Determination of links between leadership styles and organizational commitment in Iranian physical educators

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The aim of this study was to determine the relationship between leadership styles and organizational commitment of physical educators who works for Ministry of Science, Research, and Technology in Iran.

One of the most fundamental topics in the behavioral sciences within the field of management is the concern about the leaders’ decision-making on the various organizational situations in order to achieve commitment so that the style taken by the leader will do with the situation efficiently. Consequently, determining all the factors in the situation and recognizing the externally interfering powers that affect the organization and the managers, creative thoughts will be accomplished.

The latest of these theories is positional or situational management. This model suggests that for many features like human resources management and leadership for different organizational situations, there is not any best style of management (regarding abilities, willingness to work and taking relevant management methods as well as recognizing all features affecting the situation). The factors like manager’s and employees’ inclination and other internal and external factors are effective (Hersey and Blanchard, 1982).

Acquaintance with behavioral patterns and their relations with effectiveness have an important role in enhanced management of organizational affairs. At this point, management style can be one of the most important variables in organizational behavior parallel to other factors like organizational climate, power sources and job satisfaction (Robbins, 1991).

However, for getting a suitable and correct feedback from these styles for sport managers, it is necessary to know features needed for making the selected management style flexible and efficient. Thus, sport managers will be able to select an efficient style by knowing correct organization positions. Finally such selection may lead the whole organization to its goals.

Methodology
Samples were all academic staff from physical education departments in the universities of Iran. Hersey and Blanchard’s leadership standard questionnaire as well as Meyer’s organizational commitment questionnaire were sent for the whole population of 265 people.

Data was collected and analyzed in SPSS/10 based on 220 subjects (83%) were useable for the purpose of this study. Along with using the tables of frequencies distribution for explaining managers’ selected styles, we have used Chi square, Pierson’s correlation coefficient and agreement coefficient and Likert scales for analyzing relations between different organizational situations and managers’ selected styles.

Study Findings
After collecting questionnaire and extracting and statistical analysis of data, the results were shown positive relationship between organizational commitment and selling leadership style 40% which was 88 of samples (p<0.05) and it was the first style of management. The same result was found for participating leadership style 33.6% which was 74 subjects it was the second style of management. In contrast, negative correlations were found between organizational commitment and both “telling” 16.4% which was 36 subjects and “delegating” leadership styles 10% which was 22 subjects (p<0.05). (see in table 1 and figure 1).

| Table 1. Leadership Styles from Academic Staff’s Point of View the Dept of Physical Education in Iranian Universities |
|--------------------------------------------------|----------------|----------------|
| Leadership Styles | Frequency | Percentage |
| Telling | 36 | 16.4% |
| Selling | 88 | 40% |
| Participating | 74 | 33.6% |
| Delegating | 22 | 10% |
| Total | 220 | 100% |
Discussion and Conclusion
One of the important issues on the quality of management effectiveness and taking suitable management style in facing different organizational situations is the discussion of flexibility of selected management style which in turn results in approaching management effectiveness. This is the presentation of Heresy and Blanchard’s situational management theory. This theory is based on this conclusion that the higher the flexibility of management style, the higher the management effectiveness in organization (Heresy and Blanchard, 1982; Robbins, 1991).
This study has examined and shown the selling leadership style and participating leadership style can use for the better management in this area and the managers should not use the “telling” and “delegating” leadership style may it becomes major problems. It should be noted that the leadership style might be difference in another city or country. According to Heresy and Blanchard, social factors, folklore, geographical position and labor worth ruling the society may affect the results of given management styles. The implications of these findings are discussed in terms of the leadership styles and organizational commitment. The paper also discusses methodological and theoretical considerations and implications.

References