

The Relationship between Leadership Style and Productivity in Public Sport Organizations

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Abstract

Aim of Paper

The purpose of this study was to determine the relationship between leadership style (people-oriented vs. task-oriented) and self-report productivity among managers of public sport organizations in Iran. Also, we examined the relationship between two leadership dimensions.

Theoretical Background

By virtue of their formal role in sport organizations, sport administrators are responsible for empowering subordinates to establish and achieve goals. The extent of their leadership skills with forming their leadership styles (Moghimi, 2007); will largely dictate the outcome of their actions with subordinates (Soucie, 1994). Therefore, leaders are a key source of influence on organizational variables as well as productivity (Schein, 1992). Organizational productivity is a multidimensional factor in sport organizations, in which it could be principally improved by employees' efforts (Sotodeh, 2001; Taheri, 2004). In public sport organizations, it seems that employees with fixed salaries need more effective leaders to promote organizational productivity. So, we assumed, people-oriented or task-oriented leadership behaviors may have different effects on productivity.

Methodology

Data was collected using mail-based survey sent to 28 public sport organizations. This provided 120 leaders (age mean 36.5 ± 8.1 years; management experience mean 11.92 ± 8.6 years; 87% male). Actually, we elect 100 % of population to survey. The Leadership Behavior Description Questionnaire (LBDQ) (Metzcus and Burden's, 1969), Self-Assessment Organizational Productivity Questionnaire (SAOPQ), (Asadi, 2001) and Individual Characteristics Questionnaire (ICQ) was used for data collection. Finally 88% of Questionnaires were given back. Reliability and validity of questionnaires has been confirmed by previous studies. In addition, Cronbach alpha

values for both questionnaires were computed (0.81 and 0.76 for LBDQ and SAOPQ, respectively).

Research Design

The study was a quantitative design using descriptive and correlational research. The analysis was exploratory in nature and examined whether there are relationship between leadership styles and productivity. The independent variable and dependent variable were self-reported. The researchers collected, analyzed and interpreted the data.

Data Analysis

The K-S and Levene tests were used to examine statistical assumptions for using parametric or non-parametric tests. We apply Pearson correlation coefficient test to examine variables relationship using SPSS software (version 15).

Results

The result has been showed in table 1, table 2 and table 3.

Table 1: Result of Pearson correlation coefficient test to examine relationship between leaders people-oriented and productivity

St. Index Level of people-oriented	Mean of productivity scores	SD	N	Correlation coefficient (r)	Sig
Low (1-5)	47.91	2.8	12	-0.107	0.415
Mediate (6-10)	51.86	5.45	57		
High (11-15)	50.23	4.9	37		

Table 2: Result of Pearson correlation coefficient test to examine relationship between leaders's task-oriented and productivity

St. Index Level of task-oriented	Mean of productivity scores	SD	N	Correlation coefficient (r)	Sig
Low (1-5)	49.35	4.1	12	-0.047	0.734
Mediate (6-10)	51.67	5.3	57		
High (11-15)	50.52	5.1	37		

Table 3: Result of Pearson correlation coefficient test to examine relationship between leaders's people-oriented and task-oriented

St. Index Level of people-oriented	Mean of task-oriented scores	SD	N	Correlation coefficient (r)	Sig
Low (1-5)	13.98	1.8	12	-0.223	0.012*
Mediate (6-10)	14.37	2.9	57		
High (11-15)	13.12	2.4	37		

* P<0.05

Discussion

The results showed that there isn't significance relationship between leadership styles (both people-oriented and task-oriented behaviors) and self-reported productivity in

selected population. However, productivity scores were higher in mediate level of both leadership behaviors. In other words, leaders with highest people-oriented or task-oriented scores didn't report highest productivity scores. Also, we examined relationship between two independent variables (people-oriented vs. task-oriented) that a weak and negative relationship was observed between them ($r=-0.223$, $P<0.05$). This results show that effective leaders needed both leadership behaviors in public sport organizations. Research on leaders' tasks and relationships also shows that effective leaders have a concern for both dimensions of leadership (Soucie, 1994). The same result has been reported in educational context (Sashkin, 1996). A number of studies have discussed effective leadership and productivity in sport organizations (e.g. Soucie, 1994; sotodeh, 2001). But yet, sport organizations required more studies analyzing leadership and productivity.

Implications

Based on the study findings, the following are proposed for implications:

1. Design leadership training programs at the public sport organizations level to introduce and improve administrator's leadership skills.
2. Design and apply procedures to analyse organizational productivity in public sport organizations.

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