Compare the Leadership Styles of the Managers of the Football Staff of Fars

Zohrab Ghohari, Ahmad Torkfar, Leila Jamshidian

1 M.A. Student of Sports Management, Department of Physical Education, Arsanjan Branch, Islamic Azad University, Arsanjan, Iran
2 Department of Physical Education, Shiraz Branch, Islamic Azad University, Shiraz, Iran
3 Department of Physical Education, Shiraz Branch, Islamic Azad University, Shiraz, Iran.

ARTICLE INFO

ABSTRACT

The aim of this study is the comparison of management styles among of Fars Province football forums' managers. The search has been done with descriptive method and in the kind of aim is placed in application search category. The statistical search sample, the whole of managers in Fars province football forums who are over 90 managers that were selected by conducting method. In order to collect data, was selected from standard questionnaire about leadership style of lotaz, which includes over 35 questions and according to autocracies and contributing leadership styles in scale of 5 degree of likert. Justifiability and stability this scale has been submitted by lotaz many times and again by lotaz and his colleagues and its alpha coefficient at this search got 0.76. Collected data was examined and analyzed by spss 17 software and with usage from independent t exam and variance analysis. Results showed that according to repliers, between autocracies and contributing leadership styles doesn’t have difference in managers of Fars province football forums and according to anthropology properties have difference between autocracies and contributing styles. It can be mentioned that managers who are older, they understand contribution and opinion communication with their stuffs and with this purpose they inclines to contribution leadership. So, it is recommended that in proportion with stuffs maturity, is behaved with them and with usage from correct leadership style, that is increased organizational pledge and efficiency of stuffs.

INTRODUCTION

One of the tasks of management is effective leadership of the organization; a theme which has invoked much research in industrial societies and has bring about many useful achievements and implications.[3] There is quite a lot of material on leadership; however there are many drawbacks with regard to the leadership behavior detection techniques through practical tools. Several studies have been performed in a variety of way on leadership styles and management which suggest that that a given leadership style may affect the decision-making process and thus organizational effectiveness.[14] Organizations such as physical education colleges, Ministry of Youths and Sports, Department of Physical Education, the Ministry of Education, and sporting federations which are institutions that must be run by the management.[19] If unqualified individuals are appointed to manage sports organizations they may run into lots of problems. Therefore, the existence of efficient and effective management and staff is inevitable for excellence of all organizations including sports federations and boards.[10] Today, organizations need effective and efficient managers and employees to be able achieve their desired goals with regard to all-round development and growth.[26] The success of each organization in achieving the predetermined goals depends on how management and effective leadership styles are practiced. In each organization the management’s sound behavioral models create strong morale and motivation among employees and increase their job satisfaction.[17] Therefore, the management style as a facilitating and motivating factor will directly or indirectly affect the efficiency of the organization and of employees. However, what kind of management style can be influential in motivating and improving the performance of sports organizations is a question that has been explored for about a century by research in the field of management to find some explanations or answers for it.[2] Leadership refers to an effective process that directs groups and individuals towards the determined goals especially if they are common and shared goals. Leadership and management are two separate issues with a significant overlap between them.[6] The difference
between the two concepts is due to the fact that managers often rely on their traditional tasks such as planning, organizing, staffing, and control while leaders concentrate more on general trends that can bring about some changes in the organization. According to some management researchers, managers often seek stability and order while the leaders are looking for constructive changes.[15]

**Research Methodology:**
A descriptive-survey research method was employed in this study. Besides, a descriptive method was used to describe, compare, and explain leadership styles among managers of Fars football associations under the current circumstances. The population under study consisted of all managers of 30 football associations including all chairmen, assistants, and secretaries of these associations who were in total 90 persons. Since the size of the research population was small, all the members of the population were included in the sample. Therefore, the population and the sample were the same as they were selected through total number sampling technique.

**Results of the study:**
The respondents’ demographic characteristics indicated that the majority of the participants were male accounting for 71.4% of all the respondents while the female participants included 28.8% of the sample. The average age of the participants was 38.3 years old and the average of their job experience was 11.5 years. In addition, 52.9% of the participants held a B.A degree, 12.9% higher than B.A, and the rest had a degree lower than B.A. 44% of males had a B.A degree and 16% were higher. Besides, 75% of female participants had a B.A degree and 5% were higher. The mean age for men was 41 years old and for women was 31.5 years old. The highest mean score given to items in the questionnaire by females was related to authoritarian leadership style with a value of 3.7 while the mean score given to authoritarian leadership style by males was equal to 3.5, respectively.

**Table 1:** Cronbach's Alpha coefficient.

<table>
<thead>
<tr>
<th>Questionnaire</th>
<th>Luthanz</th>
<th>Rezaei</th>
<th>Present study</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leadership style</td>
<td>0.76</td>
<td>0.79</td>
<td>0.73</td>
</tr>
</tbody>
</table>

As shown in the above table, the Cronbach's alpha coefficient for the leadership style questionnaire used in the present study was 0.73 and since the standard coefficient is 0.70 it can be said that the questionnaire had an acceptable level of reliability.

**Table 2:** Respondents’ demographic characteristics.

<table>
<thead>
<tr>
<th>Variables</th>
<th>Mean ± SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Age</td>
<td>38.3 ± 11.2</td>
</tr>
<tr>
<td>Job experience</td>
<td>11.5 ± 9.6</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Gender</th>
<th>Number</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Males</td>
<td>50</td>
<td>71.4</td>
</tr>
<tr>
<td>Females</td>
<td>20</td>
<td>28.6</td>
</tr>
</tbody>
</table>

As can be seen in the table, the majority of the participants were male accounting for 71.4% of all the respondents. Besides, the average age of the participants was 38.3 years old and the average of their job experience was 11.5 years.

**Fig.1:** Frequency of the participants based on their gender.
Table 3: Participants’ demographic characteristics based on their gender.

<table>
<thead>
<tr>
<th>Variables</th>
<th>Males (N = 50)</th>
<th>Females (N = 20)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Mean ± SD</td>
<td>Mean ± SD</td>
</tr>
<tr>
<td>Age</td>
<td>41 ± 11.4</td>
<td>7.4 ± 31.5</td>
</tr>
<tr>
<td>Job experience</td>
<td>10.09 ± 13.7</td>
<td>6.1 ± 5.6</td>
</tr>
<tr>
<td>Level of education</td>
<td>Number</td>
<td>Percentage</td>
</tr>
<tr>
<td>High school diploma</td>
<td>9</td>
<td>18</td>
</tr>
<tr>
<td>Associate degree</td>
<td>11</td>
<td>22</td>
</tr>
<tr>
<td>B.A</td>
<td>22</td>
<td>44</td>
</tr>
<tr>
<td>Higher than B.A</td>
<td>8</td>
<td>16</td>
</tr>
</tbody>
</table>

As shown in the table, 44% of males had a B.A degree and 16% were higher. Besides, 75% of female participants had a B.A degree and 5% were higher. In addition, the mean age for men was 41 years old and for women was 31.5 years old.

Table 4: Results of Kolmogorov-Smirnov test.

<table>
<thead>
<tr>
<th></th>
<th>Z score</th>
<th>sig</th>
</tr>
</thead>
<tbody>
<tr>
<td>Authoritarian style</td>
<td>0.7</td>
<td>0.6</td>
</tr>
<tr>
<td>Participatory style</td>
<td>0.6</td>
<td>0.8</td>
</tr>
</tbody>
</table>

*Significance level (P < 0.5)

As can be seen in the table, the authoritative and participative styles will have the normal distribution so parametric test were used throughout the present study.

Discussion and conclusions:

Most professionals believe that leadership styles are influenced by the leader’s attitude towards his role and his employees. For instance, if the leader regards the employees as his subordinates, he probably uses an authoritative or conservative style. On the other hand, if he sees the employees as his colleagues and if he assumes that he himself has only more responsibility than other employees he may be more likely to practice participatory styles. The results of the present study suggested that there is no significant difference between men and women concerning participatory style which is in line with a study conducted by Kakabadse et al., who examined gender, age, and job experience among Australian government’s senior managers and officials and the UK health service managers and concluded that gender is not an important factor from the viewpoint of leadership style and performance. In addition, this finding corresponds to the results of a study by Abbas Zadeh who demonstrated that male and female professors did not show significant differences when choosing between authoritative and participatory styles. Similarly, Ashkavandi observed that the level of education does not make a significant difference between men and women when choosing leadership styles as women due to their differences from men in mental characteristics tend to direct their subordinate emotionally and motivate them. However, both men and women have similar preferences when choosing leadership styles as women due to their differences from men in mental characteristics tend to direct their subordinate emotionally and motivate them.

ACKNOWLEDGMENT

This article is extracted from my thesis under the title of “Compare the leadership styles of the managers of the football staff of Fars”. Hereby, I extend my sincere appreciation to Islamic Azad university of Arsanjan for the efforts and supports they provided to me.

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