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**THE RELATIONSHIP BETWEEN LEADERSHIP STYLES OF MANAGERS AND THE
ABILITIES OF PHYSICAL EDUCATION EMPLOYEES OF EDUCATION
ORGANIZATION OF TEHRAN CITY**

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ABSTRACT

There is no doubt that the success of an organisation or groups depend largely on the competence of the leader of that group. An organization we there it be commercial, governmental or educational the competence of its leader will determine the competence of the organization. The successful leaders are always working for development so that enjoy most of successes, create motives among their employees so that increase their return, the competence the mistakes and direct the organisation toward its goals. The aim of the present research is to determine the relationship between leadership styles and the abilities of physical education employees of education organisation of Tehran city. The method of the research is correlation descriptive which is a Kindle of functional research. The population of the research consists of all managers and employees of physical education of education organisation of Tehran city. The sample size was 80 People according to Morgan table which were selected with simple random method. For collecting data the questionnaire of individual features, the questionnaire of leadership styles of managers and the empowerment questionnaire of employees were used. The data were analyzed using SPSS software by applying descriptive inferential statistical methods and Kolmogorov Smirnov test and correlation coefficient of Pearson. The results showed that there is a significant relationship between internal marketing and human efficiency and also there is a significant relationship between time management and human efficiency. Also, internal marketing and time

management altogether determine human efficiency by 59 percent. The results also showed that there is a significant relationship between leadership styles of managers and empowerment of employees of physical education departments of education organisation of Tehran city.

Keywords: leadership styles, abilities, education, Tehran city

INTRODUCTION

There is no doubt that the success of an organisation or a group depends largely on the competence of the leader of that group. An organization whether it be commercial, governmental or educational the competence of its leader will determine the competence of the organisation. The successful leaders are always working for development so that enjoy most of successes, create motives among their employees so that increase their return, the competence the mistakes and direct the organisation toward its goals. The importance of leadership in organizational success is concealed In the need of the organization for it In relation to coordination and control. The existence of every organisation is in reaching a goal which cannot be achieved by individuals lonely. The organisation itself is one of the main tools of control and coordination. Regulations, Police, description of tasks and the measures to facilitate the control and coordination have been created but the leaders play an important role in unifying different activities of organisation, creating

coordination and relationship between subsidiary units and controlling deviations of standards. No regulations and laws can replace an experienced leader who can make decisions fast and decisive [1].

In modern definition leadership is a process of influence on others and encouraging them for cooperation together In order to reach an organizational goal [2]. Leader is people who select some individuals and supply them, instruct them and have influence on them. He is one Who has different talents, abilities and skills and In order to reach the mission and goals of the organisation he concentrate on his subordinates so that they apply their will, Interest , enthusiasm and their intellectual, emotional and physical energy In a coordinated attempt. The style of leadership is defined as the pattern of behavior of the manager when He influences on others and the interpretation of his behavior by others. Furthermore, managers shape their style of leadership according to human oriented or tasks oriented dimensions [3].

The subject of leadership appealed to many researchers. The results of these researches have caused the development of different theories about leadership styles of managers. Fiedler classify leadership styles in 3 groups of democratic, authoritarian and unrestrained [4]. Another classification based on task oriented and human oriented approach divided leadership In 3 types of free rein, transformational and authoritarian [5]. The manager as the leader of the organisation can choose different styles for directing human resource. Falk (2003) does not know a certain type of leadership sufficient for providing the needed issues in a leadership approach [6]. Fiedler conclude based on the results of the researches that no certain type of leadership can be presented as the best style and the successful leadership style varies in different communities and it varies based on characteristics of individuals and the conditions of different communities [7].

The manager as the leader of the organisation can choose different styles in directing human resources. The suitable behavior pattern of manager in every organisation causes the morale of the workers to boost up and their satisfaction of their job increases. Managers can increase the job satisfaction and organisational commitment and

efficiency of their organization by adopting a right leadership style. The leadership style determines the atmosphere, culture and governing strategies in the organization [8].

On the other hand, surely an organization will be more successful if it has capable and committed human resources. Because enabling is one of the most important techniques for increasing effectiveness and efficiency through increasing the commitment and organisational behavior of human resources [9]. Psychological enabling refer to a set of Psychological states which are essential for feeling a sense of control in relation to one's job [10]. Enabling starts with change in beliefs, thought, and attitudes of the workers. That is they should believe they have necessary abilities and competence for doing their jobs successfully and they should feel they have freedom and autonomy in doing their jobs. They should believe they have the ability to influence on and control the occupational results. They should feel they follow meaningful and worthy occupational goals and they should believe that they will be treated honestly and fairly [11]. Enabling of human resources as a theoretical concept has enormous effect on organisational and management effectiveness and on the organisational innovation.

(Conger, 8819).innovation of public organisation and their inclination toward incorporation and decentralization because of inflexibility and traditional structure, has created a revolution in which the role of employees and the need for their ability has been approved as the core of any attempt for shrinking the size of the organisation and improving the quality of services to the customers and People. Enabling is the movement from the system of heretical decision making by managers toward the system of decreasing the heretical processes of control and decision making by lower ranks [12].

Taheri and et al (2014) in a research with the title "the relationship between leadership styles of managers of educational groups and the job satisfaction of the members of academic board" found that the job satisfaction of the members of academic board have been in medium level and that there is no direct and significant relationship between leadership style of managers of educational groups and the job satisfaction of the members of academic board of the university. Also, there was a significant relationship between the task oriented style of the managers of educational groups and

the job satisfaction of the members of academic board [1].

Maghami and Asefi (2013), in a research found that there is a significant relationship between leadership styles and the behaviors of risk management of managers [13]. Asker (2013) in his research found that there is a significant relationship between the dimensions of enabling of the employees and occupational function. Also their results showed that the entrepreneurship characteristics of the employees have influence on occupational function through psychological enabling directly and indirectly.

Sheikh (2012) in a research with the title "study of the relationship between leadership styles of coaches and group solidarity of basketball teams" found that group solidarity has a positive and meaningful relationship with the leadership styles of training, democratic and social support. But there is no meaningful relationship with authoritarian and feedback leadership styles [14].

Shirbegi (2012) in a research with the title "study of the relationship between features of the servant leadership style of managers of high school with enabling of the teachers" found that there is a positive and high relationship between servant leadership and

enabling of the teachers. Among the Micro styles of servant leadership the intensity of the relationship between perspective and trust as 2 behavioral features of managers based on the servant leadership style and enabling of the teachers was high and positive. The results also showed that 2 factors of perspective and trust statistically determine enabling of the teachers significantly. Other micro scales of this leadership style has no significant relationship with enabling of the teachers [15].

Saeed (2014), in a research with the title "imagination of Police officers about the concept of leadership styles and their function" which has been done on 154 People of Police officers in 2 countries in middle east found that there is a positive and meaningful relationship between some of the aspects of transformational leadership style and leadership satisfaction. There was a negative and linear relationship between unrestrained leadership style and leadership satisfaction [16]. Rita men & stack (2013) in a research done on 700 employees of 500 American company found that transformational leadership style had positive impact on the understanding of employees about organisational reputation not only directly but also indirectly through enabling

of the employees [17]. According to the results of the researches we can admit that few researches have been done about the relationship between leadership styles of managers and the abilities of employees and this issue has not yet found its place in sport management of the country, especially in physical education of education ministry scientifically and empirically. As the developments in running systems of information management, information technology and computer have influenced on organizations to remove the middle level of management and on the other hand increasing necessity of accountability to customers necessitate having capable employees in organisation. The researchers who are interested in the topic of enabling had most of their attention toward the definition and description of records and results of enabling and in modern conceptualization there was not enough consideration for psychological enabling in relation to the role of the leader in the process of enabling. Thus the current study pose the question wethere there is a relationship between leadership styles of managers of physical education in education organisation of Tehran city and the abilities of their employees.

METHODOLOGY

The research is a Kind of functional research with regard to the aim and with regard to the method of collecting data is a correlation descriptive research which has been done in field. The population of the research consists of all managers and employees of physical education department of education organisation of Tehran city who are almost 103 People. According to the population the sample size was 80 People. After distribution of the questionnaires among the population of the research 77 questionnaires have been returned correctly and were analyzed statistically. For collecting data the questionnaires of individual features, leadership styles of managers and the questionnaire of enabling of the employees have been used. The tools used in the research consist of 3 questionnaires of assessing the common features of the samples of the research which consist of questions about marital status, sex, age, work records, level of education and type of education. The next questionnaire which has been used consists of the leadership styles of managers (Salzman and Anderkolk, 1982) the purpose of this questionnaire is self-evaluation in relationship oriented and task oriented situations and it has 35 descriptive

statement related to leadership styles which are in 3 types of free rein, transformational, and authoritarian leadership styles and its reliability has been 87%. The questionnaire of enabling of the employees by spritzer (1995) consisted of 12 questions and it consisted of factors like effectiveness (questions 1 to 3), meaningful essential (questions 4 to 6), competency feeling (questions 7 to 9) and right of choosing (questions 10 to 12) and its reliability has been 89%. For analyzing the data the descriptive statistical scales (like frequency, mean, standard of deviation, illustrations) and the test of Kolmogorov Smirnov have been used and for normal distribution of the data SPSS software has been used.

RESULTS

Demographic specification of sample show that 44.1% were female and 55.9% were male. Most of the participant aged between 41 to 50 and its frequency was 51.9% and the lowest frequency was 9% for those who aged about 50. Most of the tastes (70.1%) had bachelor degree and 3.1% had diploma.

As showed in table 1 the correlation coefficient of Pearson between leadership styles of managers and the abilities of employees is equal to. 698 moreover the correlation coefficient of between free rein,

transformational and authoritarian leadership styles are .628, .633, .638 respectively. And with regard to the significance level it was found that there is a positive and significant relationship between free rein, transformational and authoritarian leadership styles and the abilities of employees.

According to the correlation coefficient of Pearson and presented results in table 2, it has been observed that there is a positive and significant relationship between leadership styles of managers and the abilities of employees (effectiveness, meaningfulness of employees, competency feeling and right of choosing).

Table 1: Correlation coefficient of leadership styles and the abilities of employees

Variables	Correlation coefficient	Level of significance	Number of samples
Leadership styles of managers	.698	.001	77
Free rein style	.628	.001	77
Transformational style	.633	.001	77
Authoritarian style	.638	.001	77

Table 2: leadership styles of managers and the abilities of employees

Variables	Correlation coefficient (r)	Level of significance	Number of samples
Effectiveness of employees	.124	.300	77
Meaningfulness of employees	.417	.100	77
Competency feeling	.102	.410	77
Right of choosing	.527	.100	77

CONCLUSION

In the section the results and findings of the research have been presented and they are competence to other similar researches. One of the results of the research showed that there is a significant relationship between leadership styles of managers and the abilities of employees of physical education of education organisation of Tehran city. This finding is consistent with the results of researches done by Shirbegy and Hajizadeh (2012), Ghafoori and et al (2009), Moradi(2004),Swid(2014), Reng(2002) and Olivianolan and et al (2000) that showed that

there is a significant relationship between leadership styles of managers and the abilities of employees. There is no doubt that the success of an organisation or a group in an organisation depend largely on the competence of the leader of that organisation. An organisation wethere it be commercial, governmental or educational the competence of its leader will determine the competence of the organisation. The successful leaders are always working For development so that enjoy most of successes, create motives among their employees so that increase their return, they correct the mistakes and direct

the organisation toward its goals. The importance of leadership in success of an organisation is concealed in the need of the organisation for coordination and control. The existence of every organisation is in providing or achieving a goal which cannot be achieved by individuals lonely. (Robins, as told by Taheri and et al, 2014).

The results of research showed that there is a significant relationship between 3 types of leadership styles and the abilities of employees of physical education departments of education organisation of Tehran city. The results of current study are consistent with the results of researches done by Taheri and et al (2014), Saeed (2014) and Olivianolan and et al (2000). They also noted to the significance of leadership styles in the abilities of employees.

It was also found that there is a positive and significant relationship between the aspects of abilities (effectiveness, meaningfulness, competency feeling, and the right of choosing) of employees of physical education departments of education organisation of Tehran city. With the study of past researches it can be found that the researches done on the topic of abilities of employees that compare the different dimensions of abilities with the leadership

styles are very few in Number. But the results of these assumptions were consistent with the results of researches done by Fani and et al (2012),Gol poor and et al (2010) and Shahpasand and Hejazi(2008).

Regarding the organisational conditions that underlie the enabling of employees it should be said that the theorists of management and the organisation believe that in order to employees feel they are capable they should have the necessary preparations. Having obvious goals and insight, organisational structure, rewarding system, professional development of the employees, access of the employees to the resouces, leadership strategies and the management of enabling of the employees, providing information, building trust, the style of leadership, participatory management, delegation, autonomy and freedom of the employees are items that are important in enabling of employees. The organizations that participate their employees in decision making through different ways probably have employees who feel more capability. (Kanger and Kanango, 1988, Spreitzer 1996, Bawn and Lowler, 1995, Markor, 1996, Zimern, 1995, Skat and Zhafe 1991, Sach and Kaslowaski 2000. Creativity, gratefulness, freedom of employees are high in participatory

environment and in non-participatory environment control, orders and predictable affairs are important. (Ourd and Salman 1989 as told by Spreitzer. (1996). Moreover, participatory environments emphasis on individual contribution and innovation in line with chain of management and control. Such an environment emphasizes on human resources as important factor for the success of organisation and creativity of employees and innovation as the accountability of the organisation against the external competitive environment. (Bawn and Lowler, 1995).

The departments of education organisation are one of the key and important organizations in the society. This department is the coordinator body of sport in the schools of Tehran city. The importance of this organisation will be understood well in running the standards of sport in schools.

The abilities of employees in this department can take the excessive pressure on the managers of this organisation. If the employees of these departments have good capabilities surely this will be helpful for advancing the organisational goals of physical education departments of education organisation. According to the results of the research it was found that managers can easily make their employees capable by

choosing a suitable leadership style and this Master because it causes motivation for the employees and make them happy and make them more committed to the organisation and their duties. For sure, the organisations which enjoy employees with such features possess more magnificence. Having said so, it is expected that the managers of physical education departments of education organisation of Tehran city cause the capability among their employees by choosing a suitable leadership style.

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