better that the jobs be divided into more subsidiary and more professional ones. The hierarchy component consisted of dividing the duties professionally; clarity of hierarchies, dividing the office into smaller sections by the office manager, feedback and corrective set ups at all levels and finally minimizing the goals into smaller goals and plans. Overall if division of duties, the rule of law and clarity of hierarchies are specified and followed in the organization, we can expect to have creative and innovative staffs.

The result of the sixth hypothesis showed that there is a significant relation between the leadership component and the staffs' creativity in Hamadan's sports and youth offices. The results of this research are in accordance with the research results of Bazrafshan Moghaddam (2006), Dadkhah (2011), and Ansari (2011). The results of this research are in accordance with the research results of Rowe (2010) and Pandey (2009). Considering that the leadership component consists of a process by which one of the group members (the leader) affects the other group members and this effect is in the direction of obtaining the group's special goals.

Some of the leadership feature in a cybernetic organization includes: awareness of the importance of change, corrections and dynamism in the organization, knowing the organization and its activities, involving the other members in management and leadership of the organization, intelligent interferences instead of taking part in abundant efforts to cause changes in the organization's functions. Avoiding the fundamental changes, emphasis on management of different cases and making communicational systems. On the other hand, management and leadership are the key processes in organizing (which needs mutual relation in order to support the organization's survival) (Rowe, 2010). Supporting and guiding the actions, continual resolving of the defects, avoiding extremist corrections and believing in creating a fundamental change in the concerned organization are included in the leadership. Other results of this research specified that there is a significant relation between the leadership component and the staffs' creativity in Hamadan's sports and youth offices, meaning that as much as the management has a greater part in the system's leadership, the staff's creativity is increased.

The last hypothesis which was investigated in this research was that the cybernetic management components are good efficient predictors for the staffs' creativity in Hamadan's sports and youth offices. Because there is a significant relation between each of the cybernetic management components, this prediction was not improbable. Therefore the results showed that if the basis of cybernetic management pattern's implementation is made ready in the organization, flourishing of creativity can be seen in the

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staffs. So it is offered that the organizations, especially sports organizations, attempt to use this pattern in their own organizations as it causes creativity in the staffs.

Overall it seems that the organizational factors affect creativity (Hosseini *et al.*, 2010; Hosseini and Sadeghi, 2010; Nayak, 2008). Among the most important organizational factors, management patterns of the organization can be mentioned. As it was said, one of the most important and newest patterns used in the organizations is the cybernetic management pattern. Therefore to increase the staffs' creativity, considering this pattern in the sports organizations is suggested. Also it is suggested that Hamadan's sports and youth offices study the defects in this pattern's usage so that the staffs' creativity increases more saliently.

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