

# Structural Equation Modeling of Transformational Leadership Style and Organizational Effectiveness with Mediating Role of Organizational Commitment in the General Directorate of Youth and Sports of North Khorasan Province

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## ABSTRACT

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**Objective:** The purpose of this study was structural equation modeling of transformational leadership style and organizational effectiveness with Mediating Role of Organizational Commitment in the General Directorate of Youth and Sports of North Khorasan Province. **Methodology:** The statistical population included 70 employees that using census, the total population was considered as the sample. Data collection method based on three questionnaires of leadership style MLQ, organizational effectiveness based on four essential functions of the social system of Parsons (AGIL) and organizational commitment of Allen and Meyer was done. **Results:** Data analysis by using structural equation modeling with software LISREL 8.8 and Smart PLS 2 in two parts, of the measurement model and structural section was performed. In the structure part, structure of the model coefficients was used to examine the hypotheses. **Conclusion:** The results indicate a significant and positive impact on organizational effectiveness of leadership style on the one hand and on the other hand a significant impact on relationship of commitment as mediating variable between transformational leadership style and organizational effectiveness.

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## 1. Introduction

The concept of effectiveness of the most important issues in the field of organizational behavior. Experts and scholars believe that the main theme in all the analyzes of organizational effectiveness and organizational perspective without effectiveness is difficult (Kazemi & Ali, 2002). The effectiveness of the authorities' attention to the development of organizational theory (Papadimitriou & Taylor, 2000) and effectiveness consider the main issue on the physical environment (Kazemi & Ali, 2002). Management and Organizational Behavior scholars said Effectiveness to define the achievement of organizational goals (Zhang et al., 2008). Sports organizations, as custodians of the sport, playing the main role in the development, promotion and development of sports, in both the sport for all and the championship. Required to achieve the objectives listed, in sports organizations, is that these organizations operate effectively, and act effectively, they will be able to successfully manage the country's sports system, and be close to optimal effectiveness. Due to vast changes in the world today, and intensifying competition, considered by many researchers to design appropriate strategies for effective and prompt implementation and effective organization that has been drawn. Sports organizations is also not an exception. From the most important factors influencing the effectiveness of organizations can be referred to the commitment and leadership styles. Due to the performance and effectiveness of employees affected by various factors such as job satisfaction and organizational commitment and more. Organizations need effective and efficient commitment of staff and employees so they can achieve their goals for growth and comprehensive development. Locke & Latham (1990) acknowledged, when in some people feel an aversion to work, has no interest in serving the customer and organizational effectiveness is reduced and thereby reducing their commitment to the organization, low productivity and ultimately the wrong absence and displacement increases (McDermott et al., 1996). It seems that between organizational commitment and efforts of employees as well as the relationship between organizational commitment and performance exist. Increasing organizational commitment makes people work better and have a better performance. Logically, one can assume that the

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tendency of employees to participate in organizational effectiveness and help it influence the nature of the commitment that possess. Research findings demonstrated competence and commitment should be added to variables that can affect work performance. Director is located in top of the organization as the official representative of the organization to coordinate and increase the efficiency. Success in achieving the goals depends on how effective management and leadership styles of manager. Director of the organization's leadership role, will can select different styles in guiding staffing. Administers behavioral patterns in any organization, creates strong motivation and morale among the staff, and increases the satisfying them from their profession. Administrators can use the leadership style and organizational commitment to employee effectiveness and productivity of their organization. History of leadership also shows, emphasis on proven methods in all positions, and his rejection of organizational changes did not correlate with the development and even the existence of the organization. Director or Head of behavior that must assume a leadership role can be based on thoughts, feelings and desires affect the employees under their supervision. These thoughts and feelings stimulate and guide the behavior of the employees, so leadership as a catalyst and motivate employees affects the efficiency of the work. The results of research show that transformational leadership has created a great incentive on their followers, will can improve their performance. Also, this type of leadership increases confidence and attention followers, is to stimulate their intrinsic motivation (Yang, 2007). And that they are thus led them beyond their personal needs, with the ability to achieve their organizational goals (Burke & Collins, 2001). The results of research shows that transformational leadership, in contrast to other styles of leadership have significant positive effect on the work motivation, performance, organizational success, job satisfaction, organizational commitment, efficiency, effectiveness and organizational productivity. Burton and Peachey findings (2009) showed that sports leaders with transformational style, in contrast to sports leaders with a pragmatic style to organizational outcomes (satisfaction, effectiveness and extra effort) should achieve. Similarly, the results Xirasagar et al. (2005) showed that transformational leadership style compared to other leadership styles (functional and nonfunctional) and a stronger significant positive correlation with efficacy, job satisfaction and the extra effort. The findings showed that transformational leadership on organizational outcomes (such as organizational behavior, organizational commitment, job satisfaction, organizational effort and performance) affect a significant effect. In general, the results, Rowold and Rohmann (2009), Burton and Peachey (2009), Xirasagar et al. (2005), Hsu (2002) and Doherty and Danylchuk (1996) showed that transformational leadership significantly stronger positive impact on its effectiveness.

According to the research literature and previous study mentioned earlier, some researches know the effectiveness of transformational leadership style influence, direct or indirect (through organizational commitment). Some research, impact on the effectiveness of organizational commitment, verification, and others have rejected. The majority of research on the effect of transformational leadership style and organizational commitment, organizational effectiveness, individually researched, and the effects have not been studied at all three variables together. Since the departments of Youth and Sports are the main sports authorities, it seems to variables such as organizational commitment, leadership style and effectiveness in these organizations be investigated. According to the literature because literature, it seems appropriate interaction between organizational commitment and leadership styles will lead to enhance organizational effectiveness in sport organizations and youth.

## 2. Materials and methods

This descriptive correlation study that was conducted using structural equation modeling. 66 people of the total 70 (96%) of the Directorate General of Youth and Sports of North Khorasan Province, were selected as samples, and transactional leadership standard questionnaire Avolio et al. (1995), reliability (0.89), questioning the effectiveness of Parsons with downstream (0.82) and organizational commitment questionnaire Allen and Meyer (1990), reliability (0.92) responded. To analyze the data, descriptive statistics, mean, standard deviation, frequency, percentage and graphs and tables to summarize and classify data were used. To examine data distribution of Kolmogorov - Smirnov (k-s) and to evaluate the homogeneity of variance Levene test was used. In order to assess the validity from credibility factor is used. To investigate the relationship between latent (hidden) and the observed variables the confirmatory factor analysis and to examine the structural model (the relationship between latent variables) were used path analysis. Data analysis software LISREL and PLS 2 smart with a confidence level of 95% was used.

## 3. Discussion and results

**Table 1. Descriptive statistics for the variables studied in this research**

|                              | Mean | Standard Deviation | 1     | 2     | 3    |
|------------------------------|------|--------------------|-------|-------|------|
| organizational commitment    | 3.12 | 0.492              | 0.96  |       |      |
| Transformational leadership  | 2.71 | 0.491              | 0.540 | 0.92  |      |
| Organizational Effectiveness | 3.01 | 0.704              | 0.732 | 0.637 | 0.96 |

### KMO and Bartlet test

Factor analysis is required before performing the following assumptions be met:

1. To determine the adequacy of the sample size of test Kaiser - Meyer - Okin (KMO) was used. Since KMO value for all three instruments used were larger than 0.6 (Table 3), so factor analysis can be performed.

2. Minimum requirement for factor analysis using Bartlett's test. According to Table 3 indicate that in all three cases is significant Bartlett's test, so there are minimum requirements for factor analysis.

**Table 2. KMO and Bartlet test**

| Index   | suitable amount | Values obtained             |                           |                              |
|---------|-----------------|-----------------------------|---------------------------|------------------------------|
|         |                 | Transformational leadership | Organizational commitment | Organizational Effectiveness |
| KMO     | More than 0.6   | 0.000                       | 0.000                     | 0.000                        |
| Bartlet | Less than 0.05  | 0.954                       | 0.956                     | 0.974                        |
| Result  |                 | Suitable                    | suitable                  | Suitable                     |

Next, using the software LISREL, confirmatory factor analysis was used to assess measurement models study. If these conditions are met, the model has a good fit:

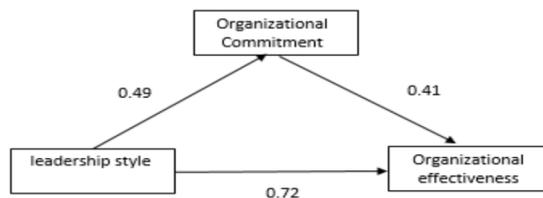
- Achieved a significant level of chi-square test (P-value) is greater than 0.05.
- Ratio chi-square test to be less than 3 degrees of freedom.
- Value and root mean square error of approximation (RMSA) is less than 0.05.
- The comparative fit index (CFI), fit index (GFI), a modified fitness index (AGFI) and non-soft fit index (NNFI) is greater than 0.9.

**Table 3. Goodness of Fit conceptual model**

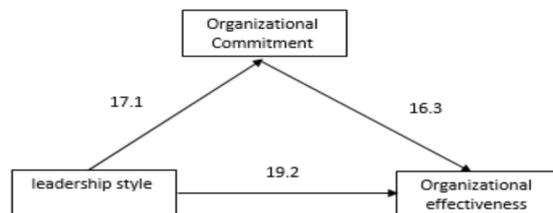
|                         |        |
|-------------------------|--------|
| AGFI                    | 0.944  |
| GFI                     | 0.940  |
| X2                      | 113.55 |
| Degree of freedom       | 51     |
| X2 on Degree of freedom | 2.23   |
| RMSA                    | 0.028  |
| P-value                 | 0.072  |

The P-value equal to 0.072, the RMSA statistics 0.028, and the chi-square (113.55) on the degrees of freedom (51) is also 2.23 and also less than 3. output results show the GFI and AGFI obtained 0.944 and 0.940 of the value of and the measurement models of the three main research structures have an acceptable fit. Cause and effect relationship between leadership style and organizational effectiveness, leadership style and commitment and ultimately organizational commitment and organizational effectiveness in terms of the structural model and smart PLS 2 has been measured.

As Figure 2 shows, the relationship between the three main structure of meaningful and direct; thus, leadership style, on organizational effectiveness positive impact significant (H1), which according to standardized coefficients output software smart PLS, 0.72 of changes in organizational effectiveness leadership style is forecast. The impact of leadership on organizational commitment (hypothesis 2) as well as the effectiveness of organizational commitment (Hypothesis 3) is significant and positive. Coefficients causal pathway between the main structure of research showing the impact of direct and indirect (through mediator variable of organizational commitment) is effective on leadership style. So that a direct impact on the amount of 72%, indirect impact on the amount of 20% (49% × 41%) and the total impact of 92% (20% + 72%) has been explained. To confirm the hypothesis of the command Bootstrapping, software was used smart PLS, which shows the output coefficients t (Figure 3). When the values of t, the interval is more than 96/1 + and less than 96 / -1 are indicative of the significance of the relevant parameters, and subsequently supported the hypothesis (, Esposito-Vinzi et al2010). As Figure 5 shows, t coefficients between research structures, all of 96.1, which indicates the acceptance of the research hypothesis.



**Figure 1. Standardized coefficients**



**Figure 2. T coefficients**

#### 4. Conclusion

Organizations with increased environmental dynamism as well as today's competitive world, have to change their internal structure to adapt better to the environment. Survival of the organization in such a competitive environment requires flexibility and agility of organizations. One of the important indicators that managers always faced at the top level organization, accepting the organization's values, and involvement in the organization, and motivation and desire to continue working in the organization, by employees, which will look at the concept of commitment. On the other hand, the organizations to compete in today's turbulent world and existence and hope for progress in the future requires organizational effectiveness to maintain their competitive advantage. And this occurs through managers with appropriate leadership style that will help rather than a hindrance to the growth of organizational commitment.

The main hypothesis is that leadership style has an impact on organizational effectiveness: effective leadership style should be a path to the efforts of all employees to accomplish the goals of the organization. Without leadership may be the link between individual and organizational objectives is weak and fragmented. This can lead to undesirable situations where individual work, only to be done in order to achieve the individual goals, and meanwhile, the organization lost its effectiveness and efficiency, and failed to the achievement of its objectives. This hypothesis has been confirmed in this study, because as has been indicated, leadership styles, on organizational effectiveness, has a significant positive impact, and according to Standard output coefficients software smart PLS, 72% of the effectiveness of the changes predicted by the leadership style. So, an organization that managers' leadership style appropriate to their own organization, can increase staff efficiency and increased organizational effectiveness.

As a result of the first hypothesis, has shown leadership style has an effect on organizational commitment. The first step in the organization's commitment, set goals, values and beliefs of the organization, and values of the organization and individual employees fit together by the leaders of the organization. And after that there was a commitment to the organization, to create a similar experience for staff, from within the organization, measures taken to preserve it. In fact, the leaders of the organization through words and actions, specifies benchmarks. This benchmark is that relation to how much the staff cares? How to give employees freedom, and so on. Items listed makes the commitment form that can increase efficiency and productivity. This hypothesis has been confirmed in this study because, as results showed a positive and significant impact of leadership on organizational commitment that standard software output coefficients smart PLS, 49% of change of organizational commitment is expected by leadership style.

In this regard, we can say that transformational leadership would be valuable results, including the leaders, with a vision, goals and fundamental values improve empowerment, development of skills, team building, change, organizational learning and as well as the strategic orientation. Thus, it can be concluded that the Director-General examined to benefit from transformational leadership style can help with the development of organizational commitment to grow the organization. The results of this hypothesis with the findings of Winter and Sarros (2002) and Thamrin (2012) is consistent.

Consequently, the second hypothesis, suggests the influence of organizational commitment on organizational effectiveness. The Organizational effectiveness is one of the goals and aspirations. And organizations in the field, should create the necessary context, and most important factors that have a significant role, is organizational commitment. In general, organizations can agree on values and beliefs of the organization, create acceptance for change, coordinating and aligning individual and organizational objectives, to increase the effectiveness. Planners also cannot measure the increase organizational effectiveness, regardless of organizational commitment. Because increasing the effectiveness of the individual, if the individual has the commitment of his organization is to be found, and in fact organizational commitment is a key element in increasing or decreasing organizational effectiveness. This hypothesis has been confirmed in this study because, as results showed a positive and significant impact on organizational effectiveness commitment that the standard output coefficients software smart PLS, 41% of the effectiveness of the changes is predicted by the commitment. Therefore, organizational commitment can be achieved through employee empowerment, namely giving autonomy, initiative and ability to handle the job, align staff values with the values of the organization, ensuring organizational justice, and create an emotional attachment between employees and the organization, led to employees feel responsible And this causes the staff to meet organizational goals and interests and their serious effort. Also, as a means of increasing organizational effectiveness, having knowledge of the issues by staff, organizations can develop the capabilities of their employees, so that they are sustainable in the competition.

According to the findings, offered suggestions to the Directorate General:

Through intellectual stimulation attempt to challenge the thoughts, imagination and creativity and knowledge of the values and beliefs of the followers. This requires that leaders, followers lead towards retesting the traditional way to solve problems.

Through the establishment of system of offers and think, ideas, experiences, successful or unsuccessful, solutions and innovations and new strategies in this area collected and evaluated certainties (This increases the commitment and effectiveness).

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