Designing the Rumor Models in Sport Organizations

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Abstract: Human resources are the most important issues of our times, discrimination between the employees of the organization. State that is given people responds differently to the same event in the same condition that This leads to the spread of rumors about the injustice and discrimination between employees by staff and the deviation from the original purposes of the organization. The purpose of this research is to design rumored model in sports organizations in the qualitative research method was fundamental and exploratory nature. Through targeted snowball sampling method, based on in-depth interviews, survey data were collected. Based on academic theory, data were analyzed coding. Improve system performance evaluation, compensation and rewards, promotion, fair and transparent appointment; pay more attention to issues of personal well-being of staff, use of flexible working practices, all of the things that the influence of management skills to improve the incentive system staff moves in line with the goals and objectives of the organization ultimately provides. Rumor on the basis of the model, it is recommended that the role of various factors in shaping the organization considered discrimination and to review the studies on this subject, systematic measures taken to prevent it.

Key words: Insignificancy to the organization, rumor, injustice, performance evaluation, Iran

INTRODUCTION

The economy was based on industry in 20th century. In this century, any company and country which had more and famous physical properties and material capitals was producing more fortune. But in 21th century, the economic is based on knowledge.

Stewart considers human capital as the most important property of organization. Therefore, it is expected that the companies with more human and intellectual capital, have more functions also. Today managers are experiencing the era in which the organization real capital is human capital (Ashtrays and Corbin, 2011). In other words, the leading organizations in the field of competition and the challenges they face, can outshine other organization only by help of intelligent and knowledge-creators humans (Andro *et al.*, 2012). On the other hand, the increasing rate of changing in scientific, economic and social fields are of most important traits of current era. Today organizations have faced more expansive international changes and threats which have jeopardized their survival and they should develop new methods and solution to be survived. Psychological studies show that public opinions effects on human. Here, one's interaction against other members of group is merely considered, especially in a situation which is socially important. In his interesting study about psychology of rumor, Dr. Bernard Hart expressly rejected the existence of a group or collective mind and stated that we have not a social psychology and an individual one. In fact, social psychology is the same as psychology of an individual in a special group, i.e., at the presence of other groups members. Dr. Hart tries to explain the rumor phenomenon through assessing the ambiguities. Of course he uses the ambiguity word in its extensive and rather public meaning. He believes that the rumor is a social phenomenon but the person does not know any special social agent effecting on rumor spreading in his evaluation. Organization and work environment of any human is his second house as he spends more than half of his day times in this environment. So this environment, like family environment should meet at least his physical and mental needs so that he can promote his technical knowledge coincide with earning money and meeting his material needs and provide an honest service to satisfy the customers and managers. Of course, rumor spreading involves the individual with the issue that if this news is really true? Or, who is the agent of spreading the news? Therefore, the rumor keeps the organization main capital (human resources) away from its main objective. So, it disturbs the possibility of achieving predetermined objective. Therefore in this study, we seek to provide rumor model in sport organizations.

Theoretical foundations of research: Rumor is an undetermined report of events which help to define and explain the important situations which appear ambiguously (Amiri *et al.*, 2014). In other words, the armor is oral transferring of a massage or a news which can be spread in a vast area of society in a short time, without

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specifying or finding its resource. So, rumor is an unconfirmed report about an event which is principally transferred from mouth to mouth. It is possible that some part of rumor be true but you cannot be sure about its accuracy and indisposition (Danayyfrd *et al.*, 2012) totally. "Rumor consists of a special preposition (subject) and a supposition in which no reassuring criteria of assessing is available and which is normally transferred orally from an individual to another (Danayyfrd, 2010)". In communication science, rumor is known as informal and invalid discourses and consequently un-assessed information which have been developed during several stages in the framework of communicational system. And as the information has been transferred hand-by-hand in each stage, often some distortions are made in them. It is possible that in each stage, the final product would be totally different from what has been firstly transferred hand-by-hand.

> "When people are intensely eager to get the news about a thing but they cannot receive reliable information about that, they would be susceptible to rumors. If the person's prejudices (to confirm or reject) justify such rumors, the probability of spreading them would be more (Sotoodeh, 1998)"

Thomas Lasswell considers the rumor as the most natural social phenomenon and as one of the most current methods of social action which so far has been less known. Rumor is a social and mental category with vast dimensions, the different dimensions of which become rather more acute especially in critical times. Even though the social functions of rumor are not known completely but it is more made in disordered situation of society and organization." It seems that tow terms of "importance" and "ambiguity" in transferring the rumor explain the mainrule of rumor. It means that we can define the rumor 'acuity and severity formula as following: the rate of spreading the rumor is nearly equal with the product of multiplying the importance with the ambiguity of the issue arisen from the rumor (Shams, 2005)."

More obviously, the rate of rumor spreading equals with the importance of the issue for person and the amount of ambiguity of the issue for addressee; for example in emotional motives, emotions are justified and rationalized by rumor. Rumors are of different forms. Some of them are short and some others are more problematic. Some rumors are posed in a small group of people and some in community level. When emotions are more intensified, the number of people connecting to rumor chain would be increased. Since, people do not normally identify "the rumor" when confront with it, so they rarely decline to believe it.

Rumor in organization: One of the agents making stress in organization is rumor. Rumor is a massage which spreads among people but it is not conformed by reality. Rumor is spread when the people are eager to get news but they cannot receive it from a reliable resource (Fathi, 2003).

Due to various reasons, people communicate with each other and make informal network upon arrival to organization. Informal network in an organization has three features: the first one is that it is not controlled by manager. The second one is that most individuals of organization believe it better and finally they provide the benefits of those individuals who are inside the organization (Fooladgar, 2005). On one hand, the people are divided to three categories when they face with rumors:

Main spreaders or silver-tongued persons: This group receives the information and transfers it to others. These persons are originally in charge of and reason for spreading rumors.

Listeners or terminators: This group hears the rumors but it does not transfer it to anyone.

Neuter persons: This group is not familiar with any information. It does not hear the news, so it does not transfer them. This group is usually located outside the circles spreading rumors (Anbari, 2004).

Different kinds of rumors
Rumors are of different kinds: Retrospective rumors which refer implicitly to past events, prospective or anticipator rumors which inform you about future, rumors which apparently spread spontaneously in social chaos situations, rumors which are the result of unlimited fly of imaginative power and the rumors including real and logical subjects.

Rumors of fear: Some part of the rumors are produced and spread in order to create fear and anxiety in society. Economic rumors: the aim of economic rumor is creating a state of worry and fear in financial market and economic conditions of country, especially at the time of crisis and wars. Baysav refers to two types of rumors in terms of velocity.

Creeper rumors: Those rumors which spread slowly and transferred by people secretly and whisperingly so that, it spread everywhere finally.

Fast rumors: Those rumors which burn the harvest like fire. These kinds of rumors cover a wide range in a short

time. What is spread about events and disasters of brilliant victories or defeats during the war is one of these examples (Fathi, 2003).

The motive for stating rumor: The motive for stating rumor is normally complicated. But sometimes these are the individual needs which appear in the process of making rumor. These cases are as follow.

Showing off: Showing off is an attempt to draw the other's attention. A person may state the rumor so that the others think he is an aware person.

Reassurance and emotional support: In this mode, the rumor is expressed with the hope that the listener accepts or denies it. Expressing the rumors may decrease the speaker's stress through participating of the others in sustaining it. In this case, the person may attract the feeling instead denial.

Projection: The person may express the rumor because he wants to eject the fears, whishes and conflicts of which existence in himself, he is not aware.

Aggression: It is possible that a person transfers the rumor to hurt the others. In other word he may want to accuse the others and make them as a shield.

Offering favorable contents: Maybe the rumor is expressed in order to ingratiate before the listener or to offer the pleasant news to him. This may begin with plausive statements which are true a little or are not true at all and become a certain truth after a while (Albors, 1998).

The solution to deal with rumor
In national level: Keeping people informed about the social events, accurate and fast reporting to people. This has made the trust between the people and government and the reliable source of social news from government destroys the ground of a lot of misunderstanding and misinformation.

Ordering to remove the concerns of the public anxieties: It is an effective step to prevent from rumors. It is said that the rumors find less ground of manifesting and out breaking during relative improvement in situations.

Deepen the people wisdom: And promoting their insight with the implementation of programming and public

strategic education to identify nature of the rumor strengthen the ability of individuals to assess the accuracy and indisposition of uprisings. Training logical thinking and moral religious education in all groups of society is a good strategy to prevent rumor making.

Some others believe that the rumor is not only a forbidden issue but also it is used sometimes and speaks about some facts which are not expressed explicitly. Mass media may not express some facts due to relative expedient; in these situations the rumor is used. But in this case, the search for resources and the sender of massage seems to be necessary (Albors, 1998).

MATERIALS AND METHODS

This exploratory research was conducted with the aim of developing the available knowledge and cognition in the field of sports organizations. It should be noted that the purpose of the exploratory research is clarifying concepts, collecting definitions, gaining insight and correcting the problems and ideas. Moreover, this research is of qualitative nature based of data searching. In qualitative method of searching, most of the methods are emerging, the questions are clear and content analysis and concluding is based on obtained finding (Cowen, 1997).

In this research we used grounded theory. The researcher can extract common aspects among a massive amount of data through a systematic method according which they try to theories his/her research field. This strategy utilizes a kind of inductive approach. This means that the process of formation of the theory is moving from part to whole.

The main purpose of the research is to explain a phenomenon through identifying key elements (concepts, categories and propositions) of that phenomenon and then to categories the relation between these elements within the context and process of that phenomenon. Also, making and creating the concepts, categories and propositions is an iterative-cyclic process.

In this method, the research questions should be open and total instead of being discussed in the form of special propositions and the obtained theory should explain the studied phenomenon.

There are 3 overlapped processes in the process of analyzing the principal conceptualization theory including: open coding, axial coding and selective coding. Collecting and analyzing the data were conducted consciously and simultaneously and collecting the preliminary data was conducted to formulate the process
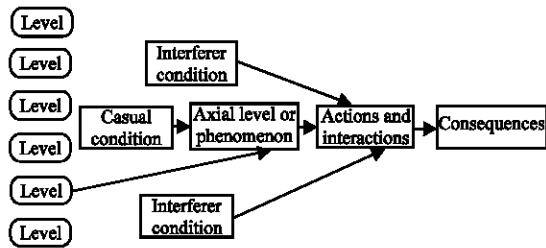
Fig. 1: Paradigm Model of grounded theory (Danayyfrd *et al.*, 2012)

Table 1: The structure of research process piaget

Component	Kind
Nature of research	Exploratory-grounded
Method of conducting the research	Qualitative approach
Paradigm governing on research	Expository-constructive
Research approach	deductive
Research strategy	Grounded theory
Data collecting resource	Deep and structured interviews, available theoretical studies
Data analysis method	Grounded/systematic

Table 2: Demographic characteristics

Characteristic/modes	Number	Percentage
Sex		
Man	3	19
Woman	13	81
Position		
Manager	3	19
Intermediary posts	3	19
Staff	10	62
Education		
Associate degree	2	13
Bachelor	10	63
Master's degree or higher	4	25
Work experience (years)		
<2	3	19
2-4	6	38
>4	7	44

of continuous collecting of data. Therefore, some opportunities were provided for the researcher to increase the he adequacy of the appropriate categories. We tried to use the Paradigm Model suggested by Strauss and Corbin in order to provide a systematic and schematic model of findings resulted from encoded data. In this model, one of the specified levels is considered as axial level and other discovered levels are arranged according to a system of their relations with this category.

The method of classification and the system governs on the Paradigm Model resulted from data are conducted as follow; since the research process includes different layers, the piagets (layers) of research process (Stewart, 1997) were briefly as follow (Fig. 1 and Table 1).

The research population includes managers and staffs of sport organizations. To select the statistical sample for deep interviews, we tried to use both the academic educated persons (faculty members) and management experienced persons in sport organizations (including coaches, managers and athletes).

To sampling for deep interviews, we used purposive sampling and Snow ball sampling technique. In this technique, we selected a preliminary group for interviewing and then the next groups were being introduced by this group to be interviewed and sampling (16 interviews) was continued so far as the research became adequate and saturated theoretically. Since, the research has no proposition and only the research questions are available, so after studying and assessing of theoretical grounds, the raw data were obtained inductively from deep interviewing with the elites and were analyzed systematically according to grounded theory. A sample of data analysis is as follow (Table 2 and 3).

Table 3: An example of research data encoding method

Summary of interviewing test	Open coding	Axial coding	Theoretical coding
When the organization's manager s and authorities support more from some staffs due to various reasons (for example, due to speaking the same language, being familiar and friend having cultural similarities, and so on) other staffs of organization may intend to oppose and so called destroy the manager, due to various reasons such as feelings of jealousy, feelings of discrimination and injustice, feeling of being neglected or lose their position and so on. This leads to decrease the staff concentration to do entrusted tasks and they cannot have the favorable function like before. Therefore, the managers and staff should behave so that they prevent from creating rumor, otherwise the efficiency and productivity would be decreased and the organization ultimate goal would not be achieved	Managers and staff behavior plays an important role in spreading rumor in sport organization Paying attention to language, cultural, and social, similarities and friendly relations are effective on spreading rumor In case of continuation of the conditions of inequality, discrimination and so on, a kind of entrenchment is created among staff and managers Not achieving the result in confronts with unequal conditions leads to fueling the rumor False evaluation criteria lead to spreading the rumor Ignoring the need for employees Irrational controls and distrusting to staff	Creating a rumor by staff Paying attention to cultural and language similarities Out breaking of opposition to unequal conditions Mistrusting to set Decentralization to do the job properly fears about his position Team making and forming group and party	Lack of good morality by staff unequal conditions of performance Distrusting colleagues to each other and fear from pulling the rug from under himself Reduction of productivity Outlining the organization's bad prospects

RESULTS AND DISCUSSION

According to the procedures raised in the research methodology, the final model is as following; in order to explain the rumor phenomenon in sport organization of this model, 6 levels were determined; each one of them has a relationship with each other. The rumor itself is located in axial level of the model. This category is the same as conceptual label which was considered for created framework or outline.

Regarding that rumor process has been studied in this research; "rumor" level has been selected as axial level. The next level is casual conditions. These conditions cause creating and developing the phenomenon or axial level. Poisoning workspace along with its features has been considered as casual conditions among all produced levels. The next categorization is governing context. This level refers to a special condition which makes the required context for axial phenomenon. These conditions include a complex of field concepts which have been named as the lack of structural health in the model. This level effects on actions and interactions. The next level is interferer conditions. These conditions are normal conditions which constitute a complex of mediatory variables and effect on actions and interactions level. This level has been named as agents between teams in the model.

The next level is actions and interactions which indicates targeted behaviors, activities and interactions which are located in the aftermath of axial level affected by interferer conditions and governing context. This level has been named as indifference of team management in the model. The last level which is available in the model is consequences which has been named as "Insignificance to team". This level indicates the consequences and results which are created due to taking strategies and behaviors Fig. 2. One of the damages which are observed recently is spreading the rumors. Of course, the rumors are of different natures depending on the time and special periods and sometimes it becomes fade and sometimes becomes highlighted according to the needs and proportion of its creator resources.

According to their nature and effecting power, rumors may increase social anxiety, decrease production and productivity, mutilate the economic cycle and traduce social prestige of individuals, institutes and countries. Sometimes the rumor may become powerful extraordinarily and spreads in the people mind so that the information and explanations of governmental official sources cannot also deny it and exclude it from people 'mind. Rumor should not be considered as an abnormal work such as a strange babbling and in the meantime as a banal work in

human' rational social behavior. But on the contrary, a principle on which the rumor is based is pervasive and widely used. The distortion which the rumor shows in its route to remember, forget, visualize and rationalize is exactly a kind of distortion which is seen in most of human relations.

For example, legends are long-standing stories of victories or events which have centrally served as cultural honors and a tradition of a family, tribe or nation. The motives which lead to stability of legends and the changes which are made in them during years are principally the same as those available in spreading unstable rumors. The principles which involved in normal rumors show themselves in court affairs, expressing past experiences, wits, biographies, proverbs, Innuendoes, metaphor and even in writing the history and creating artworks. In most of sociologist's point of view, rumors are exaggerated, incorrect and unreasonable information which are transferred from one person to another hierarchically and most of these rumors are spread by very simple-minded and superficial persons who mainly have undesirable conditions and social situations. It is no doubt that sometimes, some traces of facts may exist in rumors. Rumor exists everywhere and in all social classes and it is the oldest mass media. Before existing the writing, speech was the only way of communication and the news was transferred by rumors. It was making some ones reputed and the others notorious. It was making controversy and even war.

Today also in spite of existence of newspaper, radio and great changing of audio-video media, the rumors has not been silent and still public people are transferring the news mouth by mouth.

Emerging the media not only could not prevent from spreading the rumor but also has made it specialized in some way so that any communicational way has a limitation today.

The process, through which we attempt to achieve the information about understanding the reason of behavior is called "attribution". We need to know the reason of our behavior as well as the others behavior and their immanent attributes. In more clear words, "attribution" refers to our attempt to understand the reason of other's behavior as well as our behavior (Shams, 2005).

Attribution is a process which the individuals use to connect the events or behaviors to their infrastructure agents. The results which we get about the reason of others behavior, effects our communications. Therefore, attributions have an important role in many of our social behavior aspects including convincing, prejudice, long-term communications, social influence, spreading the rumor and conflict. Social psychologists disagree about
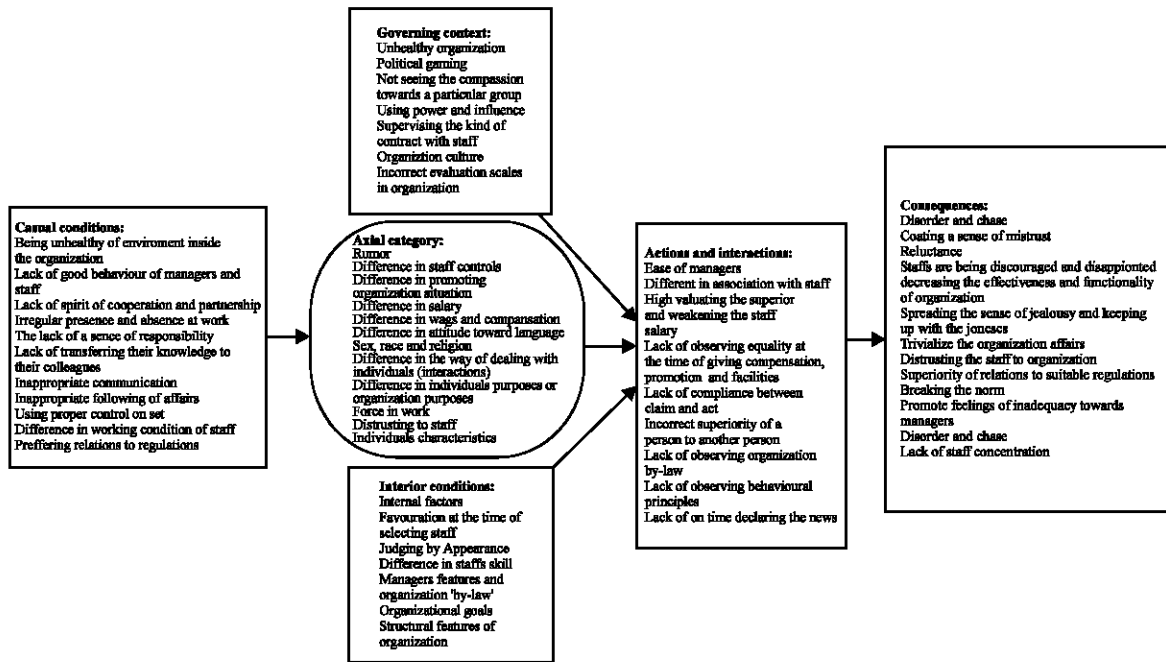
Fig. 2: Rumor model in sport organization

analysis of attribution due to its proposition complexity and they have suggested many theories to explain how it acts which in fact each one of them is a framework to understand how we try to understand social world.

First theory: One of the most important theories of attribution is "simple psychology" theory in Haider attribution, according which the people as psychologists, try to understand the other's behavior and accordingly they propose the other's behaviors either the result of situational factors (situational attribution) or attribute them to their internal or personality factors (personal attributions).

Second theory: There is a corresponding deduction which considers the consequence of behavior as the base of behavior. This theory forecast that people try to deduct from behavior that if the behavior is corresponds to one's sustainable feature or not?

Third theory: Is the theory of synchronized change which considers three aspects for each behavior and dose the attribution according to these three aspects. The first aspect is accompaniment that is whether all persons have had the same behavior in that situation or not. The second one is distinction that is whether the person's behavior is the same in most of the positions or not.

The third aspect is sustainability or stability that is if he has the same behavior always in this situation or he

has such a behavior only this one time? If accompaniment and distinction are low and stability is high, the possibility of orienting to attribution would be more.

Fourth theory: Is synthetic theory which is based on 3 presumptions about human nature: the first one is that behaviors do not occur accidently and they are predictable and the second one is that the people intend to understand, explain and predict the others behavior and the third one is that visible behaviors of people, give us authoritative information about their infrastructure reasons.

Fifth theory: It is a three-dimensional theory which assesses the attribution in terms of being internal or external dimension, being sustainable or unsustainable and being controllable or uncontrollable.

The combination of these three dimensions creates 8 kinds of various attributions totally, therefore according to this point of view; the attributions are not summarized in tow kinds of situational and attitudinal ones.

CONCLUSION

There are some biases regarding the attribution which lead to attribute the individual behavior to internal or external reason by mistake and result in incorrect conclusions. Principally these biases are so called "fundamental error in perception" and this mistake makes

a person think that he is deserve to a work or is not deserve to a punishment and if it is acted contrarily, he tries to make and spread some rumors regard to Injustice, lack of qualification of decision-maker, discrimination and so on.

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