Relationship between leadership styles and job satisfaction among physical education organizations employees

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ABSTRACT

Organizations are social systems where human resources are the most important factors for effectiveness and efficiency. Organizations need effective managers and employees to achieve their objectives. Leadership is defined as the ability to influence a group towards the achievement of goals. Leadership is a process by which a person influences others to accomplish an objective and directs the organization in a way that makes it more cohesive and coherent. Thus, the purpose of this research was to examine the relationship between leadership styles and job satisfaction among physical education organization employees in Isfahan. For this purpose, a total of 125 employees in physical education organization from Isfahan participated in this research. To data collection, all employees filled in Multifactor Leadership Questionnaire and job satisfaction Questionnaire. Results showed that the positive correlation between overall leadership styles and job satisfaction was significant at the level of P<0.05. Also, the correlations between leadership styles sub-scales such as transactional leadership, transformational leadership and passive/avoidant leadership and job satisfaction was significant at the level of P<0.05. Based on these results, among determinants of job satisfaction, leadership is viewed as an important predictor and plays a central role. Leadership is a management function, which is mostly directed towards people and social interaction, as well as the process of influencing people so that they will achieve the goals of the organization.

Key words: Leadership Styles, Job Satisfaction, Physical Education Organization, Employees
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INTRODUCTION

Drucker (1993) indicated that the quality and performance of managers are the key criteria in deciding organizational success [1]. An enterprise without a manager's leadership is not able to transmute input resources into competitive advantage. Therefore, it is clear that the leadership style of a manager has a close relation to the development of organization [1-2].

Based on this, Northouse (2007) described that leadership is a process whereby an individual influences a group of individuals to achieve a common goal [3]. Furthermore, Fertman & Liden, (1999) leadership style is the manner and approach of providing direction, motivating people and achieving objectives. Leadership styles are behavioral models used by leaders when working with others [4]. As asserted by Chemers (2007) leadership is the executive of organizational intelligence in which leadership effectiveness is linked to organizational performance [5] and truly important in each organization. Also, Obiwuru et al (2011) stated that the leadership styles are predictor to

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leadership effectiveness whereby leadership style in an organization is one of the factors that play significant role in enhancing or retarding the interest and commitment of the individuals in the organization [6].

The wide-ranging of three types of leadership styles evolved by Bass and Avolio (2004) is extensively used by researchers in the leadership field [7]. Moreover, Bass and Avolio (2004) stated that the major leadership constructs of transformational leadership, transactional leadership, and passive/avoidant leadership form a new paradigm for understanding both the lower and higher order effects of leadership style. This paradigm builds on earlier leadership paradigms such as those of autocratic versus democratic leadership, directive versus participative leadership, and task- versus relationship oriented leadership which have dominated selection, training, development, and research in this field for the past half century [7].

The fundamental factors influencing the effectiveness of an organization are leadership and employee job satisfaction [8]. Leadership is considered one of the most important determinants of employee job satisfaction. It extensively influences employees' motivation and dedication. While the correlation between leadership style and job satisfaction has been studied in a wide variety of fields and in an equally wide variety of settings, few of these studies focus on this relationship in the context of higher education. And the ones that do concentrate on academic leadership and faculty job satisfaction in the context of North America and Europe. Though leadership has long been of interest to historians and philosophers, scientific studies only began in the early 1900s. Still, the body of knowledge has since been fast growing as attested by the more than 350 definitions of the term which scholars have come up with. Giving one specific definition of leadership is a thus very complex task [9-10].

Job satisfaction may be defined as a positive emotional response from the assessment of a job or specific aspects of a job (Locke 1976; Smith *et al.* 1969). It is influenced by many factors such as: the working conditions, work itself, supervision, policy and administration, advancement, compensation, interpersonal relationships, recognition, and empowerment [11]. According to Quick (1998), each person has a different set of goals and can be motivated if he/she believes that: there is a positive correlation between efforts and performance; effective performance will result in a pleasing reward; the reward will satisfy an important need; and the desire to satisfy the need is strong enough to make the effort meaningful [12].

Vroom (1964) suggested that the motivation to work depends on the relationships between expectancy, instrumentality and valence. Expectancy is a person's belief that working hard will result in a satisfying level of job performance. Instrumentality is an employee's belief that successful performance will be followed by rewards. And valence is the value a person holds with respect to outcomes [13]. Leadership style is an important determinant of employee job satisfaction. The reactions of employees to their leaders will usually depend on the characteristics of the employees as well as on the characteristics of the leaders [14]. Employee job satisfaction is influenced by the internal organization environment, which includes organizational climate, leadership types and personnel relationships [15]. Based on reported results and documents the purpose of this research was to study of relationship between leadership styles and job satisfaction among physical education organizations employees in Isfahan.

MATERIALS AND METHODS

This study was the correlation study decision. Participants were included 125 employees in physical education organization in Isfahan and their ages ranged from 21-45 years-old.

Instruments
To data collection, all subjects filled in Multifactor Leadership Questionnaire and job satisfaction Questionnaire. Furthermore, to be more comprehensive, this study was using full-range of leadership styles evolved by Bass and Avolio (2004) that consist of transactional leadership, transformational leadership and passive/avoidant leadership [7]. Also, job satisfaction Questionnaire is comprised of 15 questions in 5-point Likert scale. Also, questionnaire reliability with Cronbach's alpha for Multifactor Leadership Questionnaire and job satisfaction Questionnaire were obtained 0.87 and 0.89, respectively. The collected data was analyzed by descriptive (mean and standard deviation) and inferential (Pearson's correlation test and Cronbach's alpha) statistical tests at the $P<0.05$ significant level with SPSS Version 15.

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RESULTS

Table 1 shows the mean (M) and standard deviations (SD) of job satisfaction and leadership styles sub-scales among physical education organization employees.

Table1. Means and Standard Deviations variables used in this research

Variables	Mean (M)	Standard Deviation (SD)
Overall leadership styles	91.5	2.5
transactional leadership	39.7	2.3
transformational leadership	35.5	2.5
passive/avoidant leadership	15.6	1.4
job satisfaction	50.4	2.6

In addition, the matrix correlation among all variables that used in this research presented in table 2. Based on these results the positive correlation between overall leadership styles and job satisfaction was significant at the level of $P<0.05$. Furthermore, the correlation between leadership styles sub-scales such as transactional leadership, transformational leadership and passive/avoidant leadership and job satisfaction was significant at the level of $P<0.05$. Based on the results that presented in table 2, the correlation between transactional leadership and transformational leadership was positive and correlation between /avoidant leadership and job satisfaction was negative.

Table 2. Matrix correlation between leadership styles and job satisfaction

Variables	Overall leadership styles	transactional leadership	transformational leadership	passive/avoidant leadership
job satisfaction	**0.76***	**0.79***	**0.74***	**-0.71***

* Significant at the level of P<0.05

CONCLUSION

Results showed that the significant and meaningful correlations between leadership styles sub-scales and job satisfaction (see table 2). Thus, the strength of the correlations obtained in the present research suggests that the overall leadership styles and its sub-scales have a significant role in job satisfaction. These results were consistence with previous research results that doing in this field. Based on these results, numerous studies in several countries showed that there is a positive correlation between leadership styles and the job satisfaction in health care providers [16-20]. Skansi (2000) stated that among determinants of job satisfaction, leadership is viewed as an important predictor and plays a central role. Leadership is a management function, which is mostly directed towards people and social interaction, as well as the process of influencing people so that they will achieve the goals of the organization [21].

On the other hand, Armstrong (2006) stated that leader is leading the human resource function, collaborating with other functions and providing leadership to them, setting and enhancing the standards for strategic thinking [22]. According to Abujarad (2011), in order to assess leadership effectiveness many different types of outcomes have been used, including the performance and growth of the leader's group or organization, its preparedness to deal with challenges or crises, follower satisfaction with the leader, follower commitment to the group objectives, the psychological well-being and development of followers, the leaders' possession of high status in the group, and the leader's advancement to higher positions of authority in the organization [23]. In this study the effectiveness of leader was measured based on three major outcomes from leadership styles including extra effort, effectiveness and satisfaction. First component of extra effort means the willingness to exert extra effort by followers to do more than they expected to do heighten desire to succeed and increase willingness to try harder [7].

According to Bass and Avolio (2004) there are three types of leadership which is transformational leadership and transactional leadership [7]. Transformational leadership can be defined as a leadership that transforms people and organizations in their values, standards, goals, needs and ethics. Transformational leadership influences both the micro (individual) and macro level (for example, create reform) of an institution by transforming followers from their "everyday selves" to "better selves", by appealing to their higher order intrinsic needs, bypassing vision of short-term goals, and becoming motivated by organizational goals rather than self-interests [7].

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Leadership styles have a significant influence upon operational efficiency, especially if we observe them in a contingency context. Although some authors (e.g. Hall, 1977, Brady & Helmich 1984, and others) hold that leadership styles of management do not have a decisive influence upon work efficiency and corporate performance - such a standpoint, at least according to the data available to us – is not the standpoint of the majority [24-25]. Although there still is no uniform answer to the question of which leadership style is the most efficient, the research so far has shown that the leadership style is the cause, and not the consequence of the company's performance, and that there are significant differences in leadership, monitoring, interpersonal relationships, application of methods, communication and other management components between successful and unsuccessful managers, that is between organizational units which they are at the head [21].

Chen (2005) in a survey of 244 nursing school faculty members found that Taiwanese nursing directors were more transformational leaders than transactional or laissez-faire ones. The results also indicate that the nursing faculty members were moderately satisfied with their jobs and felt that the heavy workloads as opposed to the directors' leadership styles were possible reasons for their dissatisfaction with their jobs [26]. In another studies, expanding Chen's previous study, Chen et al. (2005 a, b) surveyed 18 of 47 Taiwan's higher education nursing schools that had a minimum of 20 full-time faculty members. They found that idealized consideration, a transformational leadership factor, and contingent reward, a transactional leadership factor, were positively significant predictors of faculty job satisfaction [27-28].

Organizations are social systems where human resources are the most important factors for effectiveness and efficiency. Organizations need effective managers and employees to achieve their objectives. Organizations cannot succeed without their personnel efforts and commitment. Job satisfaction is critical to retaining and attracting well-qualified personnel. This is especially an issue in medical institutions such as hospitals where specialist training and retention are highly important Employee job satisfaction is an attitude that people have about their jobs and the organizations in which they perform these jobs [29]. Methodologically, we can define job satisfaction as an employee's affective reaction to a job, based on a comparison between actual outcomes and desired outcomes [20]. Job satisfaction is generally recognized as a multifaceted construct that includes employee feelings about a variety of both intrinsic and extrinsic job elements. It encompasses specific aspects of satisfaction related to pay, benefits, promotion, work conditions, supervision, organizational practices and relationships with co-workers [30].

Generally, based on the literature, numerous factors influence employee job satisfaction, including: salaries, fringe benefits, achievement, autonomy, recognition, communication, working conditions, job importance, co-workers, degree of professionalism, organizational climate, interpersonal relationships, working for a reputable agency, supervisory support, positive affectivity, job security, workplace flexibility, working within a team environment and genetic factors. Sources of low satisfaction are associated with working with unskilled or inappropriately trained staff, laborious tasks such as documentation, repetition of duties, tensions within role expectations, role ambiguity, role conflict, job/patient care, feeling overloaded, the increasing need to be available for overtime, relations with co-workers, personal factors and organizational factors [20, 27, 28, 29].

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