



## Investigating the leadership style of managers in the physical education unit of the Education Department of Babol city and its relationship with organizational effectiveness

## Investigar el estilo de liderazgo de los gerentes de la unidad de educación física del Departamento de Educación de la ciudad de Babol y su relación con la efectividad organizacional

## Investigando o estilo de liderança dos gestores da unidade de educação física da Secretaria de Educação do município de Babol e sua relação com a eficácia organizacional

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### ABSTRACT

The aim of study is Investigating the leadership style of managers in the physical education unit of the Education Department of Babol city and its relationship with organizational effectiveness. Statistical society includes all PE teachers in Physical Education Department of Education office about 195 persons. Sample volume has been determined by Cochran's formula about 131 persons. Study method is of descriptive- correlation one. Research type is by applicable and method of gathering data is field one. We have used of questionnaire instrument to gather information. Above questionnaire narration has been approved by some professors in management and sport management field. Questionnaire stability after gathering 20 questionnaires of above society for leading style is ( $\alpha=0.82$ ) and organizational impression ( $\alpha=0.85$ ). Data analysis has been done in the two levels of descriptive and inferential and by the aid of SPSS22 software. Also, we have used of inferential test Pearson test, regression. The result of study shows, there is positive and meaningful relation among leading style and organizational impression ( $p<0.05$ ). According to the result, employee management indicator and organizational impression is good predictor of leading style.

**Keywords:** Leadership Style. Organizational effectiveness. Physical Education.

## RESUMO

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O objetivo do estudo é Investigar o estilo de liderança dos gestores da unidade de educação física da Secretaria de Educação do município de Babol e sua relação com a eficácia organizacional. A sociedade estatística inclui todos os professores de EF no escritório do Departamento de Educação Física de cerca de 195 pessoas. O volume da amostra foi determinado pela fórmula de Cochran para cerca de 131 pessoas. O método de estudo é de correlação descritiva. O tipo de pesquisa é aplicável e o método de coleta de dados é o campo um. Temos utilizado instrumento de questionário para coletar informações. A narração do questionário acima foi aprovada por alguns professores na área de gestão e gestão do esporte. A estabilidade do questionário após a coleta de 20 questionários da sociedade acima para estilo de liderança é ( $\alpha = 0,82$ ) e impressão organizacional ( $\alpha = 0,85$ ). A análise dos dados foi feita nos dois níveis descritivo e inferencial e com auxílio do software SPSS22. Além disso, utilizamos o teste inferencial, teste de Pearson, regressão. O resultado do estudo mostra que existe relação positiva e significativa entre estilo de liderança e impressão organizacional ( $p < 0,05$ ). De acordo com o resultado, o indicador de gerenciamento de funcionários e a impressão organizacional são bons indicadores do estilo de liderança.

**Palavras-chave:** Estilo de liderança. Eficácia organizacional. Educação física.

## RESUMEN

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El objetivo del estudio es Investigar el estilo de liderazgo de los gerentes de la unidad de educación física del Departamento de Educación de la ciudad de Babol y su relación con la efectividad organizacional. La sociedad estadística incluye a todos los profesores de educación física en la oficina del Departamento de Educación de Educación Física, aproximadamente 195 personas. El volumen de la muestra se ha determinado mediante la fórmula de Cochran para unas 131 personas. El método de estudio es de correlación descriptiva. El tipo de investigación es aplicable y el método de recopilación de datos es el campo uno. Hemos utilizado un instrumento de cuestionario para recopilar información. La narración del cuestionario anterior ha sido aprobada por algunos profesores en el campo de la gestión y la gestión deportiva. La estabilidad del cuestionario después de recopilar 20 cuestionarios de la sociedad anterior para el estilo de liderazgo es ( $\alpha = 0,82$ ) y la impresión organizacional ( $\alpha = 0,85$ ). El análisis de datos se ha realizado en los dos niveles descriptivo e inferencial y con la ayuda del software SPSS22. Además, hemos utilizado la prueba inferencial de Pearson, regresión. El resultado del estudio muestra que existe una relación positiva y significativa entre el estilo de liderazgo y la impresión organizacional ( $p < 0.05$ ). Según el resultado, el indicador de gestión de empleados y la impresión organizacional son un buen predictor del estilo de liderazgo.

**Palabras clave:** Estilo de liderazgo. Efectividad organizacional. Educación física.

## INTRODUCTION

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The age of management is an long human race. People to achieve their goals and desires, and then the first families came together in other social units and spend their time on harmony and manage. At the glance to the extensive world understand that efficiency and productivity are high-eminent and more valuable purpose for manages nowadays (Yaghobi et al, 2012).

Today, knowledge and art of management are mentioned as the most delicate, difficult and fruitful works of human and are noticed as effective agnates for social, economic growth and development in present societies (Forghani Ozrudi et al, 2013).

In present century, the importance and effectiveness of this human knowledge is in extent that some theorists know the 20th century as age of management and today's world as world of knowledgeable managers and science of management part of one of the most

important and complicated fields of human science, because with the help of able managers aware to principles of theories and styles of management and leadership, the administrative, industrial and business, educational organizations faces can be changed (Rezaiyan, 2008).

Educational organizations are the most important social institution emerged from within the community, and at the same time it is the organizer, and its impact on development of the society is quite tangible (Mirnaderi & Naraghi, 2005).

Considering the important role of education and training as an important pole of growth and development of sports in the country, and in order to the use expert workforce effectively in this field, it seems that use of new scientific findings in management science in the educational centers can persuade personnel such as teachers to try more and more and Improve the quality of work, in addition to Increasing the efficiency and effectiveness (Ehsani & Haj Hashemi, 2005).

Managers' leading style is one of influential factors in increasing impression, affectivity and at last organizational productivity. In the last three decades, there are so many discussions and researches about designing leading patterns. In almost cases, productivity, affectivity and impression has been used interchangeably and mistakenly. Efficiency indicates real ratio to the achieved on standard yields and determined or in fact the amount of work has been done to the amount of work would be done. Impression indicates degree and the amount of achieving determined targets, in the other word, impression shows how amount of try is for the results. We see efficiency does have quantity aspect but impression does have quality one. (Moghimi, 2003).

An organization requires managers and influential employees to achieve targets in growth route and development. Managers by leading style could achieve employee's satisfaction and increase productivity on the head of organization. Leading style is collection of attitude, characteristics and managers skills in which has been formed on four factors of values system, confidence to employee, leadership tendency and security sensation and managers skills (Mosaddegh-rad & Malekpour, 2003). Managers' leading style indicates how interactive they are to subordinates (Peterson, 2000). Therefore, in order to be success in organization requires leadership (Sayed Kalan, 2008).

Whereas physical education offices are the basic institute of sport and are active in general and athletic sports, they require manager and leader in all social activities. sport and youth office responsible are the basic administrator and does have determined role in achieving physical education targets. This study has been done the object of study is Study of leading style (and its dimensions including social support style and democratic) and its relationship with organizational effectiveness (and its dimensions including job satisfaction and innovation) of Physical Education Department of Education office in Babol city.

## **METHODOLOGY**

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Statistical society includes all PE teachers in Physical Education Department of Education office in Babol city and about 195 persons. Sample volume has been determined by Cochran's formula about 131 persons. Study method is of descriptive- correlation one. Research type is by applicable and method of gathering data is field one. We have used of questionnaire instrument to gather information. Above questionnaire narration has been approved by some professors in management and sport management field. Questionnaire stability after gathering 20 questionnaires of above society for leading style is ( $\alpha=0.82$ ) and organizational impression ( $\alpha=0.85$ ). Data analysis has been done in the two levels of descriptive and inferential and by the aid of SPSS22 software. Also, we have used of descriptive methods (mean, standard deviation, frequency, frequency percentage) and inferential static test Pearson test & regression.

**RESULTS**

**Table 1.** relation among democratic leading style and organizational effectiveness

		democratic leading	organizational effectiveness	Innovation	job satisfaction
democratic leading	R p	1	**0.730 0.000	**0.747 0.001	*0.721 0.002
organizational effectiveness	R p	**0.730 0.000	1	**0.892 0.001	**0.896 0.012
Innovation	R p	**0.747 0.001	**0.892 0.001	1	**0.876 0.000
job satisfaction	R p	*0.721 0.002	**0.896 0.012	**0.876 0.000	1

\*\* Meaningful in 0.01 level    \* Meaningful in 0.01 level

Result shows meaningful and positive relation among democratic leading style and organizational effectiveness. Based on meaningful level has been achieved for 4 variables is less than 0.05 and 0.01. Correlation coefficient among democratic style and organizational effectiveness equal to 0.730 shows strong relation among these two variables. According to correlation coefficient, democratic style does have the most relation to innovation. Therefore, research hypothesis has been approved.

**Table 2.** relation among social support style and organizational effectiveness

		social support style	organizational effectiveness	Innovation	job satisfaction
social support style	R P	1	*0.792 0.000	*0.435 0.003	*0.521 0.002
organizational effectiveness	R P	*0.792 0.000	1	**0.892 0.001	**0.896 0.012
Innovation	R P	*0.435 0.003	**0.892 0.001	1	**0.876 0.000
job satisfaction	R P	*0.521 0.002	**0.896 0.012	**0.876 0.000	1

\*\* Meaningful in 0.01 level    \* Meaningful in 0.01 level

Also result shows correlation test shows there is meaningful relation among social support style and organizational effectiveness of managers and its dimensions. Correlation coefficient among absolute freedom style and organizational effectiveness is equal to 0.792 and shows strong and negative relation among these two variables and research hypothesis has been approved.

**DISCUSSION**

Nowadays, the importance of manager’s influence on organizations is observed, because communication and cooperation among peoples require influential leadership style. The importance of leadership style is due to managers understanding and recognizing how to create influential cooperation in organizations (Taylor, 2009). Affectivity in an organization is as human characteristic. When, administrating physical education and youth office is responsible to policy making, programming, leading and auditing country sport, then it has had huge responsibility in improving achievement and creation, distribution and developing effects in country’s sport. Because improving leading style does have principal role in improving the

influence in sport and youth organizations, then according to affectivity of organization indicators, we could prepare required ground for improving entrepreneurship. Research other findings shows there is direct and meaningful relation among leading styles and sport managers' influence. However, this relation is not sensible in second selection style to impression. In fact, these findings are the same as theoretical leading study of Hersey & Blanchard on the basis of not having the best leading style in organizational situation (Van Vliet, 2012), and also by Zoovin (2001) and Marteen (2001).

## CONCLUSION

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Effective leadership must provide a way to lead the efforts of all personnel to accomplish the organization aims. Without leadership or guidance, the link between individual and organizational goals may be weak or broken, because this subject can lead to undesirable success in which the individual work is merely done to achieve individual's aims and moreover, the organization loses its efficiency and sufficiency and cannot get to its targets. So, for the organization to remain successful, leadership is essential. School as an organization needs to have their own leadership style. All school administrators understand the important role teachers have. Thus, this idea has made managers to seek appropriate leadership style.

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**CONFLICTS OF INTEREST:** The authors declare that there are no conflicts of interest.

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