



AENSI Journals

Journal of Applied Science and Agriculture

ISSN 1816-9112

Journal home page: www.aensiweb.com/jasa/index.html

Surveying the Relation Between Development Leading and Job Creativity of Managers of Sport Clubs of Esfahan

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ARTICLE INFO

Article history:

Received 10 January 2013

Received in revised form 11

March 2014

Accepted 19 March 2014

Available online 1 April 2014

Keywords:

Developmental Leading, Job Creativity, Ideal Features, Ideal Behavior

ABSTRACT

Background: The aim of this research is surveying the relation between development leading and job creativity of managers of sport clubs of Esfahan. **Methodology:** The aim of this research is surveying the relation between development leading and job creativity of managers of sport clubs of Esfahan, which was done by correlation method and was done among place managers of 240 clubs of Esfahan. Of these, according to Morgan table and random sampling method, 148 club manager was selected. Two questionnaire of Rand Seep job creativity and Bess & Avoliow developmental leading was selected to gathering data which was valid and reliable and was calculated 0.9 for both by Cronbach' alpha coefficient. To analyze the results descriptive statistics and inferential statistics methods (Clomgroph Smimoph test) and then evaluate by correlation coefficient in SPSS. **Results:** Results show a significant relation between ideal features with job creativity and ideal behavior by job creativity of sport clubs managers of Esfahan. According to results sport clubs managers who has ideal features and ideal behaviors, in fact managers who use developmental leading method, has a high creativity. **Conclusion:** Consequently, it is recommended that managers of sport clubs to increase job creation in order to increase the efficiency and effectiveness of clubs, note to strengthen its ideal characteristics and behavior to better performance at all levels of transformational leadership style clubs.

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To Cite This Article: Elaheh Jahaniyan Najaf Abadi, Manijeh Mardani, Fatemeh Khashei, Ali Toghyani Khorasgany., Surveying the relation between development leading and job creativity of managers of sport clubs of Esfahan. *J. Appl. Sci. & Agric.*, 9(3): 1107-1111, 2014

INTRODUCTION

Current era, is changing and main evolution era, and organizations which has good and changeable managers can do better. Developmental leading is the base of long organizational changes that help to handle long aims for organizational system. Developmental leaders prefer effectiveness to performance and try to use organizational human sources according to their morality. Developmental leading researchers, researchers of developmental leadership, have earned the evaluation of different aspects of behavior that these leaders have a shared vision. That is, transformational leadership, values, beliefs and attitudes of followers who are willing to work beyond expectations to change Moghadami (2007).

Developmental leading through the process of informed individuals or groups to a discontinuous change in the status quo and functions of the organization as a whole. Developmental leaders through their words and deeds to transform the organization and have a lot of influence among their followers. This type of leadership is realized when the leaders increase their followers' interests. This type of leadership is based on idealized influence, intellectual encouragement, motivation, inspiration and personal considerations Mogheli (2004).

One of the important factors that could cause extensive research in the areas of leadership and attraction is derived from the concept of transformational leadership. leaders began to perform "what" to do or create new ways to stimulate the activity, however, their success depends on "how" to do it. Even if leaders do everything correctly, but the basic task of the 'emotional control in the right direction's fail have done and cannot be measured and may be effective Goalman (2006).

The results of several studies suggest that developmental leadership will lead to acceptable results in organizations, including the leaders enhance organizational commitment of their subordinates, their loyalty to their organizational unit will increase and on the other hand, leaders motivate of their followers will increase. Finally, developmental leadership style will enhance the effectiveness of leaders. This is why many researchers

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are focusing on the factors that lead to transformative actions. Developmental leadership is through the process of informed individuals or groups to a discontinuous change in the status quo and functions of the organization. Developmental leadership is to transform society as a whole through their words and deeds they have a lot of influence among their followers Sobhani Nezhad (1999).

Developmental leadership literature was done by Burns in 1978. Burns indicated that developmental leadership and others for doing unique insight into the challenges and they make the efforts. Following the investigation of Burns in 1985, cease to provide a model for sustainability and organizational change positions, respectively transactional leadership and the transformative prescribed. Bess & Aloviv (1996) expanded a model to the dimensions of developmental leadership and transactional leadership and specify the model in the form of a questionnaire with Multifactor Leadership Questionnaire in the form of operational brought. In this model, the dimensions of developmental leadership include idealized influence, intellectual encouragement, motivation, inspiration and personal considerations and aspects of reward contingency balance of leadership and management on exceptions Higgs (2003).

According to Burns (1978), developmental leadership is a process in which leaders and followers are always trying to be emotional and motivational forces together to promote higher levels. Growing flow in the process of interaction between leaders and followers Knshnan venkat(2004).

Edgar Schein thinks that transformation is a change that takes place in a culture of collaboration. Burns bas citing findings, the concept of developmental leadership offered more developed, much of the view that developmental leadership and attention to the needs beyond the mundane followers. they provide the bustle and glitter. Cease your next writings, described as the essence of the concept of developmental leadership:

"Developmental leadership refers to the leader who is going through idealized influence, inspire, stimulate and support the development of elite staffs' followers in orbit beyond the momentary interests of the individual to mobilize".

Organizational innovation: the presentation of the new thought to improve the promotion of quality of organized activities (for example: productivity, enhancing products and services, etc.) In other words, organizational creativity as a business development or acceptance of an idea or behavior that is new for the entire organization. Else can be said that the definition of creativity, organizational, technological or managerial work out the facts in relation to new products or processes Hassan Beigi (2010). Views about organizational creativity of Herbert Simon's research stems from the creativity and process innovation. And they are: 1 - preliminary analysis 2 - generating ideas 3 - 4 decision to accept the idea - the idea of implementing

Totally main source of organizational ideal creation divided to 2 main group: a. outside organization sources b. into organization sources.

General organizational creativity can be classified into three levels:

A) individual-level creativity:

Individual creativity is a function of personality factors, cognitive styles and abilities, specializations and tasks associated with social influences and background. Features such broad interests, independence, judgment and discretion of personality characteristics that affect performance.

In addition to the characteristics, performance, creativity requires a particular set of skills related to creativity . Skills with creative thinking ability to be as creative, production and deployment options thinking can be defined different. Furthermore, the domain of knowledge creation, knowledge reflection, a education, training, experience, personal knowledge is in a particular field Sadeghi Mal Amiri (2007).

B) a level of creativity:

Creativity may also occur alone, but often the result of interactions between staff and members of the creative is team. Therefore, the emergence of a new idea of social influence is important to people. Social scientists and social creativity lies in the special conditions, human environment interaction, and group. Team meetings should be set rules for handling sessions. Finally, the subjects were asked to be criteria for screening and access to pure ideas and creative ideas to offer. The important point is that ideas are not selected or discarded because they may be used in the future Knshnan venkat(2014). Accordingly, the most important variables is affecting group size, group creativity, diversity, unity of group and group communication system.

C) Occupational level (organizational):

Complex and demanding jobs (for example, large challenge authority and increased complexity) and people should be more focused to stand and be more creative options, more attention should be more on the panache. Express to other jobs that are more simple, everyday may not motivate employees and to allow them the flexibility to find new ways of doing risky things and does not provide the potential for creative Haji Hashemi(2011).

Some of the characteristics of creative thinkers expressed as follows: respect for human dignity and respect for people, culture, improve productivity, managers of always encouraged, perfect competition attention to all

the sophistication of clients, enabling job rotation, teamwork culture. Job security, being deemed the agent of change, a culture of self-evaluation and self-control, teamwork, welcomed the change of managers of public services, public satisfaction Eshaqi (1999).

Traditional culture, access management, respect for individuals, public services, expertise and teamwork welcomed executives from factors that are considered Esmail Tabar (1999).

Creativity of any social system: is a phenomenon based on logical and creative individuals as a function of the system. Just as plant growth an environment is required for creativity to flourish and there must be adequate space to mind the memory of people to deal with new ideas and creating new opportunities to release. Innovation is the creation of value, creativity and innovation engine. Based on extract and creativity, two or more combining and integrating thought to reach completely new idea. Creativity was prepared mind to favored outcome as the result of dissatisfaction with the status quo. That also depends on personal factors and environmental factors Khalil Taroq(2005). Development of organizational creativity is also dependent on several factors . below figure shows these factors.

Overall 5 main factor of enterprise that can contribute to the pursuit of creativity in the workplace is (Andriopoulos, 2001), these factors include: 1 - Organizational Culture 2 - style 3 - Organizational environment4 - resources and skills 5 - Structure the system

Method:

Correlational research is a applied research and survey is methodology. The statistical population of this research are the Esfahan sports club managers in the implementation of the study in (2012) and have been working in clubs. The managers of sports clubs in the Esfahan are 240 clubs based on the Morgan table and random sampling method and 148 were selected as club manager.

For collecting data two Creative Career questionnaires Rand Seep and developmental leading of Bess & Avoliv were used which was valide and reliable nad by using Cronbach's alpha coefficient for both was 0.9 , and for analyze results descriptive statistics (frequency distribution tables, a bar graph, the central index and mean dispersion index standard deviation) and inferential statistics (Kolomogro Smirnov -test, Pearson correlation coefficient) were used and all operations were performed by spss.

Findings:

The sample consisted of 148 managers Esfahan sport club that had been aged between 20 to 55 years, mean age equal to 37.5. Which 39.2% of them was female and 60.8% male. In terms of education, 14 percent of respondents have a diploma, 22% was technician, 52 percent had BA and 12 percent had master degree. In addition, 84 % of the sample were married and 16 % was single. Minimum experience of Gym Leaders was 1 year, with a maximum of 20 years.

Kolmogorov Smirnov test for normal distribution of the data:

Table 1: Results of Clomogroph Smirnoph test about normal distribution of data.

index	Z	P
Developmental leading method	0.474	0.978
Job creativity	0.927	0.356

Results of table (1) show that distribution of developmental leading method data ($Z=0.474$, $P=0.978$) and job creativity ($Z=0.927$, $P=0.356$) is normal.

Table 2: Results of Pierson test about relation between developmental leading method with creativity.

coefficient	Component	Developmental leading method	Creativity
Developmental leading method	R		
	P		
Creativity	R	0.342	
	P	0.015*	

significant in level $P \leq 0.05$.

According to table 2, there is a positive relation between Developmental leading method and creativity ($P \leq 0.05$, $r=0.342$).

Table 3: Results of Pierson test about relation of component of developmental leading method by creativity.

Coefficient	Component	Creativity
Creativity	N	
	R	
	P	
Ideal features	N	148
	R	0.317
	P	0.025**
Ideal behaviors	N	148
	R	0.285
	P	0.044**

is significant in level $P \leq 0.01$ ** is significant in level $P \leq 0.05$

According to results of Table 3, the relationship between creativity with ideal characteristics ($P \leq 0.05$, $r=0.317$) Creativity with ideal behavior ($P \leq 0.05$, $r=0.285$) is a significant positive relationship.

Discussion and conclusions:

Today, many organizations undergoing change, and any change requires employees and managers who are adaptable and can adapt to changes. These social interaction in a worthy and fruitful manner for most managers and leaders are as a key in organizational change management and is becoming increasingly important. So organizations can survive and continue in this era that is managed by competent managers and leaders of organizations to be able to adapt to these changes. This competent leaders are developmental leaders who are playing according to their characteristics that were considered to be successful leaders in their today communities.

According to the findings there is a relation between ideal characteristics of sport and creativity of managers of Esfahan sport clubs managers. Ideal features are: instill pride to the members to cooperate with the others, regardless of the desires of the person for groups, act in a manner that inspires respect of others, showing a sense of power and competence, sacrificing personal interests for the interests of others, make sure others to remove barriers which according to research findings has effects on Isfahan creative clubs directors. And this result is consistent with Haji Hashemi results.

Also according to results, there is a relation between ideal behaviors and job creativity amount of Esfahan clubs managers. Ideal behaviors are: talking about importance value, attention to mental source and behavior and decision, talking about importance of trust to others which has effect in organizational creativity of managers, and this results is the same as Esmaili Tabar results.

So we can conclude from above hypothesis that ideal features and ideal behavior of sport club manager has effect on their creativity. So it suggested that sport club managers to increase job creativity for improve performance and effectiveness of clubs, improve ideal features and behavior. Creative organization has special features.

The most important feature of these organizations is their resilience in the face of crisis that is often the result of economic competition. Generally, creative agency has the following elements and characteristics: the innovative structure, creative corporate culture, creative environment, creative people, Creative group, innovative organization leader, participatory communication system with of developmental style and attention to emotions of staff at all levels of club.

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