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The Relationship Transformational Leadership Style with Organizational Culture and Organizational Commitment in Staffs of the Youth and Sports Ministry of Iran

Nasrin Azizian Kohan [1], Iman Bakhshodehnia [2*], Najaf Aghaei [3,] Mehrdad Moharramzadeh 4

[1] Associate Professor of Sports Management, Faculty of Educational Sciences and Psychology, Mohaghegh Ardabili University, Ardabil, Iran;

[2] Ph.D. student of Sports Management, Mohaghegh Ardabili University, Ardabil, Iran/Researcher of the Department of Physical Education of Imam Hossein University;

[3] Associate Professor of Sports Management, Faculty of Physical Education and Sports Sciences, Kharazmi University, Tehran, Iran;

[3] Professor of Sports Management, Department of Physical Education, Faculty of Educational Sciences and Psychology, Mohaghegh Ardebili University, Ardebil, Iran;

* **Correspondence:** iman.b1364@yahoo.com

Abstract: The aim of this research was to determine the relationship among transformational leadership style with organizational culture and organizational commitment. The population consists of 745 the employees of the Ministry of Youth and Sports of Iran. The sample size of 256 staffs was determined using stratified random sampling. In order to collect the needed data, three Transformational Leadership, Organizational Culture and Organizational Commitment Questionnaires were used. The validity of these questionnaires was confirmed by foreign and domestic researches. Cronbach's alpha reliability test of transformational leadership, organizational culture and organizational commitment were respectively 0.97, 0.97, and 0.92. In addition, data were analyzed using statistical tests such as descriptive statistics, Kolmogorov Smirnoff, Pearson correlation coefficients using SPSS Software. The findings of this study showed that there was a positive and significant relationship between transformational leadership and organizational culture ($p \leq 0.01$, $r = 0.80$). Besides, there was a positive and significant relationship between transformational leadership and organizational commitment ($p \leq 0.01$, $r = 0.46$), too. Likewise, there was a positive and significant relationship between organizational culture and organizational commitment ($p \leq 0.01$, $r = 0.57$). However, organizational culture is stronger predictor than transformational leadership for organizational commitment. Finally, in accordance with the responses of staffs of the Ministry of Youth and Sports, it can be said that if leaders create an organizational culture in which creativity and satisfaction were high as well as to taking advantage the organizational rewards and job good conditions, employees would be able to stimulate higher levels of organizational commitment.

Keywords: Transformational leadership, organizational culture, organizational commitment, and the Ministry of Sports and Youth

1. Introduction

In today's era, organizations have faced major challenges, and many of these challenges have led to restructuring, re-engineering and downsizing of organizations. The current environment of organizations has become more complex and difficult, and leaders of organizations have faced unpredictable problems that require their high flexibility in solving problems and facing the turbulent environment around organizations. Therefore, the need for appropriate leadership style and employee commitment has become more vital for the success of organizations. On the other hand, research shows that organizational culture is the most important factor in improving the capabilities of senior managers of organizations (Yiing, L.Y. & Bin Ahmad, K.Z. 2009)). Human resources are one of the most important and integral factors in an organization. Currently, new developments introduce employees not only as resources, but also as assets or capital for the company to be managed and developed (Nurjanah et al., 2020).

A brief review of leadership literature shows that leadership has been a topic of interest in the academic and management world for a long time. This interest became stronger after Burns proposed the transformative leadership model. Burns determined that transformational leaders are visionaries and encourage others to challenge and strive for extraordinary tasks (Burns, J.M. 1978). Transformational leadership is also called charismatic leadership. It is based on the vision of leadership that can transform people or the individual efforts of followers. Transformational leaders are considered as motivational, influential and inspiring (Khan et al. 2012). On the other hand, Bass states that transformational leaders frequently change their organization's culture with new perspectives, revisions, shared values and norms (Bass, B.M. 1985). Organizational culture is a system of values and beliefs that shapes the behavior of employees in an organization (Eskiler et al. , 2016). Organizational culture works like glue in connecting employees and an organization together and at the same time creates positive and innovative work behavior (Khan, I. U. 2018). In a transformational culture as a whole, there is a sense of having a purpose and a sense of being in the same family. Superiors have a sense of personal obligation to help acclimate new members to the culture. In these situations, commitments are long-term. Leaders and followers share common interests and a sense of destiny and interdependence with each other (Li, Y.C. 2004).

A bureaucratic work environment often has a negative effect on employee commitment, while a supportive work environment leads to promotion of employee commitment and participation (Maulida Anisa, S Martono. 2019). The presence of human resources in the organization must be properly managed. One of the management activities that can be done is creating organizational commitment. The importance of organizational commitment is due to the need to improve the performance of employees in a highly competitive environment, and to avoid frequent adjustment of employees who play a role in daily organizational affairs (Beduk & Kilinc, 2015). There are various factors that can affect organizational commitment, including transformational leadership (Luo, Marnburg, & Law, 2017).

Considering the close relationship between the variables of transformational leadership, organizational culture and organizational commitment, and also considering the effective role of these three variables in the success and promotion of organizational results, it seems important to discover the relationship between them. This is particularly evident in the Ministry of Sports and Youth. Because there is very little scientific and practical research in the Ministry of Sports and Youth regarding the manner and extent of the useful performance of employees, which is directly related to the commitment of employees. In addition considering that the role of managers and the choice of their leadership style as well as the culture governing the organization can play an important role in the organizational commitment of employees, therefore this issue is important in the Ministry of Sports and Youth, which plays an important and essential role in sports.

Considering that the Ministry of Sports and Youth plays a key role in promoting sports, finding a mechanism to strengthen and create a sense of belonging and organizational loyalty, as well as changing and modifying the employees' occupational perception can be useful information for planning, organizing, increasing efficiency, and performance, reducing absenteeism, and ultimately increasing individual and organizational efficiency. Besides, it cab provide the appropriate leadership style to the managers of the Ministry of Sports and Youth, and therefore in order to increase the performance of the employees of the Ministry of Sports and Youth, as well as the selection and appointment and retention of specialized and loyal staff, compatible with organizational values and goals, having strong motivation, and committed to continuing organizational membership is one of the main and very necessary needs of the Ministry of Sports and Youth, as well as finding the best leadership style that increases this productivity. It is one of the main reasons for investigating this research issue.

Now, the main issue here refers to the level of organizational commitment of the employees of the Ministry of Sports and Youth. In addition it is to ask whther transformational leadership can predict the

organizational culture and commitment of these employees or not?

By conducting the present research, it is expected that the transformational leadership style of the physical education officials of the Ministry of Sports and Youth is to be considered as a suitable predictor for the organizational culture and organizational commitment. If so, considering the importance of the functions of transformational leadership style, it is recommended to use this type of leadership style in their leadership style.

The Theoretical Framework of Research
Transformational Leadership
The transformational leader empowers followers, shows them the way to perform beyond expectations and encourages them to follow collective goals instead of personal interests (Bass, B.M., et al. 1999). Transformational leadership is about change, innovation, empowering others and finding strength with others and not by others. These leaders change followers, enable them to grow and develop, since their needs are met and new needs, desires and values emerge. Therefore, followers may become leaders as they grow and develop (Avolio, B.J., et al. 2004).

According to Bernard Bass's model, transformational leadership is realized based on four factors of ideal influence (including ideal attributs and ideal behaviors), mental stimulation, inspirational motivation, and developmental support.

1- Ideal influence: The first factor is called charisma or ideal influence and describes leaders who act as strong models for followers. Followers are identified by these leaders and want to compete with them. These leaders usually have high standards of moral and spiritual behavior and do the right thing. They are deeply respected by followers and trusted. They give followers vision and a sense of mission. Basically, the charisma or ideal influence factor describes certain people who inspire others to follow their visions (Northouse, P.G. 2001). Ideal influence includes ideal attributs and ideal behaviors, which are described below.

A) Ideal features include the following:

instilling pride and egotism in the members to cooperate and participate with the leader; abandoning individual desires for the sake of the group; acting in ways that earn the respect of others; showing a sense of power and competence; Sacrificing personal interests for the interests of others; Reassuring others that obstacles will be overcome.

b) Ideal attributs include the following factors:

talking about their most important values and beliefs; Emphasize the importance of having a strong sense of purpose; attention to the spiritual and moral results of decisions; Supporting exciting new features; A conversation about the importance of each other (Aghaz, Asal, 2015).

2- Intellectual stimulation: The Intellectual stimulation of transformational leadership is a combination of an open approach to the problem, situation evaluation processes, formulation of insights and executive patterns. Such an openness has a spiritual and superior dimension and helps followers to question assumptions and generate more creative solutions to problems. This dynamicity breaks the imperatives of organizational culture and leadership that ignore fundamental issues such as respect for others (Bass, B.M., et al., 1999). Transformational leaders use mental stimulation to challenge the thoughts and imaginations and creativity of followers and to recognize their values and beliefs. This requires leaders to push followers to retest traditional problem-solving methods, while encouraging them to try new and creative approaches to doing things (Avolio, B.J., et al. 2004).

3- Inspirational motivation: This factor describes leaders who have high expectations from their followers and inspire them through motivation to commit and be part of the organization's shared vision. In practice, managers use symbols and emotional symbols to attract the attention of group members' efforts to achieve something beyond their personal interests. Team spirit is promoted by this type of leadership (Northouse, P.G. 2001). The result of inspiration can be considered similar to the injection of a kind of increasing and stimulating energy into the soul and psyche of all organizational members (Sanjaghi, Mohammad Ebrahim 2001).

4- Developmental support (Individual Consideration): This factor represents managers who create a supportive atmosphere in which they carefully listen to the needs of individual followers. Leaders act as coaches and advisors, while trying to help followers achieve self-actualization. These leaders may use delegation as a means to help followers grow through personal challenges (Northouse, P.G. 2001).

Organizational Commitment

Meyer and Allen emphasize that commitment binds the individual to the organization and this bond reduces the likelihood of leaving the job (Meyer, J.P., & Allen, N.J. 1991). They distinguish between three types of commitment: Affective commitment, Withholding commitment and Normative commitment.

Affective commitment is defined as employees' emotional attachment to identification and involvement in the organization. Employees with strong Affective commitment continue their employment in the organization because they want to do so. Ample evidence shows that Affective commitment is strongly associated with various outcomes including absenteeism, turnover intention,

job performance, Work effort is associated (Ye Hoon Lee1, et al. 2017).

Withholding commitment is related to the desire to remain in the organization, due to understanding the costs of leaving the organization or the rewards of staying in the organization. The longer people work in an organization, they feel that their investment in the organization increases and if they leave the organization, this investment and the side benefits of working in the organization will be lost. Another factor that increases Withholding commitment is the perception of the impossibility of doing another job or finding another job outside the organization (Greenberg, J. & Baron, R.A. 2000).

Finally, Normative commitment reflects the feeling of duty to remain as a member of the organization. This dimension of commitment is, in fact, the belief in the individual's responsibility towards the organization. People stay in the organization because they consider it a kind of obligation and a moral thing. Greenberg and Baron (2000) consider Normative commitment as a kind of feeling of pressure from others to remain in the organization. People who have high Normative commitment, when they decide to leave the organization, they pay attention to the opinion of others about themselves and worry about the type of evaluation and judgment of their colleagues (Greenberg, J. & Baron, R.A. 2000).

Organizational Culture

The culture of the organization refers to the values, beliefs and basic principles that act as a basis for the management systems of the organization and also a set of management functions and behavior that both demonstrate and reinforce those basic principles. (Denison, D.R. 1990) Looking at the definition of organizational culture that has been proposed by scientists and experts in management science in the last two decades, the common aspects of all the definitions are: 1- Dominant behavioral pattern; 2- its system or systematicity; 3- a set of values and beliefs; 4- the system or the norms and values by the members of the organization; 5- Creating distinction between organizations.

A concept that is very similar to organizational culture is organizational climate. Unfortunately, sometimes organizational climate is confused with organizational culture or used as a synonym. Organizational climate mostly refers to the attitudes, feelings, and temporary perceptions of a group of people. One of the main characteristics of culture is durability and little changes; whereas the organizational climate, since it is based on attitudes, can change rapidly and intensely. Culture refers to the implicit and often invisible aspects of the organization; but the organizational atmosphere refers more to the obvious and visible characteristics of the organization. Culture includes core values and consensus interpretations about how things should

be, but organizational climate includes individual aspects that are frequently adjusted and modified due to change and exposure to new information (Cameron, K.S. & Quinn R.E. 2006). Cameron and Quinn's (2006) organizational culture typology is based on the competitive values framework model. Four types of dominant culture can be obtained from this model. These four types of culture form the basis for setting up the organizational culture evaluation tool. Since culture describes the core values, basic assumptions, interpretations and attitudes that an organization carries with, it is expected that all characteristics of organizations are reflected in these four types of culture.

1- Family culture: An organization has a family or tribal culture that emphasizes on internal preservation and survival and flexibility, interest in people and sensitivity towards customers. The place and working atmosphere of organizations with a family culture are very friendly; where employees share many things with each other; just like members of a big family. Organizational cohesion is created through loyalty to traditions. Organizational commitment is very high. The organization emphasizes the long-term benefits of developing human resources and achieving a high degree of integrity and ethics. Success in such organizations is defined in terms of sensitivity towards customers and interest in people. The organization places a special reward on teamwork, participation and consensus (Hellriegel, D., et al. 2002).

2- Entrepreneurial culture: Organizations have an entrepreneurial culture that emphasizes external positioning and high flexibility and individualism. The atmosphere and working environment of such organizations are dynamic, entrepreneurial and creative and encourage risk-taking employees along with innovative and creative leaders. The thing that becomes the source of solidarity and cohesion of organizations with an entrepreneurial culture is the commitment to experimentation and innovation. The emphasis is on moving in the front line (to be the pioneer of innovation and creativity). The long-term emphasis of such organizations is on growth and acquisition of new resources. Success means being unique and offering new products or services. Production or service leader specialization is important in such an organizational culture, and the organization emphasizes individual initiative and freedom of action (Hellriegel, D., et al. 2002).

3- Competitive culture: An organization has a competitive culture that emphasizes external positioning along with the need for stability and control. Such organizations are result-oriented and their main concern is to do things right. Employees compete with each other and are goal-seekers. Leaders are challenging, productive and hardworking motivators; they are persistent and determined people. What unites the organization is

the emphasis on winning. Fame and success are part of everyone's interest. The long-term emphasis is on competitive actions and achieving quantitative goals and objectives. Success is important in terms of market penetration and price (cost), and the style of the organization is hard-working and competitive (Hellriegel, D., et al. 2002).

4- Hierarchical culture: An organization has a hierarchical culture that emphasizes stability and control. It is a completely formal and structured place to do things, and the procedures are defined in a way that specifies what each person should do. The maintenance and smooth movement of the organization is very vital, and it is the factor of coherence and integrity of the organization, official rules and policies. The organization's long-term focus is on maintaining stability and high performance, along with its efficiency and smooth operation. Success is defined by reliable delivery, specific schedule, and low cost. Employee management is based on job security with predictability (Hellriegel, D., et al. 2002).

Development Of Hypotheses
The relationship between transformational leadership and organizational culture
Among the types of mechanisms that transformative leaders pay attention to in order to create fundamental changes and transformation in their respective organizations, cultural mechanisms have a much higher degree of importance. The reason for this is that the degree of success of these leaders depends more than anything on their success in improving the level of attitude and intellectual beliefs of managers and employees of organizations to seriously and strongly support the desired programs (Bass, B.M., & Riggio, R.E. (2006). The efforts of top managers to create fundamental transformation or revival of the organization is unlikely to be successful unless the organizational culture is changed. Transformational leaders frequently change their organization's culture with new perspectives and rethinking of shared assumptions, values, and cultures. (Bass, B.M. 1985). In a transformative culture, there is generally a sense of purpose and a sense of being a united family. Superiors feel a personal obligation to help new members adapt to the culture. (Li, Y.C. 2004).

Bass and Avolio (1993) stated that leadership and culture are closely related so that an organizational culture can be described by its transformational characteristics (Bass, B.M. & Avolio B.J. 1993). Transformational leaders are typically described as individuals who inspire their followers to pursue goals and values consistent with the leader's vision. Transformational leaders have worked within the existing culture, but they are mainly concerned with changing the organizational culture (Xenikou, A. & Simosi, M. 2006). Bess and Auliou (1993), stated

that a transformational leader moves his/her organization towards more transformational characteristics in its culture (for example, accoumplishment, intellectual stimulation and developmental support). Therefore, Bass and Auliou state that the transformational leader has a direct impact on the culture. (Bass, B.M. & Avolio B.J. 1993). Block (2003) also found that employees who rate their direct supervisor highly in transformational leadership perceive their organization's culture as more adaptive, more collaborative, more cohesive and with a clearer mission (Block, L. 2003). According to these explanations, the first hypothesis of the research is as follows:

Transformational leadership and organizational culture have a positive and significant relationship.

The Relationship Between Organizational Culture and Organizational Commitment
Several authors have discussed the theoretical relationship between organizational culture and organizational commitment. It seems that organizational culture tends to influence work effort and employee commitment directly through cultural values and indirectly through human resource functions (Martins, N. & Martins, E. 2003). The role of organizational culture to understand organizational behavior is critical. Organizational culture has a major impact on the behavior and attitude of employees. Organizational culture includes standards and norms that determine how employees behave in the organization. Therefore, managers and employees do not act in a vacuum where there is no value and they are controlled, directed and modified through the culture of the organization. The behavior of employees includes their commitment to the organization as well. Considering the dynamics of culture and human behavior, it is important to examine how employees commit themselves to the organization (Martins, N. & Martins, E. 2003) and (Meyer, J.P. & Herscovitch, L. (2001).

Meyer and Allen (1991) propose organizational culture as a prerequisite for organizational commitment, which indicates the need for research to clarify the relationship between organizational culture and organizational commitment (Meyer, J.P., & Allen, N.J. 1991). Studies in different industries and countries have shown that a supportive culture has a significant positive effect on commitment and job satisfaction, while a bureaucratic culture has a negative effect (Yiing, L.Y. & Bin Ahmad, K.Z. 2009). Mathew and Ogbonna (2009) also state that organizational cultures that emphasize strong norms for commitment are more likely to create higher task commitment. Similarly, organizational cultures that have strong norms for internalization and identification are more likely to generate higher levels of affective commitment (Mathew, J. &

Ogbonna, E. (2009). According to these explanations the second hypothesis is as follows: *Organizational culture has a positive and significant relationship with organizational commitment.*

The Relationship Between Transformational Leadership and Organizational Commitment
The relationships between transformational leadership and work-related attitudes and behaviors such as organizational commitment are well established (Walumbwa, F.O.et.al 2005). Basically, both empirical studies and multiple analysis studies suggest that followers who have transformative leaders, participate more, have satisfaction, are capable and have commitment to their organization and show less indifferent behavior. Such leaders promote the confidence, effectiveness and motivation of followers by paying attention to them individually and knowing their needs and desires (Bass, B.M. 1985). While raising their needs to higher levels of aspiration through inspirational motivation, followers feel special attention from the leader, and are more likely to work with longer-term goals and work harder to meet their expectations, which leads to job satisfaction. In fact, individual attention to followers by a transformational leader is one of the most important reasons by which these

leaders can build trust, create respect among followers and motivate them to work beyond expectations. (Walumbwa, F.O. et al. 2005)

Followers' organizational commitment is affected by transformational leadership (Lok, P. & Crawford, J. 2004). The theory of transformational leadership emphasizes the role of empowerment as the main mechanism for creating commitment to the organization's goals (Kerlincher, Fred N. 2019). It is more likely that capable employees have high commitment to their organization. By showing respect and trust to their followers, transformational leaders will be able to create a high degree of trust and loyalty in the followers, to the extent that those followers will have the desire to identify with the leader and their organization. As a result, followers trust the leader and empathize with him emotionally so that they will tend to stay with the organization even in difficult situations (Ramachandran, S. et al. 2009). As a result, the third hypothesis can be explained as follows:
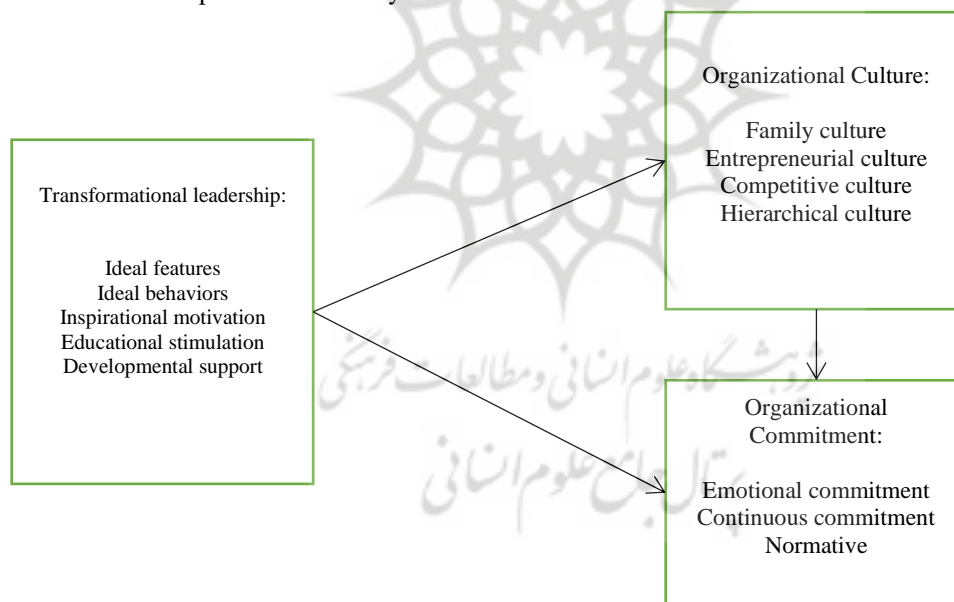*ransformational leadership has a positive and significant relationship with organizational commitment.*

Figure 1. Conceptual model of the research

2. Materials and Methods
Since this research is done with the aim of obtaining the results of the findings to solve existing problems, therefore, the type of research is applied and because in this study the researcher seeks to obtain information about the views and opinions of different people, therefore the nature of the research is to determine the relationship between the variables of the correlation type, which was carried out by the

field method. The statistical population of the research, the employees of the Ministry of Sports and Youth, includes 745 people, and by referring to Morgan's table, the sample size was estimated to be 256 people. A questionnaire was used to collect data. Transformational leadership questionnaire contains 20 questions and Organizational culture questionnaire contains 24 questions. In addition the organizational commitment questionnaire has 24 questions. These questionnaires are of the 7-value type and are graded from "completely agree" to

"completely disagree", where "completely disagree" is assigned a score of 1 and "completely agree" is assigned a score of 7. After collecting the questionnaires, 230 items could be used in this research. In order to determine the reliability of the transformational leadership questionnaire, 15% of the statistical sample were selected for the study. Table 1 shows Cronbach's alpha coefficient for each dimension and the entire questionnaire.

Table 1. Cronbach's Alpha Coefficient of The Questionnaire

Variables	No. of Question	Cronbach's alpha coefficients
Ideal influence	1 - 4	0.89
Ideal behaviours	5 - 8	0.90
Intellectual stimulation	9 - 12	0.93
Inspirational motivation	13 - 16	0.84
Developmental support	17 - 20	0.89
Transformational leadership	1 - 20	0.97
Family culture	21 - 26	0.91
Entrepreneurial culture	27 - 32	0.94
Competitive culture	33 - 38	0.91
Hierarchical culture	29 - 44	0.91
Organizational Culture	21 - 44	0.97
Emotional commitment	45 - 52	0.93
Continuous commitment	53 - 60	0.86
Obligation commitment	61 - 68	0.78
Organizational Commitment	45 - 68	0.92

Due to the standard nature of the questionnaires, their validity was confirmed by 5 sports management experts who had experience in the field of variables of this research. In this research, descriptive analysis statistics were used to analyze demographic data. Also, inferential statistics including Kolmogorov Smirnov test, correlation coefficient, multivariate regression coefficient were used.

3. Results

Descriptive findings showed that 61.3 percent of the respondents were female and 38.7 percent were male. 83% were married and 17% were single. 38.3 percent of respondents were between 30 and 39 years old, 33 percent were between 40 and 49 years old, 18.7 percent were less than 30 years old, and finally 10 percent of respondents were 50 years old and older. 13.9 percent had a diploma, 17.8 percent had a post-graduate degree, 60 percent had a bachelor's degree, 6.5 percent had a master's degree, and 1.8 percent had a doctorate. Also, the findings of Table 2 show that 33.5% of the subjects have experience of 8 to 14 years and those with experience of 15 to 21 years, up to 7 years and 21 years and above are 27, 20.4, and 19.1 percent respectively.

Table 2. Descriptive statistics

Demographic component		No.	Percent
Sex	Male	89	7/38
	Female	141	3/61
Marital status	Single	39	17
	Married	191	83
Age	Younger than 30	43	7/18
	30 - 39	88	3/38
	40 - 49	76	33
	Older than 50	23	10
Education	Diploma	32	9/13
	Associate Degree	41	8/17
	BA	138	60
	MA	15	5/6
	Ph.D.	4	7/1
Experience	Up to 7 years	44	1/19
	8 – 14 years	77	5/33
	15 -21 years	62	27
	More than 21 years	47	4/20
contract type	permanent employment	86	4/37
	contractual	57	8/24
	conscription law's conscripts	82	7/35

conscription law's conscripts - worker	5	2/2
Total	230	100

Checking the Normality of the Distribution of Variables

In order to check the normality of data distribution related to research variables, Kolmogorov Smirnov test was used. If the significance level of Smirnov's Kolmograph test is higher than 0.05, it can be concluded that the data distribution of the variables is normal. The results of the analysis are shown in the following table.

Table 3. Checking the normality of the distribution of variabl

Variable	Transformational Leadership	Organizational Culture	Organizational Commitment
Z	881/0	065/1	689/0
Significanty	419/0	207/0	730/0

According to the results of the table, the significance level of the research variables is higher than 0.05, so we can say that the distribution of data related to the variables is normal.

Correlation test

First, in order to test the research hypotheses, a correlation matrix between the components and variables of transformational leadership, organizational culture and organizational commitment is reported, the results of which are as follows:

Table 4. Correlation matrix between the components of transformational leadership, organizational culture, and organizational commitment

Variable	Ideal influence	Ideal behaviours	Intellectual stimulation	Inspirational motivation	Developmental support	Family culture	Entrepreneurial culture	Competitive culture	Hierarchical culture	Emotional commitment	Continuous commitment	Obligation commitment	Transformational leadership	Organizational Culture	Organizational Commitment
Ideal influence	1														
Ideal behaviours	/883	1													
Intellectual stimulation	/869	/906	1												
Inspirational motivation	/837	/885	/879	1											
Developmental support	/813	/816	/849	/846	1										
Transformational leadership	/748	/759	/718	/775	/785	1									
Family culture	/773	/773	/717	/756	/696	/883	1								
Entrepreneurial culture	/713	/689	/652	/664	/661	/805	/862	1							
Competitive culture	/635	/622	/615	/620	/621	/725	/745	/877	1						
Hierarchical culture	/482	/425	/373	/410	/411	/505	/562	/598	/580	1					
Organizational Culture	/401	/391	/328	/363	/368	/532	/418	/374	/448	/713	1				
Emotional commitment	/316	/346	/295	/258	/270	/367	/302	/339	/321	/466	/508	1			
Continuous commitment	/934	/955	/959	/944	/917	/802	/788	/716	/660	/444	/392	/316	1		
Obligation commitment	/774	/767	/729	/760	/745	/922	/943	/952	/897	/604	/450	/357	/801	1	
Organizational Commitment	/482	/462	/397	/415	/422	/521	/521	/532	/547	/891	/886	/743	/461	/571	1

The results of the table showed that all relationships are significant at the 0.01 level (two range test). Significant correlation coefficients, if it is in the distance (±0.3 to 0) , the intensity of the relationship is weak, and if it is in the distance (±0.3-±0.6), the intensity of the relationship is moderate, and if it is in the distance (±0.6-±1), the intensity of the relationship is strong.

Structural equation modeling is a comprehensive statistical approach for testing hypotheses about relationships between observed variables and latent variables. Through this approach, we can test the acceptability of theoretical models in certain societies using correlational, non-experimental and experimental data. Bentler and Chou (1987) and Bentler (1990) stated that the feature of uncorrelatedness of all errors in a model is rarely consistent with real data. Inclusion of such errors in the models will not only harm the validity of the factor, but also provide a more realistic representation of the observed data. Therefore, it was decided to use this method to better fit the model.
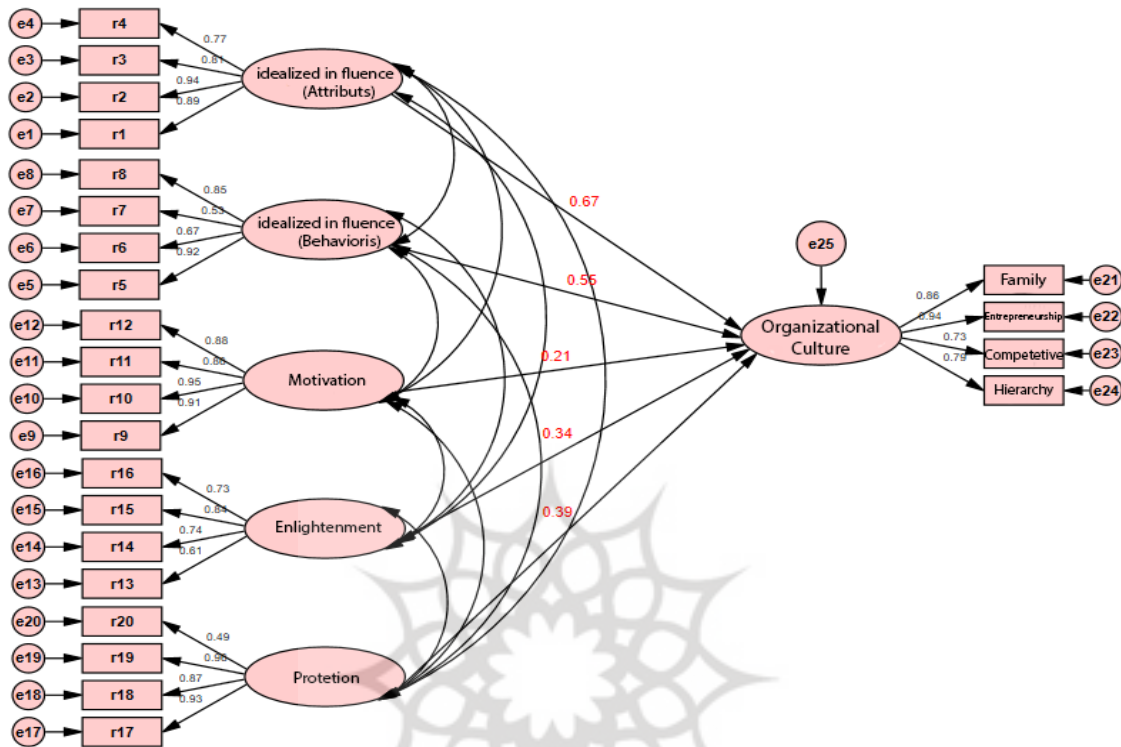
Figure 2. Structural equation model explaining the impact of transformational leadership on organizational culture

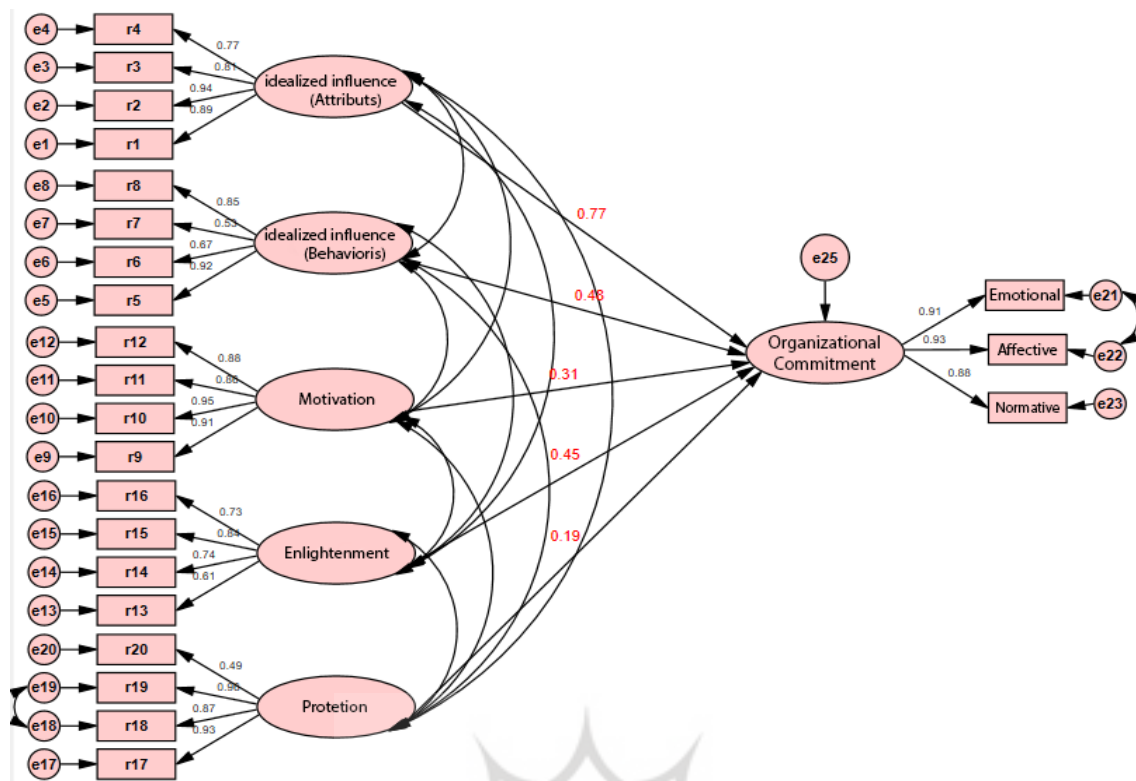According to the results obtained from the structural model, ideal characteristics with a beta coefficient of 0.67 have the greatest effect and inspirational motivation with a beta coefficient of 0.21 have the least effect on organizational culture.

Table 5. goodness-of-fit indices for the model of the effect of transformational leadership on organizational culture

Model index	χ^2	df	χ^2/df	GFI	AGFI	NFI	CFI	RMSEA
Reaserch Model	819.65	255	2.24	0.91	0.91	0.94	0.96	0.031

The model related to causal relationships between transformational leadership and organizational commitment is presented in Figure 2.

Figure 2. Structural equation model explaining the effect of transformational leadership on organizational commitment

According to the results obtained from the structural model, ideal characteristics with a beta coefficient of 0.77 have the greatest effect and Developmental support with a beta coefficient of 0.19 have the least effect on organizational commitment.

Table 6. goodness-of-fit indices for the model of the effect of transformational leadership on organizational commitment

Model index	χ^2	df	χ^2/df	GFI	AGFI	NFI	CFI	RMSEA
Reaserch Model	821.31	255	3.01	0.94	0.95	0.93	0.91	0.043

From the point of view of most scientists, regarding the ratio of chi-square to the degree of freedom (df/χ^2), the values between 2 and 3 are acceptable, however, the views on this matter are different. For example, Schumacher and Lomax consider values between 1 and 5 as acceptable. Regarding the indices (GFI, AGFI, NFI and CFI), it has been said that the closer these indices are to one, the better the model fits. Bentler and Bonnet have recommended values equal to and above 0.9 as a good indicator for the suitability of theoretical models. In this research, these values for the indices (GFI, AGFI, NFI and CFI) have been obtained as acceptable values. The Root Mean Square Error of Approximation (RMSEA) is based on the errors of the model and is a measure of the badness of the model. Some thinkers are of the opinion that this index should be less than 0.05, and others consider less than 0.08 as appropriate.

4. Discussion

The purpose of this study was to determine the relationship between transformational leadership style and organizational culture and organizational commitment among employees of Iran's Ministry of Sports and Youth. Transformational leadership includes five components; organizational culture includes four components; and organizational commitment includes three components. According to research findings, there is a positive and significant relationship between transformational leadership and organizational culture in the Ministry of Sports and Youth of Iran (sig=0.01, r=0.801). There is a positive and significant relationship between transformational leadership and

organizational commitment in the Ministry of Sports and Youth of Iran (sig=0.01, r=0.461). There is a positive and significant relationship between organizational culture and organizational commitment in the Ministry of Sports and Youth of Iran (sig=0.01, r=0.571).

These findings are aligned with the findings of previous researches regarding the relationship between transformational leadership, organizational culture and organizational commitment, such as Lee (2004), Ramachandran and Krishnan (2009) and Mayolida Anisa (2019). Moreother, no non-aligned research was found in this field. Today's leading organizations, in their wide-ranging efforts to develop strategic advantages and surpass their competitors, put the issue of developing human capacities and improving the level of organizational commitment of employees on their agenda, and in this way, use all possible mechanisms (Sanjaghi, Mohammad Ibrahim et al. 2019). The survival of organizations in today's competitive environment requires having capable leaders, flexible organizational structure and agility of organizations. On the other hand, the current values, beliefs and norms of the organization, which are manifested in the concept of organizational culture, are very important in the development and success of the organization (Mokhtari Dinani, Maryam 2014). Meanwhile, transformational leadership style has proven its effectiveness as one of the strongest factors. Despite this, the gap of mediating variables in explaining the indirect effects of transformational leadership style on the organizational behavior of employees is the concern of many scientists in this field. The results of data analysis indicate that transformational leadership is able to influence the organizational commitment of physical education employees in the Ministry of Sports and Youth by promoting organizational culture.

Considering the high correlation between transformational leadership and entrepreneurial and family cultures, it can be concluded that transformational leaders play a role in creating open and friendly environments for effective cooperation and on external positioning as well as preservation and survival and flexibility of the organization. On the other hand, they have less relationship with controlled and inflexible environments and slow movement of the organization. If the physical education employees are supported in terms of leadership, benefit from more amenities and services, rewards and promotions, their organizational commitment will increase and they will continue to work in the organization with more desire and interest. They also can create favorable results for their sports organization and society. The reason for this is that when the employees see that the Ministry of Sports pays attention to their well-being, in return, they become attached to the organization and do not think of leaving it.

However, in the current research, the least relationship between transformational leadership and the components of organizational commitment is related to the component of continuous commitment. Since continuance commitment means feeling compelled to stay in the organization (due to financial dependence on the organization and lack of alternative jobs), this means that transformational leadership is less related to feeling compelled to stay in the organization. In sum, these findings show that the positive and meaningful relationship between transformational leadership and organizational commitment and its components is not only limited to the Ministry of Sports and Youth of Iran, but also in many statistical societies and different countries.

Ideal characteristics are the strongest predictors for organizational culture that leaders use to instill pride and self-importance in members for cooperation and participation; abandoning individual desires for the sake of the group; acting in ways that earn the respect of others, can improve organization's culture. The component of ideal behaviors is the second predictor for organizational culture that leaders use to talk about their most important values and beliefs; emphasize the importance of having a strong sense of purpose; pay attention to the spiritual and moral results of decisions, support exciting new features, talk about the importance of each other and finally improve the culture of the organization.

Ideal characteristics are the strongest predictors for organizational commitment that leaders use for showing a sense of power and competence; sacrificing personal interests for the interests of others; and reassuring others that obstacles will be removed will increase subordinates' sense of cooperation and commitment. The component of ideal behaviors is the second predictor for organizational commitment that leaders can have a greater impact on people and improve organizational commitment by talking about their most important values and beliefs and paying attention to the spiritual and moral results of decisions. Among the components of transformational leadership, inspirational motivation is also a predictor of the organizational commitment of people in the studied organization, a factor that describes leaders who have high expectations from their followers and inspire them through motivation to make them committed and be part of the common vision of the organization. In practice, managers use emotional symbols to attract the attention of group members' efforts to achieve something beyond their personal interests. Team spirit is enhanced by this type of leadership.

According to the results of the employees of the Ministry of Sports and Youth of Iran who are the internal customers of this organization, they believe

that if the leaders create an organizational culture in which the level of innovation and satisfaction is high, as well as organizational rewards and favorable job conditions, such as salaries, promotions, benefiting from job enrichment, they may be able to motivate employees with higher levels of organizational commitment and at the same time prevent the negative reactions that are usually caused by a bureaucratic management approach. Therefore, if the employees of the studied organization have received and understood their needs and expectations from the organization well, then they show their desire to provide behaviors beyond what is expected from them in the organization, in order to achieve to facilitate the goals of the organization. In general, the provision of suitable organizational conditions for physical education workers makes them show their desire and interest in order to achieve organizational goals, because they believe that the organization has been able to meet their expectations. It is also suggested to the managers of the Ministry of Sports and Youth of Iran to use a transformational leadership style to influence employees (individuals or groups) in order to achieve organizational goals. In addition, to improve organizational culture, organizations must emphasize more on entrepreneurial culture and family culture, and according to the research results, by using transformational leadership and organizational culture, motivate employees with higher levels of organizational commitment.

5. Conclusions

In the present study, the relationship between the psychological factors of resilience, and cognitive regulation of emotion with the success of paintball players in competitions was investigated. It can be concluded that the players who had higher resilience, obtained better results in the matches. Also, top players were more inclined to use emotion regulation strategies, especially adaptive strategies.

Conflicts of Interest: The authors declare no conflict of interest.

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ارتباط سبک رهبری تحول‌آفرین با فرهنگ سازمانی و تعهدسازمانی در وزارت ورزش و جوانان ایران

نسرین عزیزیان‌کهن¹، ایمان بخشوده‌نیا ²*، نجف آقایی³، مهرداد محرم‌زاده⁴

۱. دانشیار گروه مدیریت ورزشی، دانشکده علوم تربیتی و روانشناسی، دانشگاه محقق اردبیلی، اردبیل، ایران؛
۲. دانشجوی دکترای مدیریت ورزشی، دانشگاه محقق اردبیلی، اردبیل، ایران/پژوهشگر گروه تربیت بدنی دانشگاه جامع امام حسین (ع)؛
۳. دانشیار گروه مدیریت ورزشی، دانشکده تربیت بدنی و علوم ورزشی، دانشگاه خوارزمی، تهران، ایران؛
٤. استاد گروه مدیریت ورزشی، دانشکده علوم تربیتی و روانشناسی، دانشگاه محقق اردبیلی، اردبیل، ایران؛
* **نویسنده مسئول**: iman.b1364@yahoo.com

چکیده: هدف از این مطالعه تعیین ارتباط بین سبک رهبری تحول‌آفرین با فرهنگ‌سازمانی و تعهدسازمانی در بین کارکنان وزارت ورزش و جوانان ایران بود. جامعه آماری این تحقیق کارکنان وزارت ورزش و جوانان شامل ۷٤۵ نفر می‌باشد که با مراجعه به جدول مورگان، حجم نمونه ۲۵٦ نفر برآورد گردید. جهت گردآوری داده‌ها از سه پرسشنامه استاندارد رهبری تحول‌آفرین، فرهنگ سازمانی و تعهد سازمانی استفاده گردید. اعتبار پرسشنامه‌ها در مطالعات متعدد داخلی و خارجی مورد بررسی و تایید قرار گرفته است. پایایی پرسشنامه‌های رهبری تحول‌آفرین، فرهنگ سازمانی و تعهد سازمانی به ترتیب ۰/۹۷، ۰/۹۷ و ۰/۹۲ بدست آمد. به منظور توصیف داده‌ها از روش‌های آمار توصیفی و برای تجزیه و تحلیل استنباطی داده‌ها از روش‌های آماری آزمون کولموگروف اسمیرنوف، ضریب همبستگی پیرسون و رگرسیون استفاده شد. یافته‌های تحقیق نشان داد که رهبری تحول‌آفرین رابطه مثبت و معناداری با فرهنگ سازمانی (80/0 ≥P و r=۰/۰۱) و تعهد سازمانی (۰/۰۱ ≥P، r=۰/٤٦) دارد. همچنین، بین فرهنگ سازمانی با تعهد سازمانی رابطه مثبت و معناداری بدست آمد (۰/۰۱≥P، r=۰/۵۷). همچنین فرهنگ سازمانی پیش‌بین قوی‌تری برای تعهد سازمانی است. با توجه به نتایج تحقیق، می‌توان بیان داشت که اگر رهبران، فرهنگ سازمانی ایجاد کنند که در آن میزان نوآوری و رضایت‌مندی بالا باشد و همچنین از پاداش‌های سازمانی و شرایط شغلی مطلوب بهره‌مند شوند، ممکن است قادر باشند کارکنان را با سطوح بالاتری از تعهدسازمانی برانگیزند.
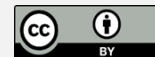
واژه‌های کلیدی: رهبری تحول آفرین، فرهنگ سازمانی، تعهدسازمانی و وزارت ورزش و جوانان؛