

## INVESTIGATING THE RELATIONSHIP BETWEEN THE LEADERSHIP STYLE AND PRODUCTIVITY IN THE CENTRAL ORGANIZATION OF SPORTS AND YOUTH ORGANIZATION AND ITS AFFILIATED ORGANIZATIONS IN HAMEDAN PROVINCE

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### Abstract

The aim of this study is to investigate the relationship between the leadership style aspects and the manpower productivity among the Sports and Youth Organization's staff of Hamedan Province. In this research, all of the managers and staff of the Sports and Youth Organization's employers of Hamedan Province are considered as the statistical population among which 29 of managers and 103 of managers and staff were selected as the statistical sample. For sample selection the random sampling was used. The research methodology is descriptive-survey. The instrument of the study was a researcher-made questionnaire which its first part composed of 16 questions relevant to the leadership style and was answered only by managers and the second part composed of 29 questions of five-choice-Likert scale for manpower productivity and answered by managers and staff. Data analysis was done using SPSS 19.00 software. For data description the descriptive statistics, frequency tables, percentages and bar diagrams, and for deductive statistics at end Spearman's correlational coefficient and Kolmogorov-Smirnov' test were used. Regarding the research results it was concluded that with the certainty of 95% there is a significant relationship between the leadership style and manpower productivity.

**Keywords:** leadership style, manpower productivity, democratic leadership, counseling leadership, benevolent reactionary leadership, absolute reactionary leadership.

### Introduction

Leadership strategies are strongly affected by the cultural environment of the communities, and it can be said that leadership and management strategies in any civilization are instances of that civilization's structure. It is evident that the cultural structure of any society is also affected by the social, economic, and the belief environments. Thus, managers' behavior is based on the cultural environment structure to some extent. It should be noted that these theories are proposed for what kind of environment and their application requires what requirements (Rezaeian, 1380, 423). Nowadays, the role of manager as the leader is of an importance that it is continuously tried to find those who have the required abilities for leadership. The absence of leader is not only related to the private institutes or organizations, but it is felt in state organizations clearly. Thus, when the lack of leadership talents in society is pointed out it does not mean the lack of tools or instruments which administrative and executive authorities have occupied, but it means people who are ready to accept the important leadership roles in society and are able to do their own duties effectively (Irannejad, Parizi, and Sasangahar, 1376, 419).

**Leadership:** leadership is the capability of influencing on a group and directing it to the intended goals. The source of this influence or power is formal. Since the management position is formal and the

authority is given to formally and it is possible that someone accepts the leader's position in an organization as a result of getting a position, the discussion is that all of the leaders are not managers, and all of the managers are not leaders, too. Because organization gives specific rights to any manager, it does not mean or guaranty that the manager can lead the organization effectively. The non-organizational or non-administrative leadership (i.e. the influencing power which is acquired by individual and is one of the organization's external sources) can have more importance than the formal influencing power. In other words, leadership can be established inside the group, like a leader who is appointed (Robins, 1383, 218). Regarding the mentioned issues leadership and management are not identical. Management is influencing on others relying on official power and position, while leadership is resulted from a social influence process. Accordingly, it is possible that a person be a manager, a leader or both of them, and one can have the official position, like a person who is the head of a group, or it can be unofficial like a person who rises up as leader among the usual members of a group and with their satisfaction. So, leadership means using the influence to guide and coordination of the members' activities to the realization of the goal and as an adjective meaning a set of characteristics attributed to those apply the influence aspect successfully. Accordingly, as it was mentioned, a managers or a supervisor can be a leader or cannot be (Morehead & Griffin, 1375, 275).

Leadership strategies are strongly affected by the cultural environment of the communities and it can be said that leadership and management strategies in any community are instances of that community's structure. It is evident that the cultural structure of any society is also affected by the social, economic, and the political environments. Thus, managers' behavior is based on the cultural environment structure to some extent. It should be noted that these theories are proposed for what kind of environment and their application requires what requirements. Leading denotes the manager's endeavor for motivating employers to achieve the organizational goals. This endeavor is competed in three forms: leadership, motivation, and communication. Concerning the leadership concept, there are many different ideas and views. Some consider leadership as a part of manager's duties, while others consider the range of leadership concept more extensive than management. Some believe that leadership means those activities that influence the people for intense effort towards the group goals realization, and according to a group view leadership is taking action for persuading others to try intensively to achieve certain goals.

Therefore, the hierarchy is not of importance in leadership, i.e. leader is someone who succeeds to influence, whether they are supreme manager or a person outside of the organization.

Also, in some of the issues it is said that in leadership the type of the organization is not important, i.e. in any organization or in any condition in which one succeeds to influence on others the leadership has been imposed actually. The way of power using and influence is called the leadership style. Now it is possible that this question be raised here that how the others' behavior can be influenced?

The answer is that influence is done through the power imaginations, and this imagination requires the power sources accessibility.

Types of powers can be divided into two groups based on its sources:

1. Power based on manager's position and the ranking.
2. Power based on the manager's personal abilities (Rezaeian, 1380, 423-424).

Figure 1. Power sources and managers' effectiveness (Rezaeian: organization and management).

The best position for a leader is when he/she has the both personal and positional power. In some cases it is not possible to establish a relationship for two types of power. Thus, this questions is raised here that having the personal power is more important or the positional power.

Regarding this fact that during the last decades, the issue of human relationship and employers' satisfaction from the cultural perspective has been emphasizes and improved. Accordingly, most of the people prefer the personal power as the most important type of power.

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In Shahryar's Book written by Machiavelli in 15<sup>th</sup> century, by proposing this question that if it is better to have a relationship based on passion (personal power) or fear (positional power) declares an interesting viewpoint. He believes that the best condition is that to be loved by others and others afraid of you.

However, passion and fear cannot be gathered in one place. If one of them is going to be chosen, it is so much better that fear is preferred to passion, because the relationship based on passion is transient, ephemeral, and separable if there is no fear of punishment. In contrast, the relationship based on fear appears to be more permanent, because the individual has to end the relationship at the expense of punishment.

Productivity improvement has different meaning for different people. For example, more turnover with keeping the expenses in an stable rate or doing the tasks correctly, more accurate work and automation of the operations for achieving more inexpensive and quick turnover and so on. However, productivity is a proportion between the output and input or the amount of the turnover which has been obtained from a certain amount of input. This relationship can be shown as following:

$$\text{Productivity} = \frac{\text{output}}{\text{input}}$$

Two vital and crucial components of productivity are efficiency and effectiveness.

**Efficiency:** efficiency is conceived by answering these kinds of questions that if in achieving the organization's goals correct activities are done? Or have the organization problems been recognized well in a way that the organization goals are achieved in a specific time? The degree of accessing the predetermined goals in any organization indicates the rate of effectiveness.

In 1950, the European Organization for Economic Cooperation defined the productivity officially as: the result of a deduction which is obtained from dividing the amount or value of the product into the amount or the value of one of the production factors. In this way the productivity, capital, ingredients, and labor force can be discussed.

The International Labor Organization has defined productivity as:

Productivity is the proportion of output to one of the production factors (land, capital, labor force, and management). In this definition management is considered as one of the factors specifically. The proportion of production to each of these factors is a criterion for measuring the productivity.

In 1985, the European Productivity Agency defined productivity as the degree and extreme of effective use of each of the production factors. Also, this organization declared that productivity is a kind of attitude and view on the basis that anybody can do their work and duties better than the previous day. Believing in productivity improvement means to have firm belief in humans progressing.

In the announcement of formation of Productivity Center of Japan in 1995 related to the goals resulted from productivity improvement it is stated that: "the utmost use of physical sources, manpower, and other production factors scientifically in a way that productivity improving leads to production expenses decreasing, extending the markets, increasing employment, and increasing the living standards for the people of the nation."

From the viewpoint of Productivity Center of Japan, productivity is a priority and a national choice which leads to the social prosperity increasing and decreasing poverty. Since its establishment in 1955, the Productivity Center of Japan has directed the national movement of productivity increasing in this country under three bases which are: employment increasing, cooperation between labor force and management and fair and equal distribution.

The results of productivity improvement in a number of countries in recent decades have led to the national productivity level promotion as a priority in important countries.

From the beginning of the 1970s productivity has been one of the most important issues that getting a lot of attention at the level of organizations and countries. The amount and rate of the productivity development in any country have a crucial effect on the life standards, inflation, unemployment, health, and economy and competitiveness world widely. In a survey completed among the U.S. industries' managers, more than 9 percent of the managers believe that productivity improvement is one of the two or three important issues the country faces.

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Calculating the productivity in organizations is one of the important indices in studying and evaluation of their performance. Doctor John Kendick, one of the contemporary and well-known authors on the issue of productivity has stated the importance of productivity in this way that: companies and organizations which their productivity is higher than the average productivity of industry usually have a higher profit boundary. Furthermore, if the productivity of a company increases faster than its competitors the profit boundary of that company will also be increased. Inversely, those organizations whose productivity is lower than the average index of productivity in industry and their productivity rate is less than the competitors will eventually fail.

Doctor John Kendrick and Daniel Kremer have defined productivity as an economic attitude, i.e. head production or gross domestic product in exchange for any person's work per hour. In the end of the 1970s and the beginning of the 1980s American productivity center proposed the following definition:

Profit= productivity × balanced price.

Other definitions of productivity are as following:

Steins: the performance criterion and/or the power and potency of any organization in goods and service production.

Stiegel: the proportion between turnover to the productive expenses of operations.

Mandel: productivity is the proportion between production turnover to the consumed source which is compared with base year.

Davis: the obtained change multiplied by the product amount in exchange for the consumed sources.

Fabricant: a permanent proportion between output and input.

Research conceptual model: Likert's model

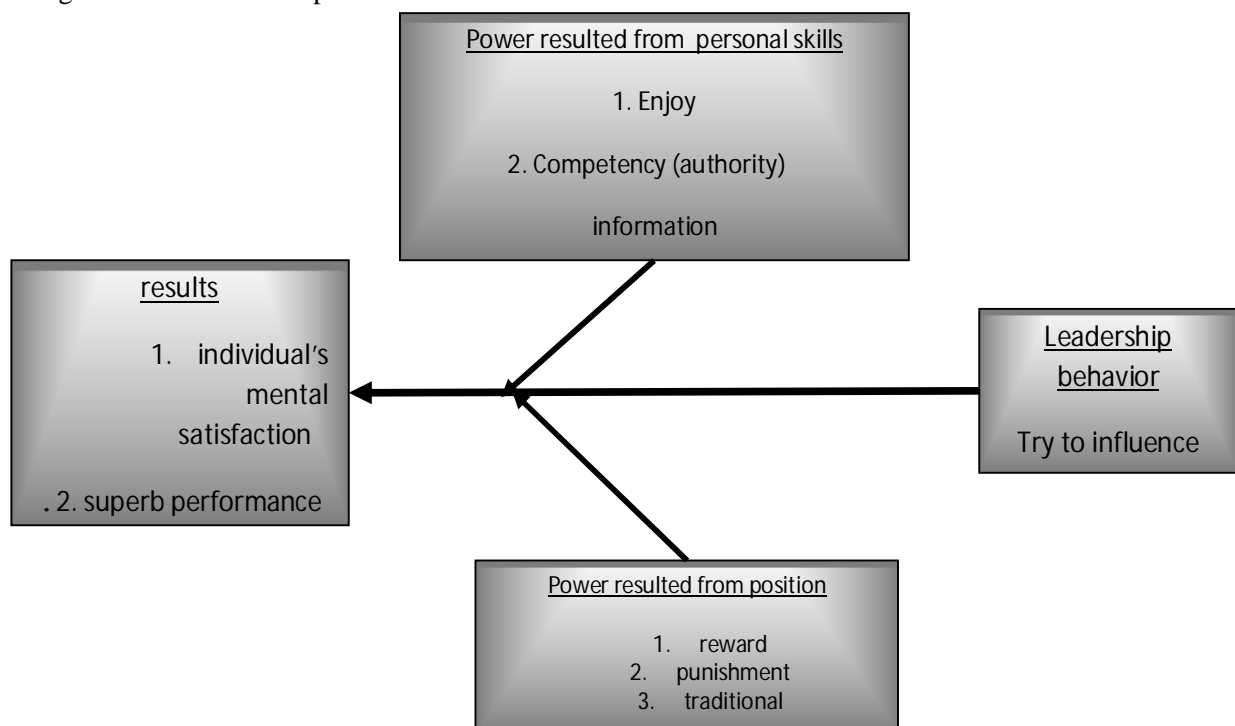
Absolute reactionary-exploitation leadership

Benevolent reactionary leadership

Participatory leadership

Counseling leadership

Figure 1. research conceptual model



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### Research methodology

The current research is an applied one based on the purpose and is a descriptive-survey based on the nature and method. The statistical population of this research includes the managers of the Organization of Sports and Youth among which 29 managers of the affiliated organizations of Hamedan Provinces and is 140. Estimating the sample content by Morgan and Takman are respectively 29 and 103.

Required data and information were sorted through library and questionnaire which are the most common field methods based on the five-choice-Likert, and scooting each question was done from very much to very little. The used questionnaire in this research is as following.

Leadership style questionnaire:

Questions 1 to 14 are relevant to reactionary-absolute exploitation leadership.

Questions 5 to 8 are relevant to the benevolent reactionary leadership style.

Questions 9 to 12 are relevant to the counseling leadership style.

Questionnaire of productivity evaluation (Hersey, Blanchard, and Goldsmith):

The scoring and interpretation of the results procedure: data related to the productivity indices includes 29 questions as following:

- If the calculated point is between 160 and 128, the employer has a very high productivity.
- If the calculated point is between 96 and 127, the employer has a high productivity.
- If the calculated point is between 64 and 95, the employer has a normal productivity.
- If the calculated point is between 32 and 63, it indicates that the employer has a low productivity.

### Questionnaire validity and reliability:

The questionnaire was delivered to the field relevant instructors and experts and the validity of this questionnaire was investigated based on their views. For determining the reliability of the questionnaire in this research the Cronbach's Alpha method was used which is as following.

Variable	Number of questions	Cornbach's alpha
Absolute reactionary-exploitation	4	<b>0.869</b>
Benevolent reactionary	4	<b>0.739</b>
Counseling leadership	4	<b>0.879</b>
Participatory leadership	4	<b>0.808</b>
productivity	29	<b>0822</b>
leadership	16	<b>0852</b>
Whole aloha	45	<b>0913</b>

Data analysis and hypotheses testing was done using the SPSS software.

**Kolmogorov-Smirnov’s test:**

This test is applied for normality and abnormality of two variables of leadership style and manpower productivity.

<b>variables Amounts</b>	<b>Productivity variable</b>	<b>Leadership style variable</b>
Numbers	103	29
Mean	3.18	2.51
Standard deviation	1.177	0.805
Absolute difference	0.185	0.271
Positive difference	0.137	0.195
Negative difference	-0.185	0.271-
Z	1.726	2.524
Significance	0.004	0.000

Interpreting the above table it can be said that:

- Because the significance amount of the human productivity variable ( $z=1.726$ ) and the significance level ( $\alpha=0.004$ ) is less than 0.05, thus with the certainty level of 95 % the above distribution is a normal one and for more analysis the non-parametric tests should be applied.
- Since the significance amount of the leadership style variable ( $z=2.524$ ) and the significance level is ( $\alpha=0.000$ ) is less than 0.01, thus with the certainty level of 95% the above distribution is not a normal one and for further analysis the non-parametric tests should be applied.

**Spearman test**

**Main hypothesis: there is a relationship between the leadership style and the manpower productivity.**

H0:  $p=0$ . There is not a positive relationship between the leadership style and the manpower productivity.

H1:  $p \neq 0$  (claim). There is a positive relationship between the leadership style and the manpower productivity.

Table 3, Spearman correlational coefficient between reactionary leadership and manpower productivity

<b>variables</b>	<b>Spearman correlation coefficient</b>	
Leadership style and manpower productivity	amount	<b>Significance level (sig)</b>
	0.783	<b>0.000</b>
Determining coefficient	<b><math>r^2 = 0.613</math></b>	

Regarding the above table since the calculated sig is less than 0.05 so the H0 is rejected then the above claim stating that there is a relationship between the leadership style and manpower productivity is confirmed in this research. The correlational coefficient for 29 data sets of leadership and 103 data sets of productivity is 0.1783.

About the intensity of the relationship regarding the calculated determining coefficient since its amount is 0.613 and because it is less than the determining coefficient 0.07 the relationship intensity is low.

**Conclusion**

Main hypothesis: there is a significant relationship between the leadership style and manpower productivity.

Regarding the above table since the calculated sig is less than 0.05 so the H0 is rejected then the above claim stating that there is a relationship between the leadership style and manpower productivity is confirmed in this research. The correlational coefficient for 29 data sets of leadership and 103 data sets of productivity is 0.1783.

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