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Relationship between Leadership styles of Physical Education Department Managers with Sports Volunteers' Satisfaction

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ABSTRACT

This study aims to survey the relationship between leadership styles of physical education (P.E) department managers with sports volunteers' satisfaction. 173 of all heads of sport boards of Ardabil Province which were in active level (N = 180) responses to multi-factor leadership questionnaire (MLQ) and the volunteers' experiences were used for satisfaction data. Reliability of the questionnaire (Cronbach's alpha) was $\alpha = 0.86$ and $\alpha=0.92$, respectively. Transformational leadership style, and pragmatic style have a positive ($r=0.407$ and $r=0.253$ respectively) and significant ($P=0.001$) relationship with volunteers' satisfaction and there is a negative and significant relationship between inefficacious leadership style and volunteers' satisfaction ($r=-0.389$, $P=0.001$). Also, there were significant differences between priorities of leadership styles of P.E department managers; transformational (3.914 ± 0.617), pragmatic (3.471 ± 0.607), and inefficacious (2.094 ± 1.057) styles were respectively at the first, second, and third priority. In terms of volunteers, social satisfaction, job satisfaction, and experience were the most important and material satisfaction was the least important dimensions. According to the results of this study, it seems that managers of physical education departments can use transformational and inspirational leadership styles for directing the volunteers in sport boards.

Key Words: Transformational leadership style, Pragmatic leadership style, Volunteers, Sport boards.

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INTRODUCTION

Management is the most important factor in survival and growth or death of organizations (1). So, hundreds of theories have been presented by the scholars associated with the management. It is clear that extensive studies conducted on this area have had many achievements which both increase managers' knowledge on the determinants and related organizational behaviors and make easier their role in the proper guidance and leadership to achieve organizational goals. The issue that has recently attracted the attention of most researchers is that what type of leadership behavior would be useful in organizational process.

Recent researches have led to two theories of leadership: a. e Transformational leadership and Transactional leadership styles that start his leap and move from theory of Berns (1978) began. Berns explain transformational leadership the relationship between leaders and subordinate (a boss and subordinate) as where a subordinate in exchange for leader to comply with the current goals and basic needs (security, reliance and cognition) will receive rewards through the leaders can led to better performance of subordinates (2). Berns placed Transformational leadership and Transactional leadership styles on the bronze of his face and said that Transformational leader's addressed high level of basic needs of followers (like you need to self-actualization of Maslow) the leads them to a higher level of motivation (1). Transformational leadership rooted in the

personal notion of leaders but in this process, other commodity is not exchanges. Such leaders inspired by their most profound personal values (such as justice, fairness, honesty and integrity) (3). Scholars of organizational behavior plus to the two different styles of leadership style explained Laissez -faire leadership style. Leader in this style of leadership, not to encourage subordinates and no attempt to identify the needs of subordinates (4). Organization with proper management, better can meet its goal, because will can create proper planning in other words, the leadership process has a direct effect on the organization's ability to satisfy the manpower needs and on who are working to create a favorable atmosphere (5). Human resources, an important factor in the success of any organization no organization could not achieve all your goals without it (6). In a general classification, staffing working in the agencies has two categories of staff: official and volunteers to share. Volunteer to be a person that exchange free part of the time, skills or services your organization or group to the grant free and special accounts (7). Volunteering and service to the community is contemporary world phenomenon that rooted in the social tradition of people around the world.

Volunteers for common goals to engage together in work and so increase social capital in society so that environment become better for everyone living in the community (8). Type and nature of voluntary activity has a lot of diversity. Today is an important part of the

volunteering are voluntary in sport and recreation activities (9, 10). In sports organizations, volunteers divided to the traditional (or long-term) volunteers and v event (or short term) volunteers. Voluntary activity in the sport area has double benefits that sport community and voluntary both can take advantage of it. Studies have shown that the use of volunteers as one of the main components that propose sports services in the organization, can play an important role in the success of many races and sporting events (1).

One of these organizations can be physical education departments. Necessary to this organization is having a direct and continuous relationship with the large number of people with different physical and emotional needs and guiding the people and human relationships between them, is undoubtedly in need of effective leadership (6). In Iran, physical education departments are including the p departments have a valuable role in sports and improve the administration can led to the sport as much progress the country. behavioral patterns of physical education director, creates strong morale and motivation of employees (salaries Catch and volunteers) and can increase the satisfaction of them from the job and give up his career (11).

Therefore studies presented strong evidence Transformational managers have a satisfied subordinates more than other managers (12). In transformational leadership style, the leader encourages subordinates to achieve their maximum potential and makes them seeking to satisfy

with higher needs (success and self-knowing) and group goals (12).

Such as other divisions and organizations, perception of volunteers' satisfaction in sport and entertainment and recreational organizations is an important agent in attracting and retaining the volunteers (13, 14). Therefore success in any organization, including the departments of physical education, depends on the effectiveness and leadership style of the director. Manager in the role of director of Physical Education Department can be select different leadership style to guide of human resources and to support it's, put together the organizational goals and employee satisfaction (grant rights and volunteers).

Thus providing space for people to participate in volunteer activities and promote a culture of volunteering in housing physical education departments, can promote this culture in all of sport, social, and Etc fields (15). There are so many studies on leadership style but so far hasn't been research on the relationship between leadership style and satisfaction of volunteers. particularly in Iran due to the limited published research on the satisfaction of volunteering in sport, is the aim of this study is to answer that question there are relationship between the leadership style of managers in physical education organization with the satisfaction of volunteer sports board? Which leadership style has a higher relationship with the candidate's satisfaction?

MATERIALS AND METHODS

This study has descriptive and correlation method that done in the practical field. The statistical population of this study was the all heads of sport boards of Ardabil province that were active level (N=180). Due to the limited number of volunteers, the community sample was considered equal to statistical population that among the results of 173 questionnaires were statistically analyzed. Multi-factor leadership questionnaire (MLQ) was used to collect information and for satisfaction data's, the volunteer experience were used. validity of the questionnaire was confirmed by professionals, and for accessing reliability with Cronbach's alpha, results indicated good level, $\alpha=0.86$, and $\alpha=0.92$, respectively. The questionnaire included 41 items with five Likert scale of worth (1=never to 5=always) and are considered three concept of transformational, transactional and Laissez-faire leadership styles as a separate and distinct from each other. Also the satisfaction of volunteer experience questionnaire was used for study satisfaction dimensions and determining its priorities. The questionnaire included 31 items with five Likert scale of worth (1=totally disagree to 5=totally agree) and are examined the eight dimensions of after

gaining experience, career, material progress, purposeful, social, support and commitment of the dimensions of satisfaction. The content validity of questionnaire confirmed via some of the sports management specialists.

Some tests such as the Pearson correlation coefficient, Spearman, repeated measures ANOVA, Friedman, U Mann Whitney, used in significance level $p \leq 0.05$ for statistical analysis.

RESULTS

Samples physical activity experience and their job situation are shown in table 1. Relationship between leadership style and satisfaction of sport volunteers are shown in table 2. Also, there were significant differences between priorities to leadership styles of P.E department managers. Transformational leadership style was in first priority (3.914 ± 0.617) and transactional style (3.471 ± 0.607) and Laissez-faire leadership styles (2.094 ± 1.057) were in next priority. The Friedman test results for Transformational, transactional and Laissez-faire leadership styles shown in table 3. Satisfaction dimensions rating between male and females shown in table 4.

Table1. Physical activity experience and their job situation of Samples

Percent	frequency	job situation	Percent	frequency	physical activity
61.8	107	governmental	43.4	75	1-7 years old
23.7	41	Self-employed	36.2	63	8-14 years old
11.6	20	Without job	11.6	20	15-21 years old
0.6	1	Housekeeper	3.5	6	22-28 years old
2.3	4	No answer	1.8	3	29-35 years old
.	.	.	3.5	6	No answer
100	173	Sum	100	173	Sum

Table2. The Friedman test results for Transformational, transactional and Laissez -faire leadership styles

leadership styles	M±SD	Mean of ratio	Chi-square	df	sig
Transformational	3.914±0.617	2.57	142.61	2	0.001*
Transactional	3.471±0.607	2.12			
Laissez -faire	2.094±1.057	1.31			

*: significant at $P \leq 0.05$.

Table 3. Satisfaction dimensions rating between male and females

Satisfaction dimensions		M ± SD	U Mann Whitney	
			Z	Sig
gaining experience	Female	4.312 ± 0.677	-0.528	0.597
	Male	4.268 ± 0.597		
career	Female	4.247 ± 0.457	-1.014	0.310
	Male	4.294±0.558		
material progress	Female	3.28±0.942	-0.205	0.837
	Male	3.341±1.008		
Progressive	Female	4.071±0.636	-0.313	0.754
	Male	4.005±0.668		
purposeful	Female	4.214±0.580	-0.082	0.934
	Male	4.200±0.633		
social	Female	4.365±0.487	-0.406	0.685
	Male	4.288±0.588		
support	Female	4.136±0.578	-0.384	0.701
	Male	4.040±0.684		
commitment	Female	4.127±0.591	-0.334	0.738
	Male	4.016±0.863		

*: significant at $P \leq 0.05$.

Table 4. Satisfaction dimensions rating based on Field of Study

Satisfaction dimensions	M±SD	U Mann Whitney		
		Z	Sig	
gaining experience	P.E	4.158±0.728	-1.445	0.148
	Non P.E	4.346±0.496		
career	P.E	4.178±0.645	-1.920	0.055
	Non P.E	4.362±0.466		
material progress	P.E	3.088±1.004	-2.571	0.010*
	Non P.E	3.496±0.967		
Progressive	P.E	3.944±0.797	-0.196	0.844
	Non P.E	4.054±0.561		
purposeful	P.E	4.132±0.641	-1.163	0.245
	Non P.E	4.246±0.616		
social	P.E	4.162±0.692	-2.006	0.045*
	Non P.E	4.382±0.474		
support	P.E	3.933±0.787	-1.161	0.246
	Non P.E	4.124±0.580		
commitment	P.E	3.949±0.898	-0.732	0.464
	Non P.E	4.076±0.802		

*: significant at $P \leq 0.05$.

DISCUSSION

The purpose of this study the relationship between leadership styles of physical education (P.E) department managers with sports volunteers' satisfaction. A positive relationship between leadership style and transformational ($P=0.001$, $r=0.407$) and transactional styles ($P=0.001$, $r=0.253$) with

Volunteers satisfaction and a negative relationship between Laissez -faire leadership style with volunteers satisfaction ($P=0.001$, $r= -0.389$) showed. Also, there were significant differences between priorities to leadership styles of P.E department managers. Transformational

leadership style was in first priority (3.914±0.617) and transactional style (3.471±0.607) and Laissez -faire leadership styles (2.094±1.057) were in next priority. In terms of volunteers, social satisfaction, job satisfaction and experience are the most important and material satisfaction have lowest important dimension between sports volunteers. Also the results showed that there is no significant difference in preference satisfaction of male and female volunteers and scores of female volunteers in all aspects of job satisfaction were more than men volunteers. Oguz (2010) showed the transformational and transactional leadership styles of school volunteer's administrators have significant and positive relationship with their citizenship behavior (16). Burton, Laura and et al (2009) showed that transformational leadership style of sport managers has a positive relationship with outputs of organizations (effort, satisfaction) (17). Pour Soltani and et al (2010) based on X and Y theories showed that there are significant and positive relationship between transformational and transactional leadership styles with the factors of X and Y theories of MacGregor (12). According to this research results, it seems that managers of physical education for directing the volunteers in sport boards can use transformational and inspired leadership style. With emphasis on the value of voluntary activities, recruit the volunteers with using appropriate incentive policies and create conditions for realizing the motive and so increase their satisfaction and provide and maintain more presence in practical field. Organization with proper management,

better can meet its goal, because will can create proper planning in other words, the leadership process has a direct effect on the organization's ability to satisfy the manpower needs and on who are working to create a favorable atmosphere (5). Human resources, an important factor in the success of any organization no organization could not achieve all your goals without it (6). In a general classification, staffing working in the agencies has two categories of staff: official and volunteers to share. Volunteer to be a person that exchange free part of the time, skills or services your organization or group to the grant free and special accounts. Therefore some research presented strong evidence Transformational managers have a satisfied subordinates more than other managers (12).

In transformational leadership style, the leader encourages subordinates to achieve their maximum potential and makes them seeking to satisfy with higher needs (success and self-knowing) and group goals (12). Such as other divisions and organizations, perception of volunteers' satisfaction in sport and entertainment and recreational organizations is an important agent in attracting and retaining the volunteers (13, 14).

Therefore success in any organization, including the departments of physical education, depends on the effectiveness and leadership style of the director. Manager in the role of director of Physical Education Department can be select different leadership style to guide of human resources and to support it's, put together the

organizational goals and employee satisfaction (grant rights and volunteers).

It seems that reasons for controversy of this study with Doherty et al. (1996) Pedraja-Rejas and coworkers (2006) was differences in statistical samples, cultural and used environments (2, 18). Sherer (2004) introduced social satisfaction as a third factor of volunteer satisfaction that is inconsistent with the results of this study (19). Ghazali (2003) and Sherer (2004) introduce the job as a major factor in volunteer's satisfaction that is consistent with the results of present study (19, 20). This dimension of Satisfaction with the nature of work, job characteristics and training in other investigations are appropriate. The studied researches showed that job Satisfaction in females was higher than male. That these results found inconsistent with our study results. Probably due to higher job satisfaction in men, was the low expectations in the work in the sport boards. Most men volunteers are looking for to run activities that to be useful in finding work and job skills (1). Maybe activities that men's doing in sport boards recruit them arousal needs and so led to increase their satisfaction. There is no significant difference between marital status and satisfaction of volunteers. Bahrololoum (2002) found that marital status does not affect the participants' satisfaction. The

results of the present findings indicate a significant relationship between age, work experience and job satisfaction with No, the opposite. Also in this study volunteers in the field of non-physical education have more satisfaction in all aspects (in particular, experience, career, purpose and commitment) than physical education experts.

CONCLUSION

Finally, proposed to the administrative directors of physical education organizations transformational leadership style in orienting the volunteers' in sport boards. Transformational leadership rooted in the personal notion of leaders but in this process, other commodity is not exchanges. Such leaders inspired by their most profound personal values (such as justice, fairness, honesty and integrity). Transformational leadership style due to attention to satisfaction of persons has an important effect in human resources management (volunteers) and especially in sport management. Therefore, success in physical education organizations is related to the way of management and affective leadership styles of sport manager. Proper behavioral patterns in physical education organizations led to strong arousal in managers of sport boards and their satisfaction to own presence in sport and doing physical activity.

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تازه‌های علوم کاربردی ورزش

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ارتباط سبک‌های رهبری مدیران ادارات تربیت‌بدنی با رضایتمندی داوطلبان ورزشی

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چکیده

هدف از این تحقیق بررسی ارتباط بین سبک‌های رهبری مدیران ادارات تربیت‌بدنی با رضایتمندی داوطلبان ورزشی بود. ۱۷۳ نفر از کلیه رؤسای هیئت‌های ورزشی فعال در سطح استان اردبیل ($n = 180$) به پرسشنامه چند عاملی رهبری (MLQ) پاسخ دادند و برای رضایتمندی از تجارب داوطلبی استفاده گردید. پایایی پرسشنامه‌ها نیز با استفاده از آلفای کرونباخ به ترتیب $\alpha = 0.92$ و $\alpha = 0.86$ محاسبه شد. در نهایت رابطه مثبت و معنی‌داری بین سبک رهبری تحول‌گرا ($r = 0.407, p = 0.001$) و عمل‌گرا ($r = 0.253, p = 0.001$) با رضایتمندی داوطلبان، و رابطه منفی و معنی‌داری بین سبک رهبری بی‌خاصیت با رضایتمندی داوطلبان ($r = -0.389, p = 0.001$) نشان داد. همچنین، بین اولویت سبک‌های رهبری مدیران ادارات تربیت‌بدنی تفاوت معنی‌داری وجود داشت و سبک رهبری تحول‌گرا ($3/914 \pm 0/617$) در اولویت اول و سبک‌های رهبری عمل‌گرا ($3/471 \pm 0/607$) و بی‌خاصیت ($2/094 \pm 1/057$) در اولویت‌های بعدی بودند. از دیدگاه داوطلبان، رضایت اجتماعی، شغلی و کسب تجربه مهم‌ترین و رضایت مادی کم‌اهمیت‌ترین ابعاد رضایتمندی داوطلبان هیئت‌های ورزشی بودند. با توجه به نتایج پژوهش، به نظر می‌رسد مدیران ادارات تربیت‌بدنی برای هدایت نیروهای داوطلب خود در هیئت‌های ورزشی می‌توانند از سبک‌های رهبری تحول‌آفرین و الهام‌بخش استفاده کنند و با تأکید بر ارزشمندی فعالیت‌های داوطلبانه، اقدام به جذب داوطلبان نمایند و با استفاده از سیاست‌های تشویقی مناسب و ایجاد شرایط احقاق انگیزه‌ها و فرصت‌های تجربه‌آموزی برای داوطلبان، میزان رضایتمندی آنان را افزایش دهند و زمینه حفظ و حضور بیشتر آن‌ها را فراهم نمایند.

واژگان کلیدی: رهبری تحول‌گرا، رهبری عمل‌گرا، داوطلب، هیئت ورزشی.

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