

The Relationship between Leadership Styles and the Sources of Power in Managers of Sport Organization from the Viewpoint of Their Employees in Guilan

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ABSTRACT

Objective: Evaluation of the relationship between leadership styles and the sources of power in managers of sport organization from the viewpoint of their employees in Guilan.

Methodology: 154 employees of departments of Physical Education of Guilan Province formed the study population who participated in this study as the sample. Descriptive and deductive statistical methods such as Friedman, Tau-Kendall rank correlation coefficient, and multivariate linear regression were used in this study. The level of fallibility was considered $\alpha=0.05$.

Results: The results showed that power sources as predictive variables can predict the leadership style of managers. Also, there was a direct there is a significant relationship between leadership styles of managers with power sources. The relationship between leadership styles and each power source was also evaluated in the present study and it was observed that there is a positive and significant correlation between participative leadership style and reward power source, a positive and significant correlation between deductive leadership style with referral and specialized power source and a negative and significant correlation with coercive power source, a positive and significant between delegating leadership style with coercive power source and a negative and significant correlation with referral power source.

Discussion and Conclusion: A leadership style which is accompanied with logical methods, good relations, and optimal power base will lead to improved quality of organization, while the traditional leadership based on one-way flow from top to bottom accompanied with coercive and absolute power base leads to recession and reduced quality of organization.

KEYWORDS: leadership style; Power sources; Managers; Staff

INTRODUCTION

Today's world is the world of organizations and organizations are the main basis of current community. Findings of management science and leadership of organizations have drastically changed the situation of life, so that modern human, after years of efforts in the realm of social life, has come to the conclusion that only capable and creative managers can take steps to achieve happiness and spiritual welfare and direct the social organizations to desirable and ideal levels by Changing the group culture and minimizing the possible resistance to creativity (4). Stimulating and motivating employees and experts is one of the most and basic important conditions to achieve organizational goals. If people working in an organizations are motivated enough, the organization can overcome the problems more easier. Adoption the appropriate leadership style and source of power as two important elements in the organizations has played an important role in recent years in stimulating the experts to do their tasks. If the behavior of managers and leaders with experts and staff is more wisely, in consistent with their attitudes, and providing their needs and expectations, that leadership style will be definitely more accepted (1). On the other hand, managers adopt some ways to achieve organizational goals with regard to spatial and temporal conditions and also their moral characteristics that the use of power is one of these ways, as works are manifested and come into actions with power (8, 11). Given the perfect relationship between leadership and leadership power, leadership should not be merely evaluated because of the understanding of the way of its influence in the staff and subordinates, but ownership and the way of using power should be also assessed (4). It seems that acquisition of more information about power bases and effective styles in different situations can help the managers of organizations, especially the managers of Physical Education departments to choose patterns suitable for different situations. Also, familiarity of managers and officials with organizational

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behaviors and their causes can provide the necessary substrates for direction change and organizational improvement and growth and working conditions.

THE RESEARCH METHODOLOGY

A) Population and statistical sample:

According to the Department of Physical Education of Guilan Province, the identified study population was 154 that all of them were selected as statistical sample due to their limited number. The author in person visited all 28 departments Physical Education in Guilan Province and handed out the questionnaires.

B) Measurement tools:

Measurement tools used in this study are as follows:

- 1- Individual traits questionnaire: It was used to measure the variables of study such as age, gender, profession, education, service experience, and management experience.
- 2- The questionnaire of description of adaptability and effectiveness of the leader from the perspective of others: This questionnaire raises twelve different states of leadership and shows one of the four leadership styles (imperative, reward, legitimate, referral, expertise) that their managers use them more.
- 3- Influence questionnaire (Power exercise): The questionnaire of Susman and Depp (1995) was used to measure the power sources.

C) Statistical methods:

In order to respond to the objectives and questions of research, raw data were firstly classified based on the scores of each subject of different variables. Then, descriptive statistical methods were used to classify leadership styles and power sources of managers. Mean, median, mode, and standard deviation of data were also calculated and the relevant tables were drawn. Deductive statistical methods such as Friedman Non-parametric Test, Tau-Kendall rank correlation coefficient, and Multivariate linear regression at a level of fallibility of $\alpha=0.05$ were used to test hypotheses. All statistical operations were done using SPSS 15 software.

FINDINGS:

1- Description of demographic characteristics:

Demographic characteristics of the staff of Physical Education departments of Guilan Province are shown in the table below.

Table 1: Description of demographic characteristics of the respondents

Percentage	Number	Groups	
%31/9	45	Woman	Gender
%68/1	96	Man	
%22	31	25-30	Age
%13/5	19	31-35	
%16/3	23	36-40	
%24/8	35	41-45	
%13/5	19	46-50	
%7/1	10	51-55	
%2/1	3	56-60	
%0/7	1	61-65	
%43/3	61	High school Diploma	Education
%17	24	Associate's Degree	
%37/6	53	Bachelor's Degree	
%2/1	3	Master's Degree	
%31/2	44	Physical Education	Profession
%68/8	97	Others	
%15/6	22	Less than 5	Service experience (Years)
%19/1	27	6-10	
%19/9	28	11-15	
%45/4	64	More than 15	
%59/6	84	Without experience	Management experience (Years)
%15/6	22	Less than 5	
%14/9	21	6-10	
%5/7	8	11-15	
%4/3	6	More than 15	

2- Hypotheses test:

Results and findings of research are presented in 10 tables and figures in this section.

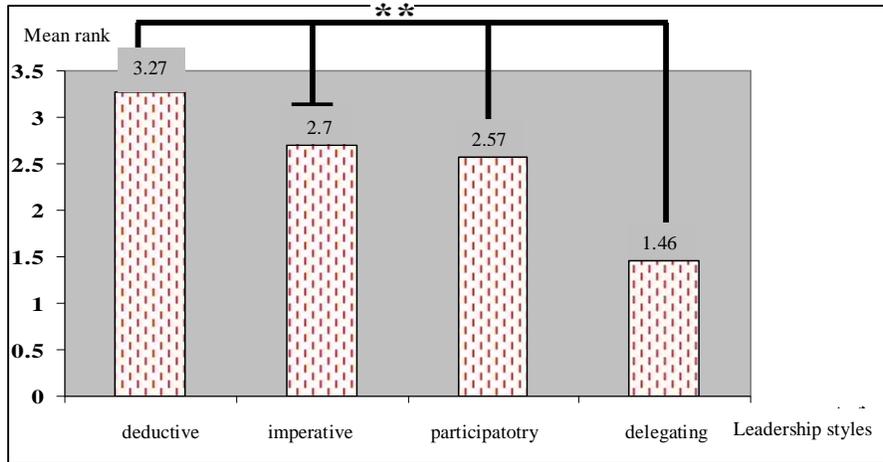


Fig. 1: Ranking of leadership styles of managers from the perspective of employees using Friedman Non-parametric Test of K correlated samples

** Significance at a confidence level of 0.01

As shown in Figure 1, given the mean of rank from the perspective of employee, their managers significantly (Sig.= 0.001) used deductive style (with a mean rank of 3.27) at first, then used imperative and participatory styles (with a mean rank of 2.7 and 2.75, respectively), and finally used delegating style (with a mean rank of 1.46).

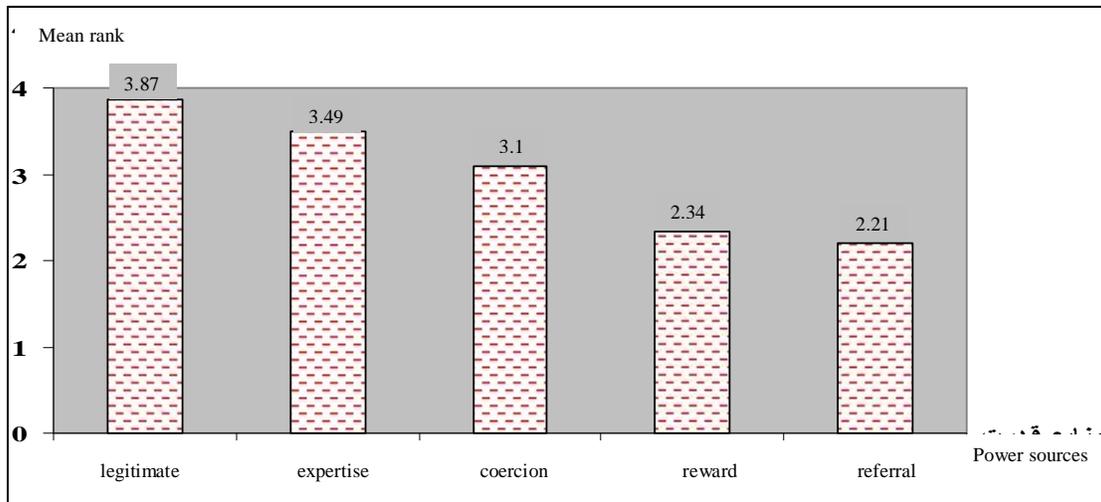


Fig. 2: Ranking of power sources of managers from the perspective of employees using Friedman Non-parametric Test of K correlated samples

** Significance at a confidence level of 0.01

As shown in Figure 2, given the mean of rank from the perspective of employee, their managers significantly (Sig.= 0.001) used the legitimate power source (with a mean rank of 3.87) at first, then used expertise, coercion, and reward power sources (with a mean rank of 3.49, 3.1, and 2.34, respectively), and finally used referral power source (with a mean rank of 2.21).

Table 2: Correlation between imperative style of leadership and power sources of managers

Number n	significance level p	Correlation Coefficient r	Statistical indicators	Variable
			Power sources	
141	0/841	-0/013	Coercive power	Imperative Style of leadership
141	0/918	-0/007	Legitimate power	
141	0/682	-0/027	Referral power	
141	0/072	-0/117	Expertise power	
141	0/028*	0/142	Reward power	

* Significance at a level of 0.05

According to Table 2, there is a negative and non-significant correlation between imperative style of leadership with coercive, legitimate, and reward power sources. Also there is a positive and non-significant correlation between leadership style with referral and expertise power sources.

Table 3: Correlation between participatory style of leadership and power sources of managers

Number n	significance level p	Correlation Coefficient r	Statistical indicators	Variable
			Power sources	
141	0/841	-0/013	Coercive power	Participatory Style of leadership
141	0/918	-0/007	Legitimate power	
141	0/682	-0/027	Referral power	
141	0/072	-0/117	Expertise power	
141	0/028*	0/142	Reward power	

* Significance at a level of 0.05

As it can be observed in Table 3, there is a reverse and non-significant correlation between participatory style of leadership with coercive, referral, and expertise power sources, but there is negative and non-significant correlation between participatory style of leadership with legitimate power source. In addition, there is a positive and significant correlation between participatory style of leadership with reward power source.

Table 4: Correlation between deductive style of leadership and power sources of managers

Number n	significance level p	Correlation Coefficient r	Statistical indicators	Variable
			Power sources	
141	0.001**	-0/243	Coercive power	Deductive Style of leadership
141	0/948	-0/004	Legitimate power	
141	0.005**	0.180	Referral power	
141	0.006**	0.179	Expertise power	
141	0.185	-0.085	Reward power	

* Significance at a level of 0.01

According to Table 4, there is a reverse and non-significant correlation between deductive style of leadership with coercive, referral, and expertise power sources. but there is negative and non-significant correlation between deductive style of leadership with legitimate power source. Also, there is a positive and significant correlation between deductive style of leadership with reward power source.

Table 5: Correlation between delegating style of leadership and power sources of managers

Number n	significance level p	Correlation Coefficient r	Statistical indicators	Variable
			Power sources	
141	0.001**	0.297	Coercive power	Delegating Style of leadership
141	0/625	0.034	Legitimate power	
141	0.001**	-0.260	Referral power	
141	0.136	-0.103	Expertise power	
141	0.859	0.012	Reward power	

* Significance at a level of 0.01

According to Table 5, there is a negative and non-significant correlation between deductive style of leadership with legitimate and reward power sources. Also, there is a positive and significant correlation between deductive style of leadership with referral and expertise power sources and a negative and significant correlation with coercive power source.

Table 6: Multivariate regression for prediction of participatory style of leadership using power sources

Model	β coefficient	t	Significance level
Coercive power	0/002	0/021	0/983
Legitimate power	0/141	1/341	0/182
Referral power	0/125	0/978	0/330
Reward power	0/333	2/906	0/004*
Model Summary	$R^2=0/069$	$F_4=0/516$	$P=0/044$ SEE=1/76

** Significance at a confidence level of 0.05

Table 7: Multivariate regression for prediction of delegating style of leadership using power sources

Model	β coefficient	t	Significance level
Coercive power	0/002	2.447	0.016**
Legitimate power	0/141	-1.186	0.238
Referral power	0/125	-2.505	0.013**
Reward power	0/333	-1.449	0.150
Model Summary	R ² =0/178	F ₄ =7.368	P=0.001 SEE=2.15

** Significance at a confidence level of 0.05

Table 8: Multivariate regression for prediction of imperative style of leadership using power sources

Model	β coefficient	t	Significance level
Coercive power	0.013	0.128	0.898
Legitimate power	0.037	0.344	0.732
Referral power	0.172	1.315	0.191
Reward power	-0.020	-0.168	0.867
Model Summary	R ² =0.030	F ₄ =1.040	P=0.389 SEE=2.36

Table 9: Multivariate regression for prediction of deductive style of leadership using power sources

Model	β coefficient	t	Significance level
Coercive power	-0.295	-2.968	0.004**
Legitimate power	-0.034	-0.332	0.740
Referral power	0.037	0.294	0.769
Reward power	-0.095	-0.853	0.395
Model Summary	R ² =0.113	F ₄ =4.322	P=0.03 SEE=1.89

** Significance at a confidence level of 0.05

As shown in the above four tables, power sources describe only 7% of common variance of participatory style of leadership, 18% common variance of delegating style of leadership, 3% of common variance of imperative style of leadership, and 11% of common variance of deductive style of leadership. Power sources, due to low common variance, cannot be a good predictor for imperative style of leadership. Expertise power source was eliminated from models because of low tolerance.

DISCUSSION AND CONCLUSION

Findings of the present study showed that from 4 studied leadership styles, deductive style which is associated with careful monitoring and supervision of the affairs and also with strong human relations and imperative style that is associated with low relation-orientation and high task-orientation within the organization are used as the dominant leadership and the supportive leadership style in the studied community, respectively. The results of the present study are consistent with those of Sultan Husseini *et al* (2005) but in contrast with the results of Mac Shine (2002), Heresy & Blanchard (1997), and Khoshbakhti (2004) who introduced the participatory style as the dominant one (1, 6, 7, 2).

In terms of power sources, the results showed that from 5 studied power sources in this study, the legitimate power source in which the manager tries to direct the behaviors and influence in subordinates by using law and expertise power source that is associated with specialty and skillfulness of the manager are considered as dominant and supportive power sources. These results are not match with the findings of Elangovan (2002) and Tabaeeyan (2004) that believed that coercive power sources are dominant (3, 9).

The relationship between leadership styles with each of power sources was also evaluated in the present study. The results showed that the relationship of coercive power source with deductive style is reversed with delegating style is positive. There was no significant relationship between legitimate power with leadership styles. Also, referral power has a positive relationship with deductive style and a reverse relationship with delegating style. There was a positive and significant relationship between expertise power with deductive style of leadership and between reward power with participatory style. These results are in consistent with the findings of Sonkin (1992) and Heresy & Blanchard (1999), but are consistent with those of Khoshbakhti (2004) (1, 5, 10).

Altogether, there was a significant relationship leadership styles with power sources, none of them has a noticeable role in determination of changes and fluctuations of this variables. Deductive style among leadership styles and legitimate power among power sources are the most dominant ones.

The results of the present study also showed that power sources, as predictive variables, can predict leadership and civil styles in managers, as reward power has a significant β coefficient for the prediction of participative leadership style. Additionally, coercive and referral power sources had a significant β coefficient

and can predict the delegating leadership style and coercive power also have a significant β coefficient for prediction of deductive style. None of power sources were the predictor of delegating style of leadership.

In summary, according to the findings of the present study, it can be concluded that power sources is one of the effective factors and constituent of leadership style that can have favorable or unfavorable impacts on it. Additionally, a proper power source is greatly influenced by situational variables. Hence, a leadership style which is accompanied with logical methods, good relations, and optimal power base will lead to improved quality of organization, while the traditional leadership based on one-way flow from top to bottom accompanied with coercive and absolute power base leads to recession and reduced quality of organization.

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