

Comparison of Female & Male Physical Education Managers' Leadership Style & Its Relation to Job Satisfaction of Iran Sports Federations' Staff

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ABSTRACT

The purpose of this research is to compare female and male physical education managers' leadership style and its relation to job satisfaction of sports federations' staff. This is a causal comparative research and the statistical population includes all managers, deputy managers and secretaries of sports federations and female physical education managers of sports organization and Physical Education Faculty of Alzahra University. Data collection is performed by three questionnaire including personal information of managers and their staff, Marchall Sashkin The Leadership Profile questionnaire (TLP) (1996), and Wisocky & Krumm Job Facet Profile questionnaire (JFS) (1991). Cronbach's coefficient alpha is used for the evaluating the inner reliability of both Sashkin The Leadership Profile questionnaire (TLP) (0.97) and Job Facet Profile questionnaire (JFS) (0.95). For data analysis we use descriptive statistics and inferential statistics. For inferential statistics I apply multivariate regression through simultaneous entry method and *t* from two independent groups. Results show that there is no significant relation between female and male physical education managers' personal characteristics (i.e. age, gender, managerial experience & education) and their transactional or transformational leadership style. But, there is a significant relation between female and male physical education managers' transactional or transformational leadership style and job satisfaction of their organizations' staff. Also, there is significant relation between transformational leadership style and the staff's job satisfaction. In addition, there is no considerable relation between male and female staff's job satisfaction.

KEYWORDS: Leadership style; Physical Education Managers; Sports Federation; Job Satisfactio.

INTRODUCTION

Today, organizations across all countries need competent and productive managers in order to achieve the goals towards comprehensive growth and development. Management as an agent of the whole organization is head of the organization that is to establish coordination and to increase productiveness. So the organization achievement in its goals fulfillment depends on the way of enforcement of its management method and effective leadership style (9). Hence, most organizations in different countries all around the world try to appoint people with required capabilities of effective leadership for management positions (10). In case of leadership and management, ascendancy of male managers and executive directors in organizations is obvious in all levels of many jobs (2). Regarding the old days of men's permanent contribution in management position of organizations, this can be concluded that in comparison of leaderships of men and women, the winners are men (8).

On the other hand, women's lack of independency and lack of contribution in decision making process have resulted in men's superiority in leadership and management (19). Statistics showed fewer women's agents appointed at sports organizations' managerial positions compared to men's and the higher managerial positions were mostly possessed by men (21). One of the important barriers against advancement of women is their traditional view toward sexuality (20). Of course, unlike the past, women's contribution in leadership and management of organizations is essential in today's world. Hence, in order to reach balance and eliminated inequalities and then to reach better and more complete development, society needs women active contributions in its different levels (11). Some researches showed that women's leadership style is different from men's, but men can also accept women's leadership style and effectively apply it. The effect of leadership style is not only irrelevant to sexuality, but also both women and men can learn from the other one's effective styles and try to apply them (25). Other researches showed that men incline to be distinguished from women and consider a less salary for them; in fact they believe that the value of male characteristics for leadership and managerial positions are higher than female characteristics (13).

Maning (2002) reported no significant relations between gender and leadership style of the managers. There different views regarding differences of male and female leadership styles; in total theories, Pawel claimed that there is a few evidence about the superiority of male or female managers or about the differences between male and female leadership styles. Therefore, it is better to say that performance of management among men and women can be observes as such levels as Very good, weak and medium. Regarding sexuality, organizations achievements in today's world totally depend on proper employment of existed specialists, whether they are men or women (22).

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In organizations, regardless of sexuality, the role competent and productive leaders and also human resources are important factors. The factor of motivation among human resources is of particular importance. This factor can be reached by improving job satisfaction and morals. In fact, a manager's appropriate behavioral patterns in each organization lead in high morals and strong motivations among the staff and improve their job satisfaction (4). Therefore, if a manager of an organization cannot properly prepare an environment leads in the human resources' motivation, will undoubtedly dampen their morale, cause lack of job satisfaction and decrease their job performance. On the other hand, this can face the organization with mental pressures due to stress and disputes and resistances that will then result in decrease of job performance, productivity and effectiveness of the organization. Therefore, it can be mentioned that leadership style as a facilitating and motivating factor has direct or indirect effect on both organization and its staff productivity (24). But, that which style of leadership can be effective on creating motivation and improving the performance of sports organizations is a question that its answer took a century researching and investigating regarding leadership and management. Recent investigation concerning leadership refers to transactional or transformational theories.

James represented a moral manner by which leaders and their subordinates would reach a more excellent level of motivation (5). Leadership theoreticians believe that transactional leadership just considers the effective relations between job and salary so that causes failing in creating job implication and decreases staff motivation. But, useful leadership with more productivity leads in long-term achievement and performance improvements, this is called transformational leadership. Certainly, researchers in more recent investigations considered effective leadership style as a total set of transactional and transformational leadership (18).

Bruce & Russel (2004) believed that a transformational manager must describe new structures and behaviors in a way that employees accept them and therefore a good environment will be prepared for new leadership and new behavior of the organization. Transformational managers are encouraging leaders and motivate their subordinates. This is one of the manners above privileging the staff (17). Dian & Doran (2004) claimed that leadership style has many effects on creating a positive job environment (14).

In 2006, Eshraghi showed that there is a positive significant correlation between transformational leadership style and leadership productivities (1). Sashkin argues that transformational managers perform their responsibilities in such a way that deeply effects on organization performance (7). Therefore, both male and female managers must choose the proper leadership style, keep their employees active in performance and continuously create a new energy in work environment (2).

RESEARCH METHODOLOGY

This is a causal comparative research and the statistical population includes all managers, deputy managers and secretaries of sports federations and female physical education managers of sports organization and Physical Education Faculty of Alzahra University on one hand, and their staff and employees on other hand. Measurement tools of this research include three questionnaires:

1. General information questionnaire which includes personal information of managers and their staff and contains some questions designed by the researcher and regarding research purposes.
2. Marchall Sashkin The Leadership Profile (TLP) questionnaire (1996). This questionnaire contains 50 questions of which each 5 questions measures one indicator. In this questionnaire, there are 2 indicators for transactional leadership and 8 indicators for transformational indicators. In 2008, Shirin Zardoshtian reported 96% reliability for this questionnaire.
3. Job Facet Satisfaction (JFS) questionnaire contains 41 questions to describe jobs through evaluating job nature, salary and privileges, advancement status, job promotion and supervision. This questionnaire designed by Wysoki & Krom in 1991.

In this research, questionnaires' inner reliability was evaluated by Cronbach's coefficient alpha and coefficients for The Leadership Profile questionnaire (TLP) and Job Facet Profile questionnaire (JFS) were 0.97 and 0.95 respectively. To describe the research variables, descriptive statistics was used (Mode, Median & Mean were measures of Central Tendency; Range, Variance & Standard Deviation were measures of Dispersion; and Standard Error, Coefficient of Skewness & Coefficient of Kurtosis were measures of Distribution). In data analysis by means of inferential statistics I applied multivariate regression through simultaneous entry method and for comparison between leadership style mean with other variables I applied *t* from two independent groups.

Table 1: Comparison between managers' leadership style regarding their sexuality

Variable	Levels	Mean	Standards Deviation	t	Degree of Freedom	Level of Significance
Transformational Leadership	Female	146.71	24.51	-0.31	61	0.756
	Male	148.54	21.96			
Transactional Leadership	Female	35.22	6.63	0.76	87	0.445
	Male	34.13	6.80			

Considering table 1 and values obtained for *t*, it can be claimed that there is no significant difference ($\alpha = 0.05$) between means of transformational and transactional leadership styles of the managers regarding their sexuality. It must be noticed that since difference among variables have been always found by comparing a single variable in two independent groups, the potential effect of independent variable on dependent variable can be stressed and then the relation between leadership style of managers and their sexuality can be defined.

Table 2 Comparison of job satisfaction in views of female and male employees

Sub-Scale	Level	Mean	Standard Deviation	t	Degree of Freedom	Level of Significance
Job Title	Female	35.58	8.38	-2.06	205	0.040
	Male	38.03	8.04			
Management	Female	38.95	7.72	-0.16	205	0.866
	Male	39.13	7.69			
Employees	Female	37.07	8.59	0.58	208	0.562
	Male	36.35	9.14			
Knowledge-Advancement & Promotion	Female	15.05	5.19	-1.98	211	0.048
	Male	16.48	4.96			
Salary & Privileges	Female	14	5.16	-0.06	201	0.948
	Male	14.05	6.07			
Job Satisfaction	Female	142/47	26/12	0.04	182	0.963

Considering table 2 and values obtained for *t*, it can be claimed that there is no significant difference ($\alpha = 0.05$) between means of female and male job satisfaction about management, employees, salary and privileges and total job satisfaction. Therefore, regarding the same mean values of both groups (female and male employees), it can be claimed that based on the above sub-scales, values of female and male employees' job satisfaction are the same. It must be mentioned that only in two points including "Job Title" and "Knowledge-Advancement & Promotion" there is a significant difference between men and women ($\alpha = 0.05$). Therefore, considering sub-scales in both points and a higher mean value in male group compared to female group, it can be argued that male job satisfaction based on "Job Title" and "Knowledge- Advancement & Promotion" is more than female job satisfaction hereof.

Table 3 Multivariate Regression for predicting "Job Satisfaction" through "Transformational Leadership Style"

Criterion Variable	Predictor Variables	B	Beta Coefficient	t	Level of Significance
Job satisfaction	Leadership of Communications	-1.31	-0.18	-1.16	0.248
	Leadership of Reliance	2.11	0.34	2.38	0.019
	Leadership of Respect	1.09	0.17	0.82	0.409
	Creative Leadership	0.56	0.08	0.45	0.648
	Trusty Leadership	0.35	0.04	0.37	0.712
	Leadership for Subordinates	1.38	0.16	1.72	0.086
	Foresight Leadership	0.20	0.02	0.18	0.854
	Leadership of Culture-Building	0.98	0.12	0.82	0.410

Regarding multivariate regression's coefficient obtained by simultaneous entry method, it can be argued that there is a positive significant relation between sub-scale of reliance and job satisfaction. Therefore, the more the value of managers' reliance sub-scale, the more the employees' job satisfaction.

Table 4 Multivariate Regression for predicting "Job Satisfaction" through "Transactional Leadership Style"

Criterion Variable	Predictor Variables	B	Beta Coefficient	t	Level of Significance
Job Satisfaction	Competent Leadership	2.84	0.46	3.96	0.001
	Privileged Leadership	1.01	0.16	1.44	0.149

Regarding multivariate regression's coefficients obtained by simultaneous entry method, it can be argued that there is a positive significant relation between sub-scale of competent leadership and job satisfaction. Therefore, the more the value of managers' competent leadership sub-scale, the more the employees' job satisfaction.

Table 5 Multivariate Regression for predicting “Job Satisfaction” through “Leadership Styles”

Criterion Variable	Predictor Variables	B	Beta Coefficient	t	Level of Significance
Job Satisfaction	Transformational Leadership	0.79	0.15	5.01	0.001
	Transactional Leadership	-0.44	0.54	-0.81	0.418

Regarding multivariate regression's coefficients obtained by simultaneous entry method, it can be argued that there is a positive significant relation between transformational leadership style and job satisfaction. Therefore, the more the value of managers' transformational leadership style, the more the employees' job satisfaction and also the less the value of managers' transformational leadership style, the less the employees' job satisfaction

DISCUSSION AND CONCLUSION

Results of descriptive statistics showed that most of managers in the statistical population were middle-aged and had more than 15 years of professional experience. Farahbakhsh (1995) in his research under the title, *Study & Comparison of female and male managers' leadership styles at High School* have argued that there is no significant relation between leadership styles' application and variables such as age, marital status, work experience (12). In his researches, Burg Count Henry (1992) observed no significant relation between variables as age and managerial experience and leadership style which is compatible with the present research (16). Elisen G. Do Herti (1997) studied particulars of leadership such as gender, age, managerial experience (both in transformational and transactional styles) and concluded that age and sexuality make some differences in leadership quality. Young female managers showed more transformational style and less transactional one, unlike Old male managers that showed more transactional manner and less transformational one (15). Maybe the incompatibility of results is due to measurement tools and statistical populations.

Comparative investigation of managers' leadership style with regard to their gender showed that the mean value of female and male managers in both transformational and transactional leadership styles were the same and this indicated that there is no significant relation between leadership style and sexuality. Total results about the relation between personal information (age, gender & managerial experience) of female and male managers and their leadership styles showed that there is no significant relation ($\alpha = 0.05$) these two factors.

Results obtained from the comparison of female and male sports managers which is one the goals of this research, showed that mean value of female and male managers with transformational leadership style were 146.71 (SD=24.51) and 148.54 (SD=21.96) respectively. Therefore the mean values of transformational leadership style in both female and male groups were the same (Managers' maximum score in transformational leadership style was 200). About transactional leadership style, mean values of female and male managers were 35.22 (SD=6.63) and 34.13 (SD=6.8) respectively (Maximum score in transactional leadership style was 50). Comparative investigation of female and male managers' transformational and transactional leadership style showed that the mean values of both female and male managers in transformational leadership style were higher than their mean value in transactional leadership. These results show that transformational leadership style due to its focus on employees' morale and stimulating their inner motives and also for its attention to personal ideas and values of the employees can have considerable effect on human management and especially on sports management. Sports managers that adopt this leadership style will be considered as successful leaders and remain great effects on their subordinates. Bahrol Olum (1999) has argued that transformational leadership style enjoys higher job satisfaction (4). Jims and Walis (1995) claimed that there is significant difference between organizations managed by powerful and effective transformational leadership style and those managed with powerless transformational style. Transformational leaders are more successful and observe more job satisfaction among their employees. While Khodadad (2006) showed that leadership style of directors of physical education faculties of Tehran is at first hand more tended to a useless style, then to transactional style and at last to transformational style (6). In his research, Rejas (2006) has claimed the dominance of transactional leadership style which is incompatible with the present study (23).

In his thesis, Khodadad (2005) argued that in applying transformational leadership style, men have had better performance than women and the major effectiveness was possessed by transformational management (7).

Results obtained from multivariate regression evaluation based on simultaneous entry method showed a significant relation ($\alpha = 0.01$) between leadership style (both transformational & transactional) and job satisfaction. Results of consideration of subsets of leadership style and their relation to job satisfaction, in all cases showed a positive significant relation and the strongest relations were belonged to the relations between job satisfaction and the style of male managers' Subordinates' leadership and female managers' communicative and creative leadership (in transformational style). Also in transactional style, the strongest relation was belonged to competent leadership with job satisfaction.

Comparative study on job satisfaction in views of female and male staff showed no significant difference ($\alpha = 0.05$) between both male and female staff views about management, employees, promotion and salary and privileges. Therefore value of job satisfaction in all above mentioned points are the same. But, in two cases including “knowledge-promotion” and “job title” the difference of male and female staff job satisfaction was significant ($\alpha = 0.05$), so it can be said that here, male job satisfaction about “job title” and “knowledge-promotion” were more than in women.

Investigations showed that in organization achievements, the employees’ job satisfaction is one of the important factors and managers’ leadership style also directly effects on their employee’s satisfaction. Regarding the results, there is no relation between leadership style and sexuality; hence it is recommended that for the employment of sports managers do not consider their gender so that they may choose the proper leadership style by their high competency and capabilities and cause their staff job satisfaction and therefore the sports organizations achievement.

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