The Relationship between Transformational and Transactional Leadership Style of Managers with Job Satisfaction of Employees in Sport and Youth Offices in North Khorasan Province

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ABSTRACT: The purpose of this study was study of the relationship between transformational and transactional leadership style of managers with job satisfaction of employees in Sport and Youth. The research method was descriptive and correlational. The study population included all employees of the Department of Sport and Youth city of North Khorasan province, including eight city comprised of 70 people, all of them due to the small size of the community participated in the study. To measure the variables, the questionnaire Multifactor Leadership Bass and Avolio (2000) and job satisfaction Visoky and chrome (1994) was used. Validity of the questionnaire of research has been proven in several studies and by ten experts of sports management was confirmed. To test of reliability Cronbach's alpha test was used and 0.88 for leadership style questionnaire and 0.91 for job satisfaction questionnaire was calculated. To analyze the data, descriptive statistics, Kolmogorov-Smirnov and Pearson correlation coefficient was used. Finding showed transformational and transactional leadership have significant and positive correlation whit job satisfaction. According to the results, it is suggested to General Directorate of Youth and Sport of North Khorasan, pay to upgrade the skills of managers, and proper education to transformational leadership style, and psychological aspects of transactional leadership and management style.

Keywords: Transactional leadership, Transformational leadership, Job satisfaction

INTRODUCTION

Nowadays the tendency of people to the activities of public health depends with exercise and physical activity. Physical education and sport is one most useful in leisure activities that people can turn to them. Among the organizations and institutions in order to develop and extend health and a strong society, the responsibility of Sport and Youth offices all over the known and need for physical activity and exercise among various sectors of society in terms of health, social, economic and ... more emphasized (Koozechian & Abedi, 2000). In any sport organizations ranging from the lowest level (Community, sport committee or committee) to the highest level (Directorate General, Federation or the Physical Education Organization), the Manager that affect employees, and lead the organization towards specific goals and tasks in Special conditions (Daft, 2010). Employees, one of the factors of efficiency within the organization and help organizations to obtain their goals (Daft, 2010). Staff efficiency to some extent dependent on the knowledge, skills and abilities as well as their conditions and mental preparation (Munday, 2010). Of the factors that affect the mental preparation is job satisfaction. Job satisfaction is the extent of positive emotions and attitudes that people have towards their jobs (Daft, 2010). The factors that influence job satisfaction, can be the salary, nature of work, supervision style (leadership). Bakhshayesh and Azarnia (2012) also concluded that the positive and significant correlation between leadership style and job satisfaction of employees.

Today, organizations in all countries need to effective and efficient managers and employees to achieve set goals in order growth and comprehensive development of the country. Administrs behavioral patterns in any organization, creates strong morale and motivation in employees and increases their level of satisfaction of their profession (Munday, 2010). Of the factors that affect the mental preparation is job satisfaction. The factors that influence job satisfaction, can be the salary, nature of work, supervision style (leadership). Bakhshayesh and Azarnia (2012) also concluded that the positive and significant correlation between leadership style and job satisfaction of employees.
type of leadership behavior on employee performance will be better effect. Leaders need to be pragmatic behavior on followers, and reward and punishment to steer in the desired direction, or attention to their high level needs and motivated them. This led to the formation of two types of leadership style has been called pragmatic leadership and transformational leadership. Burns (1978) claimed transformational leadership and transactional leadership styles on both ends of the continuum, while the Bass (1985) claimed that leaders can do both behavior change and be pragmatic and transformational behavior. Hutter and Blachard (1988) stated that transformational leaders through a symbolic mentality and focus on efforts influence the followers while the transactional leadership, through concerns and motivate the expectations of followers, act in relation to the set targets. Research shows that transformational leaders are able to advance the goals and interests of staff in order to extend the mission of the organization (Robbins, 1991). Park (1997) in a study concluded that a significant positive relationship between transformational leadership and job satisfaction of nurses in South Korea. Also positive and significant relationship between transactional leadership and job satisfaction of nurses there. Blankenship (2010) in a research fid that leaders that have transformational leadership style and transactional leadership, their subordinates have a higher level of job satisfaction. In another study, Abraham and et al (2011) concluded that between there is a significant positive relationship five dimensions of transformational leadership and job satisfaction. On the other hand the results of such investigations. (Chandna and Kyshnan, 2009) (Othman Saqer, 2009) (Thamrin, 2012) was not a significant relationship between transformational leadership style and pragmatic managers with job satisfaction. The aim of this study was to answer the question whether the relationship between transformational leadership style and pragmatic leader of managers with job satisfaction of Sport and Youth offices in North Khorasan province.

Finding

Descriptive statistics were used to describe the variables and indicators mean and standard deviation were used and results were presented in Table 1.

<table>
<thead>
<tr>
<th>Variable</th>
<th>Mean</th>
<th>Standard deviation</th>
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<tbody>
<tr>
<td>Transformational leadership</td>
<td>2.15</td>
<td>0.78</td>
</tr>
<tr>
<td>Transactional leadership</td>
<td>1.94</td>
<td>0.82</td>
</tr>
<tr>
<td>Work</td>
<td>2.59</td>
<td>0.81</td>
</tr>
<tr>
<td>Supervisor</td>
<td>2.35</td>
<td>0.77</td>
</tr>
<tr>
<td>Fellow</td>
<td>2.36</td>
<td>0.74</td>
</tr>
<tr>
<td>Promotion</td>
<td>2.24</td>
<td>1.02</td>
</tr>
<tr>
<td>Payment</td>
<td>1.6</td>
<td>0.92</td>
</tr>
<tr>
<td>Job Satisfaction</td>
<td>2.22</td>
<td>0.85</td>
</tr>
</tbody>
</table>

According to Table 1 can be seen that the mean score of transformational leadership and transactional leadership and job satisfaction are lower than the desired level. The components of work have the highest average score, and the components of payment have the lowest average score.
To analyze the relationship between transformational leadership style and transactional leadership whit job satisfaction and its subscales, Pearson's correlation coefficient was used. According to the table 2 transformational and transactional leadership have significant and positive correlation whit job satisfaction. As well as transformational and transactional leadership has significant and positive correlation whit, work and supervisor.

**METHODOLOGY**

The research method was descriptive and correlational. The study population included all employees of the Department of Sport and Youth city of North Khorasan province, including eight city comprised of 70 people, all of them due to the small size of the community participated in the study. To measure the variables, the questionnaire Multifactor Leadership Bass and Avolio (2000) and job satisfaction Visoky and chrome (1994) was used. Validity of the questionnaire of research has been proven in several studies and for the target population by ten experts of sports management was confirmed. To test of reliability Cronbach's alpha test was used and 0.88 for leadership style questionnaire and 0.91 for job satisfaction questionnaire was calculated and indicating high reliability for research tools. To analyze the data, descriptive statistics, Kolmogorov-Smirnov and Pearson correlation coefficient was used. For data analysis software of SPSS_21were used.

**CONCLUSION**

The aim of this study was investigate the relationship between transformational and transactional leadership style with job satisfaction in the North Khorasan in Youth and Sports Department. The results showed that transformational leadership style and job satisfaction of managers, supervisor satisfaction and satisfaction of enhance have a significant positive relationship. The findings of this research aligned whit finding of park (1997), Walumbva (2005), Emery and Baker (2007), Ebrahim et al (2011), Atmojo (2012) and Omar and Hussain (2013). The success of any organization in achieving preset goals, depends on how effective management and leadership styles of administrator. In fact, management style and leadership motivating employees that directly and indirectly affect their job satisfaction. So manager, by learning new ways to think about their work to employees, and with the influence of the beliefs, values and goals of staff and coordination of ideas and moral values, provide tremendous motivation for employees.

The results also showed that transformational leadership style has no significant relationship with the consent of Fellow and the satisfaction of paying in employees. These finding align whit findings of Tamrin (2012) research. But these finding is opposite of finding of (1997), walumbva (2005), Emery and Baker (2007), Ebrahim et al(2011), atmojo (2012) and Omar and Hussain (2013) and they resulted the positive relationship between transformational leadership style of managers have noted with satisfaction the cooperation and consent of the payment. The more employees work environment must meet social needs. So, no wonder that having intimate partners increase job satisfaction. People like to pay and promotion policy, is unambiguous in accordance with expectations. Depending on the type of job and skill level of the individual (and wages paid in the community) if the compensation is reasonable and fair, will led to job satisfaction. Therefore if managers want to create job satisfaction, and space to bring the subordinates accept them, it is necessary to respect subordinates, have a good relationship with them, trust them, create rights and fair compensation and create culture and the right atmosphere. These results suggest that transformational managers affected on thoughts, feelings and attitudes of subordinates and as well as draw their satisfaction.

The results showed that the leadership transactional style of managers, has a significant positive relationship with job satisfaction, supervisor satisfaction, satisfaction of enhance and employee job satisfaction. Hapak (1935) knows job satisfaction as a multidimensional concept and factors such, working conditions, income and social value of jobs. Job satisfaction has relationship whit psychological, physical and social factors. If the manager (in term of employees) is intimate, to understand people, to give a good performance reward, to respect the ideas and viewpoints of staff and ultimately the people pay attention, job satisfaction will increase. According to Bass (1985), this process of reward and punishment of employees is transactional features of managers. Because unlike some managers Transformational leaders are interested in process of efficiency instead of fundamental ideas.

The results indicated that transactional leadership style of managers has no relationship with the consent of fellow and the satisfaction of paying in employees. In this study, between transactional relationship leadership style of managers and fellow satisfaction and satisfaction with pay in employees was not found, but much research has mentioned a positive and significant relationship between these variables. Money plays an important role in job satisfaction and is considered as an important factor for people. Because as a means to meet many basic needs and non-essential to be used. People like fair pay system is unequivocal and consistent with their expectations. Depending on the type of jobs and level of skills and wages paid in the community, if the salary is fair will bring job satisfaction. Group size and quality of interpersonal communications in the group plays.
an important role in employee satisfaction. Working Group can be as a community, and emotional support systems for employees. If people in the group have similar social characteristics such as attitudes and beliefs are the same, creates a climate that job satisfaction is provided in its shadow. Another important point is that transactional leadership is based entirely on the basis of mutual relationship between leaders and followers (Luthans, 1995), as well as transactional leaders use by exception (active) for management. And search the standard deviation, and control laws and regulations and are doing the basis of corrective action.

According to the results, it is suggested in the General Directorate of Youth and Sport of North Khorasan a committee to investigate and improving job satisfaction for administrative employees. Is also recommended the General Directorate of Youth and Sport of North Khorasan, pay to upgrade the skills of managers, and proper education transformational leadership style, and psychological aspects of transactional leadership and management style.

REFERENCES