



**International Journal of Biology, Pharmacy
and Allied Sciences (IJBPAS)**

'A Bridge Between Laboratory and Reader'

www.ijbpas.com

**A COMPARATIVE STUDY OF LEADERSHIP STYLE AMONG THE MANAGERS
OFFARS PROVINCE'S FOOTBALL BOARDS CONSIDERING THE DIFFERENT
LEVEL OF EDUCATION OF THE MANAGERS**

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ABSTRACT

The goal of current search, is comparative study of leadership styles among the managers of Fars province's football boards considering the different level of education of The managers whom they are diploma, associate degree bachelor's degree and higher than bachelor's degree. The search has been done with descriptive method and in the kind of aim, is considered in application search category. The statistical search sample, the whole of managers in Fars province football boards which are over 30 individuals that were selected using total census method. in order to data collection, standard questionnaire of leadership style by Lotanz, which includes over 35 questions and according to autocracies and contributing leadership styles in 5 point of Likert scale was used. The validity and reliability of this scale was verified several times by Lotanz and Cronbach's alpha in this study as obtained as equal to 0.76. The collected data were tested and

analyzed through spss 17 and using in dependent T-test and Anova. The results showed that the perspective of the respondents that managers who has higher education understand the importance of cooperative leadership style and managers who has low education understand the importance of authoritative leadership style.

Keywords: Authoritative Leadership Style, Cooperative Leadership Style, Managers, The Football Boards

INTRODUCTION

As we know football match has a lot of fans throughout the world. Fars Province is considered as one of the top provinces in Iran in terms football and has introduced many elites to the football of the country and to the national football team. If the authorities use the findings of such studies together with the appropriate methods for finding the talented Individual and for developing elites, we will witness sustainable development of this sport, increase in the self-confidence spirit, joy in the society and more attraction of people. Therefore, considering the importance of leadership style in management and in reaching objectives as well as the importance of football in today's society, comparison of leadership. Styles among the football boards of Fars provinces seem necessary [4, 11, 13].

No study has been conducted among the managers of football boards in Fars province regarding the leadership styles of the difference level of education's managers. Aseffective management requires employing appropriate leadership style for reaching

predetermined objectives, determining and comparing leadership styles and knowledge of the results and findings help the manager to select and employ the appropriate style. Determining and comparing the difference level of education of the leadership styles of the managers of Fars Province's football boards make different in cooperative and authoritative leadership styles. Leadership influence has been defined based on board processes, personality, satisfaction, behaviors special to encouragement, strength, reaching goals, interaction, and differentiation of role, creation of structure a combination of two or more of these [12, 18, 21]. Leadership and management are two different things that have significant overlap. The difference between them results from the fact that managers often emphasize their traditional duties such as planning, organizing, hiring and control while leadership emphasizes the process of general changes. What is important is leadership's interpretation in a specific

theoretical framework and the effectiveness of leadership's work [5, 7, 10]. Leadership is an effective process that individual and boards to be inclined towards predetermined goals, especially when the goals are common public goals [3, 8, 12]. According to some researchers, managers are often after creating stability and order while leaders are after constructive change. Other researchers even say that basically managers and leaders are two different humans. Managers are more reactionary and less emotional while leaders are more supporter of the followers and more emotional. The common and central point of the overlapping of leadership and management is in the way for creating change in the board for achieving predetermined goals [1, 3, 9]. On the other hand, in proportion to the increase or decrease of the preparedness of the employees, it is necessary for the managers to change their leadership style and to implement the adaptation of their leadership style with the existing situation or with the level of preparedness of their employees [18, 19, 20].

RESULTS

METHOD

The present study is done in descriptive and survey way in form of aim. Considering the Nature of the present study, the method is descriptive and of survey type. In this study, for description and interpretation of the comparison between leadership styles among the managers of Fars Province's football boards considering the existing conditions, descriptive method is used. In descriptive studies, unlike the studies that have the aim of discovering casual relationships, the aim is accurate and organized description of a special situation especially in a real and objective way (what it is) [14, 16, 17].

The population of the present study is consisted of managers' level of education in diploma, associate degree, Bachelor's degree and higher the Bachelor's degree of football boards in Fars province which are 90 individuals and due to the smallness of the population, the sample is in fact consisted of the population (90 individuals) and the sampling method is total census.

Table 1: The Number of population and sample

Fars province's football boards	population	sample
number	Total of 30 boards (90 individuals)	90 individuals (consisted of diploma, associate degree, Bachelor's degree and higher the Bachelor's degree)

Table 2: Cronbach's Alpha

questionnaire	Lotanz	Rezaee	Present study
Leadership style	0.76	0.79	0.73

The results of the above table indicate that Cronbach's alpha for leadership style questionnaire was obtained as equal to 0.73. Considering 0.7 standard, it has a good reliability

Table 3: Personal information of all the subjects

variables	± means standard deviation	
age	11.2 ± 38.3	
Years of occupational history	9.6 ± 11.5	
sex	number	percentage
Male	50	71.4
female	20	28.6

The results indicate that the highest percentage in all the subjects is related to males with 71.4 percent. Also, age mean has been 38.3 and mean of occupational history has been 11.5 years

Table 4: Individual characteristics of the subjects by gender

variables	Male (n=50)		Female (n=20)	
	Standard deviation ± mean		Standard deviation ± mean	
Age	11.4 ± 41		7.4 ± 31.5	
Occupational History	10.9 ± 13.7		5.6 ± 6.1	
Level of education	number	percentage	number	percentage
Diploma	9	18	2	10
Associate degree	11	22	2	10
Bachelor's degree	22	44	15	75
Higher than Bachelor's degree	8	16	1	5

The results in the table indicate that the highest percentage of men has been those with Bachelor's degree (44 percent) and the lowest percentage has been those with higher than Bachelor's degree (16 percent). Also, the mean of the age of the men has been 41 years and the mean of age of women has been 31.5 years.

Table 6: Kolmogorov-Smirnov test

	Z	sig
Authoritative style	7.0	6.0
Cooperative style	6.0	8.0

*Difference of level of significance (P<0.50)

DISCUSSION AND CONCLUSION

Leadership style should be determined for an organization or an institution that results in generating more activity, effectiveness and efficiency and in stronger motivation in individuals. It has a lot of importance in organization, institutions and boards. Extensive studies have been conducted on it and it is in the process of evaluation in

different aspects such as structures, software, hardware and the development of different sport branches.

These studies have been conducted in Iran and throughout the world leadership styles and management that have been pointed out in the previous sections. The definitions and the necessities of leadership styles from the perspective of national and international

researchers in different organizations and departments including sport and nonsport Organizations were mentioned. And due to the special importance that sport has gained in recent centuries. Fars province is one of the top provinces in Iran in terms of football and has always had teams in different age ranges and in football, futsal and beach soccer for males and females. Thus, the present study which is about cooperative leadership styles among the managers of Fars Province's football boards with the population of 30 boards and sample of 90 individuals that is consisted of all the presidents, vice presidents and staff of the boards was conducted. Lotanz's leadership style questionnaire that its validity and reliability have been verified many times was used. After a meeting with the authorities of Fars province's football boards, the questionnaire was distributed together with a letter to the cities of the province. The analysis of the descriptive statistics regarding individual

Characteristics by gender, level of education and occupational history was done. Then inferential statistics including Kolmogorov-Smirnov, independent t-test and ad-hoc and one-way variance were conducted for male and female managers in authoritative and cooperative leadership styles and the results

were extracted. Personal information of all of the subjects indicate that the highest percentage has been related to men who has been educated with 71.4 percent and related to women who has been educated with 28.8 percent. The mean of age has been 38.3 and the mean of years of occupational history has been 11.5 years. 52.9 percent of the subjects had Bachelor's degree and 12.

Percent had a degree higher than Bachelor's degree and the rest had degree lower than Bachelor's degree. In men, 44 percent had Bachelor's degree and 16 percent had a degree

Higher than Bachelor's degree. And in women, 75 percent had Bachelor's degree and 5 percent had a degree higher than Bachelor's degree. The mean age for men was 41 years old and for women it was 31.5 years old. The results showed that the perspective of the respondents that managers who has higher education understand the importance of cooperative leadership style and managers who has low education understand the importance of authoritative leadership style.

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