

Relation Between Transformational and Transactional Management of Managers with Physical Education (Pe) Teachers' Organizational Commitment of Islamic Azad University at Eastern Azerbaijan Province, Iran

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Abstract: This study aims to investigate The relation between transformational and transactional Management of managers with PE teachers' organizational commitment of Islamic Azad university of east Azerbaijan province. This research is of descriptive-correlational type by the field method. Statistical society and sample were the same, including all universities of east Azerbaijan province. To determine transformational and transactional management method of the managers, multi-factor leadership questionnaires (MLQ) and for determining teachers' organizational commitment, Mayer and Allen, s organizational commitment and personal information questionnaires were used. The results showed that there is a significant relation between both transformational and transactional management methods and teachers' organizational commitment, while, there was no significant relation between demographic qualities like, age, sex, degree, job records and organizational commitment of university professors of east Azerbaijan province.

Key words: Transformational management, organizational commitment, teachers.

INTRODUCTION

The most important capital of every organizational is its human sources who step for organizational success. These capitals need a good manager who guides them according to the proper situations, employees' need, job demands and inter-organizational relations (Hasir, 2004).

The organizations like PE faculties of the universities, PE departments, and sport federations should have some managers and if they are inefficient, the organizations undergo severe problems. So, good managers and selection of proper managing methods are needed for all organizations' progress (Doherty 1997; Doherty and Chuck, 1996).

Transformational management which deals with emotional and personal relation between the manager and employees, motivates them to do their duties beyond the expectations and cares about practical and intuitional stimulations, causing the respect and admiration of the employees to the manager and organization (Farhangi and Hosseinzadeh, 2006). Transformational managers have great influence on their employees and guide them on the basis of regulations and insist on fundamental and effective changes (Golshani, 2004). Transactional management counts on the transactions between the managers and employees and the manager gives occasional rewards to the employees. In this respect, the manager motivates the employees by material rewards (Farhangi and Hosseinzadeh, 2006).

Sheldon refers to organizational commitment as a biased attitude of a person to an organizational which attaches him to it, as well (Politis, 2004).

Many researches like Lotanez (1999) believed that commitment affects on the important behaviors such as transfers and absences and as a positive consequences makes the employees more regulated. Those employees stay for a longer time in the organizational and work more (Nikoofar, 2008).

After studying on the relation between transformational and transactional management and employees' commitment, Thomas *et al.*, (2000), Goodwin and Whittington (2001) and Nikoofar (2007) concluded a significant relation between these variables.

Padskef *et al.*, (1995), Bus *et al.*, Alieu (1993) and Nikoofar (2007) also showed a significant and positive correlation between the mentioned variables.

Busio *et al.*, (1995), quoting from Godwin *et al.*, (2001) stated that despite a significant relation between organizational commitment and transactional and transformational management methods, the relation between

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organizational commitment and transformational method is stronger than using transformational method.

Krawford (2005) in a research, titled: " Transformational leadership and organizational situations' impacts on managers' knowledge", concluded that transformational leaders act better and more efficient than transactional leaders in transformational situations. the leaders who use their management knowledge favorably, prefer transformational leadership. Investigating transformational, transactional management and free policy among doctors. Zayersager (2008) concluded that personal impacts, motivation, personal consideration to transformational leadership, provided rewards and active management on transactional leadership, and active management on doctors, free policy are effective.

Kaskely *et al.*, (1998) showed that organizational commitment of sport organizations' employees has a significant relation with age, job records and the passed time of their managers.

Nikoofar (2008), in a study on demographic qualities of committed organizational employees concluded a significant relation between the age, job records and organizational commitment of the employees. There was also a negative relation between marital status and employees' organizational commitment. There was no significant relation among sex, field, employment, degree and employees' organizational commitment. Investigating the relation between work quality and employees' organizational commitment of Isfahan PE department, Hosseini (2010) concluded a positive significant correlation between the variables.

According to the studies, employees' attitudes affect on their behavior, so they should be considered by the managers (Sashkin, 1995). More studies on these variables can help the managers to recognize detrimental and useful factors in organizations' success and efficiency. So, there should be some studies on recognition abilities of Azad universities' PE managers to understand the employees' needs and motivations and their own management styles proportional to those needs. The question that which management method can motivate and improve sport organizations, has been the focus of the last century's management researches (Xirasagar, 2008).

This paper tries to improve teachers' emotional integration and involvement to the benefit of the organizations to help the managers' proper dealing with different organizational situations and employees' readiness levels (Tomas *et al.*, 2000).

Methodology:

This study is of descriptive-correlation type, done by the field method. Statistical society was PE teachers of east Azerbaijan province.

So, the sample number equals statistical society. Multi-factor leadership questionnaire of Bus was used to gather information about management methods. Mayer and Allen's organizational commitment and personal information questionnaires were used to determine organizational commitment of the teachers and demographic information (age, sex, education level and job records), respectively.

After confirming questionnaires' reliability by the experts and Alfay Krobakh's introductory study, Bus, Mayer and Allen's questionnaires consistency were 0/92 and 0/86, respectively. To describe the variables, descriptive statistics like, mean, percentage, variance and standard deviations were used. To test the hypothesis, linear, normal homogeny variances and score independence were resulted by Colmograf Smirnof tests, correlation coefficients of Pearson, Spearman and Yuman Whitney.

Results:

Table 1: Shows distribution and correlation coefficients between transformational and transactional management of the managers and organizational commitment PE teachers of east Azerbaijan province.

Significance level	Pearson correlation	Variables				row
0.005	0.465	M=68.11	Organizational	M=62.70 s.d=12.201	Transformational management	1
0.021	0.249	S.d=10.482	commitment	M=42.23 s.d=8.853	Transactional management	2

Correlation at 0.01 level is significant. Correlation at 0.05 levels is significant.

The information in Table (1) says that:

1. The score mean of managers' transformational management style and standard deviation are 62/70 and 12/201, respectively. Data analysis tests showed a positive and significant correlation at 0/01 and 0/05 levels, between transformational management style of the managers and teachers' organizational commitment.
2. Score mean of managers' transactional management style and standard deviation are 42/23 and 8/853, respectively. Data analysis test showed that there is a significant and positive correlation between teachers, organizational commitment and managers' transactional management style at $\alpha=0.05$ level.

Table (2) shows the correlation between organizational commitment and demographic qualities of PE teachers of east Azerbaijan province.

Table 2: correlational coefficient between organizational commitment and demographic qualities of PE teachers of east Azerbaijan province.

Significance level	r or u	Test	Variables	Row
0.0760	0.670	Spearman	Organizational	1
0.924	752.500	Yumanwhitney	commitment	2
0.198	-0.140	Spearman	Degree	3
0.08/7	-0.186	Spearman	Job records	4

Correlation at $\alpha=0.01$ and $\alpha=0.05$ Is significant.

The results of Table (2) shows that most teachers have mean job records of 7/41 years and young ages a mean of 35 years. From 47 people of statistical society, 40 people were men and and 7 were woman.

About the education level, the highest frequency of 92/9% M.S degree and 7/1% P.H.D degree are observed. Test analysis results also showed an insignificant relation between demographic qualities of the teachers and their organizational commitment. According to those results, organizational commitment of the teachers was at the high level.

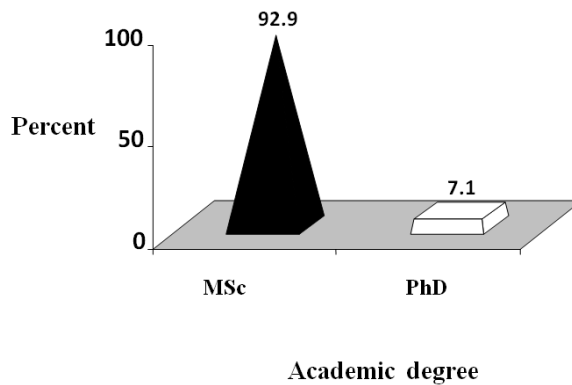


Fig. 1: PE teachers, education distribution of Islamic Azad universities of east Azerbaijan province.

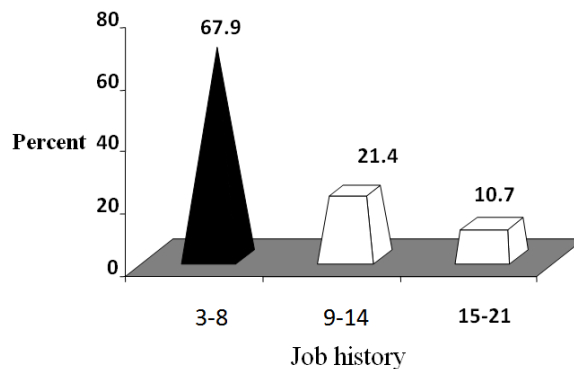


Fig. 2: PE teacher s job records' and distribution of Islamic Azad universities of east Azerbaijan province.

Discussion:

The results showed a positive and significant relation between teachers' organizational commitment and transformational management style of the managers. It means that increasing transformational management style of the managers causes increasing of teachers organizational commitment. This result matches with Basio *et al.*, (1995), Dutchet *et al.*, (2003), Nikoopfar (2007) and Hosseini (2010), s studies. It seems that transformational managers, provoking respect, trust, discretion and lead them to behave beyond the expectation and show more commitment to their organizations. Godwin *et al.*, (2001) also showed that transformational management has a positive relation with organizational commitment.

At universities and sport organizations, considering nature and importance of PE, if the managers use transformational management and personal and intuitional influence on their employees, they will be motivated to show more attempts to make a significant future for their organizations. So, transformational management has been more satisfying for the organizations and the employees.

The results also showed that there is a positive correlation between transformational management and teachers' organizational commitment which this is consistent with Pillay et Williams (1999) and Busio *et al.*, (1995), s studies.

Perhaps, monetary motivations, promotion and benefits of transactional management are not as efficient as transformational management, but considering the positive relation between managers' transformational management and teachers' organizational commitment, it can be said that monetary motivation, although less effective than spiritual motivations, have been also useful. It seems that poverty, life problems, a young society and their motivation for improving their lives is the reason of those results. So, maybe, giving monetary rewards to the universities' PE teachers by their managers can satisfy them and make them behave beyond the expectations and organizational commitment.

After all, according to hypothesis tests and other studies, it can be concluded that because in most cases transformational managers' communications are stronger than transactional managers, the people under formers' leadership get more committed than under the letters', so, transformational management is more effective for this study' s society.

According to the results, no significant relation was observed between teachers' demographic qualities and their organizational commitment. Among demographic qualities, age and job records don't match will the studies of Mathew et Zajak (1990), Golshani (2002), Hamidi (2004), Nikoofar (2008) and Kermani (2009). It was also revealed that teachers with high degrees have less organizational commitment than the others which this is consistant with Mathew et Zajak (1995), Golshani(2002) and Nikoofar (2008)' s studies. The reason for this can be for more expectation of highly-educated people and lack of their significant salaries and benefits in comparison with the others. They also have more job opportunities than the others.

Teachers' sex had no impact on their organizational commitment. Presence of women in sportive domains and understanding its importance have motivated them to participate in social activities and money-making for their families which this matches with Nikoofar (2008)' s results but is inconsistent with Kermani' s results. This inconsistency may be for the difference of statistical society in different conditions.

Suggestions: Considering the strong relation between transformational management and high organizational commitment, it is suggested that PE departments hire the managers will more transformational management expertise to affect positively on the sport and PE organizations.

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