



The Leadership Styles and Its Role in Improving Motivation Level of the Administrators in Jordan Football Association

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Abstract

The study aimed to identify the leadership style and its role in raising the level of motivation among the leaders working in the Football Association in Jordan. The researcher used a special measure to ensure validity and stability of the procedure. The study sample included (54) administrative individuals in the association and after conducting the appropriate statistical analysis, it was found that there is a strong (correlation) between the democratic style and the application of an incentive system in the Football Association in Jordan. One of the most prominent recommendations is the need to provide all that is necessary for the establishment of internal regulations through which a system of incentives can be easily applied and provide fair opportunities to employees in this context.

Keywords: Leadership styles, Leadership, The situational style, The democratic style, Dictatorial style.



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1. Introduction

The multiplicity of environmental conditions, the different organizational structures and the emergence of large and small institutions with the fact that various administrative styles being adopted raise the need to adopt leadership patterns, which have the ability to motivate workers.

The appropriate leadership in a specific time and place is important in influencing others to be a positive group and on the other hand to perform positive actions. When leadership is constantly carried out, it drives working individuals to get around that leadership and unites them together in order to make positive progress at work taking into consideration the capabilities of individuals and the size of work Entrusted to them.

The role of professional leadership is no longer limited to only directing and raising the level of production and the level of motivation among the workers, but it aims at providing material and moral incentives that will increase the level of productivity, which is reflected positively on the emergence of innovation and creativity as well as achievement.

The beliefs, values and ethics of the leader are the basis of the leader's competence because institutions in general and sports institutions are in dire need of leaders to move their organizations forward to achieve success and excellence in the business environment (Leana and Van Buren, 1999). Leadership is a trait in which the individual tries to make others in the organization in a positive manner act according to what the leader wants.

Leadership is a process of change. Different styles are utilized according to the situation at hand. Others believe that administrative leadership is the activity exercised by the administrative leader in terms of decision-making, making orders and administrative supervision of others with the use of an official authority and by influencing others to join him in order to achieve a certain goal.

The administrative leadership is the key to attract and maintain supreme talents as well as to build an effective organizational culture. There are styles of administrative leadership, which are effective if employed appropriately and with insight.

2. Leadership Styles

1. Dictatorial Style (Authoritarian): This style is less effective in most situations. The subordinates coming from different cultures are required to obey orders immediately without clarification of the reasons and the leader may resort to threats rather than allow a space for discussion, he also seeks to have a tight control over the subordinates. Feedback if found at all is often focused on the mistakes of workers and does not show their positive performance and thus the leader does not recognize the relationship between the arbitrary pattern of leadership and the rate of job satisfaction among working individuals.

The effective application of this style is having self-awareness and self-restraint to protect it from getting out of track and it needs effective guidance in order to obtain satisfactory results. In addition, there is a need to issue orders immediately in an appropriate place and time.

2. The democratic style (participatory): This pattern is based on three abilities of emotional intelligence. Collaboration, conflict management and influence. In this style, the leader is attentive, he creates a feeling among the workers that he really wants to listen to their ideas and interests. He also participate as a team member and has the ability to resolve conflicts. Confidence building and sharing with others as well as generating new ideas at work are encouraged. The leader needs a long time to create a work environment that fosters commitment and discipline.

3. The Situational Style: This style is based on the ability of the leader to control the subordinates through influential situations and not the magical power possessed by the leader. The leader is talented in highlighting the capabilities of individuals and focuses on solutions and suggestions on what should be done.

On the other hand, the stimulation of human resources is considered as one of the new management concepts, as it drives individuals to work and achieve diligently and actively and obliges leaders to follow up the management of subordinates to be able to assess their work (Daft, 2001).

Incentives are a concept that generates the right behaviors, however, motivating workers depends on the skills of the leader in extracting the maximum possible.

The problem may be deepened with regard to incentives in developing countries due to unclear purpose of the incentive system, the lack of leadership skills in implementing the incentive system and the lack of incentives follow- in terms of their effectiveness, impact on individuals and the returns obtained from them, which may eventually become linked to personal interests and personification.

Some organizations use incentives to motivate employees, including linking individual goals to team goals as a whole, providing immediate feedback, and engaging employees in motivating and engaging their colleagues in the planning process (Leana and Van Buren, 1999).

There are many institutions that motivate individuals according to deliverables and the individual is rewarded for using time to produce more, while others choose the appropriate incentives to suit the needs of the individual and his/her ambitions.

It is evident from the above that the incentive systems are individuals based, , which depend on the level of productivity of the working individual. On the other hand, there are regulatory incentives that include participation in profits, and whatever the level of incentive for the individual is it depends on leadership, which works to create creativity and believes in change, it is the leader who determines what the organization achieves.

It is clear from the above also that there is a strong relationship between performance and incentives and that the individual who works, especially in institutions that need what is new and continuously push the individual to work hard and actively, develop his /her own abilities and raise the morale of working individuals.

2.1. Study Objectives

The study aimed at identifying the following:

1. The appropriate leadership style to apply the incentive system in the Football Association of Jordan
2. The differences in the leadership style and its relation to the incentive system in the Football Association in Jordan among the sample members of the study due to the experience variable.
3. The differences in the leadership style and its relation to the incentive system in the Football Association in Jordan among the sample members of the study due to the Educational qualification variable.

2.2. Study Questions

1. What is the appropriate leadership style for applying an incentive system in the Football Association in Jordan?
2. Are there significant differences among the sample of the study according to the variable of experience?
3. Are there any significant differences among the sample of the study according to the variable of educational qualification?

2.3. Study Methodology

The researcher has used the descriptive approach commensurate to the nature of the study.

2.4. Study Sample

The study sample is composed of all administrative staff in the Football Association of Jordan and the sample of the study consisted of (54) administrative workers. Table (1) shows sample details.

Table-1. Characterization of the members of the study sample

| No. | Profession | Quantity | Education | Percentage |
|--------------|----------------|----------|------------------|------------|
| 1 | Administrative | 27 | Bachelors | %50 |
| 2 | Administrative | 31 | Diploma | %24 |
| 3 | Administrative | 14 | Secondary School | %26 |
| Total | | 54 | | %100 |

2.5. Study Tool

The study tool was used to measure the leadership style and its relation to the incentive system. A thorough literature review was carried out by the researcher and an initial scale was formulated, it was then presented to a body of arbitrators holding a PhD in Physical Education (Sport Management) and after taking their notes on the phrases of the scale axes into consideration, the scale was finalized.

2.6. The Validity of the Tool

It was determined by presenting it to a panel consisting of (8) PhD holders in physical education in order to express their opinions on the clarity of the language used and the relevance of the phrases with the axes of the scale..

2.7. The Stability of the Tool

The stability factor was calculated by (test - r - test) on a sample of 15 participants from outside the study sample. The period between the first application and the second application was 15 days. The total stability coefficient of the scale is (94.3)

3. Discussion of the Results

Discussion of the results of the first question:

The first question was: What is the appropriate leadership style for implementing the incentive system in the Football Association of Jordan? To answer this question, the arithmetical averages and standard deviations were used and [Table \(2\)](#) illustrates this

Table-2. Mean averages and deviations of responses on the scale of appropriate leadership style for the application of the incentive system

| No. | Dictatorial style Phrases | Quantity | Arithmetic average | standard deviation |
|-----|---|----------|--------------------|--------------------|
| 1 | The dictatorial style has a fair incentive system | 54 | 1,000 | 00 |
| 2 | The dictatorial style provides material and moral incentives | 54 | 1,000 | 00 |
| 3 | The dictatorial style establishes an Internal regulation of the incentive system | 54 | 1,000 | 00 |
| 4 | The dictatorial style believes in the importance of the incentive system | 54 | 1,000 | 00 |
| 5 | The dictatorial style involves engaging the workers in planning the kinds of incentive | 54 | 1,000 | 00 |
| 6 | The dictatorial style rewards employees for using their time effectively | 54 | 1,000 | 00 |
| 7 | The dictatorial style believes that the incentive system helps creativity and association | 54 | 1,000 | 00 |

| No. | Democratic style Phrases | Quantity | Arithmetic average | standard deviation |
|-----|--|----------|--------------------|--------------------|
| 1 | The democratic style has a fair incentive system | 54 | 4,69 | ,469 |
| 2 | The democratic style provides material and moral incentives | 54 | 4,52 | ,504 |
| 3 | The democratic style establishes an Internal regulation of the incentive system | 54 | 4,50 | ,505 |
| 4 | The democratic style believes in the importance of the incentive system | 54 | 4,44 | ,502 |
| 5 | The democratic style involves engaging the workers in planning the kinds of incentive | 54 | 4,46 | ,503 |
| 6 | The democratic style rewards employees for using their time effectively | 54 | 4,48 | ,504 |
| 7 | The democratic style believes that the incentive system helps creativity and association | 54 | 4,54 | ,503 |

| No. | Lenient style Phrases | Quantity | Arithmetic average | standard deviation |
|-----|---|----------|--------------------|--------------------|
| 1 | The Lenient style has a fair incentive system | 54 | 2,48 | ,504 |
| 2 | The Lenient style provides material and moral incentives | 54 | 2,48 | ,504 |
| 3 | The Lenient style establishes an Internal regulation of the incentive system | 54 | 2,44 | ,502 |
| 4 | The Lenient style believes in the importance of the incentive system | 54 | 2,70 | ,461 |
| 5 | The Lenient style involves engaging the workers in planning the kinds of incentive | 54 | 2,43 | ,499 |
| 6 | The Lenient style rewards employees for using their time effectively | 54 | 2,52 | ,504 |
| 7 | The Lenient style believes that the incentive system helps creativity and association | 54 | 2,41 | ,469 |
| | | 54 | 2,4947 | ,13796 |

It is clear from Table (2) that the average responses of the study sample for the dictatorial style were (1.00) and with a standard deviation of (0.00). The average responses of the study sample for the democratic style ranged from 4.44-4.69 and with a standard deviation of (469 and 505). The average responses of the study sample for the Lenient style ranged from (2.41 - 2.70) with a standard deviation ranging between (461-504).

It is clear from Table (2) that the appropriate leadership style for the incentive system in the Football Association is the democratic style followed by the lenient and then the dictatorial. The researcher explains that the democratic style provides suitable conditions for work and creates a wide scope for human relations which allows the leader to identify the conditions of employees and administrators, their needs and wishes, and as a result enabling the democratic leadership to develop a system of incentives appropriate to the requirements and satisfies the needs and desires of the employees.

French (2003), affirms that the democratic style is closely linked to human relations, which provides a wider scope for knowing the conditions of workers, assessing their needs and providing the maximum amount that can be provided to contribute to raising the levels of workers in institutions.

3.1. Discussion of the Results of the Second and Third Questions

The second and third questions were: Are there significant differences between the sample of the study according to the variable of experience?

Are there any significant differences between the sample of the study according to the variable of educational qualification?

In order to answer the second and third questions, we used a multi-effect variance analysis, arithmetic mean, standard deviation. Table (3) and table (4) show this.

Table-3. The averages and percentage deviations of the responses of the study sample according to the variable of educational qualification and experience

| No. | Qualification | Quantity | Leadership style | Arithmetic average | standard deviation |
|-----|-------------------------------|----------|--------------------------------------|----------------------|-----------------------------|
| 1 | Secondary High School | 14 | Dictatorial Democratic Lenient | 1,00 4,45 2,46 | 0,100 132680, 160240, |
| 2 | Diploma | 13 | Dictatorial Democratic Lenient | 1,00 4,50 2,53 | 0,00 0,111 0.168 |
| 3 | Bachelor's | 27 | Dictatorial Democratic Lenient | 1,00 4,52 2,49 | 0,00 0,105 0,108 |
| 4 | Experience less than 10 years | 30 | Dictatorial Democratic Lenient | 1,000 4,53 2,5 | 0,00 0,106 0,149 |
| 5 | Experience more than 10 years | 24 | Dictatorial Democratic Lenient | 1,00 4,5 2,448 | 0,00 0,119 0,126 |

It is clear from Table (3) that the average responses of the sample members according to the educational qualification variable confirm that the democratic, lenient and dictatorial leadership styles respectively are the reasons for applying the incentive system in the Football Association in Jordan. There are no significant differences according to the variable of experience with regard to the appropriateness of the democratic, lenient and dictatorial leadership styles respectively and the implementation of the incentive system. A multi-effect analysis was conducted as shown in Table (4)

Table-4. Results of a multi-effect variance analysis of the educational qualification and experience on leadership styles in the application of incentive system

| | | Sum of squares | The threshold | Average of squares | C Value | Significance |
|---------------|-------------|----------------|---------------|--------------------|-----------|--------------|
| | Dictatorial | ,000 | 3 | ,000 | | |
| | Democratic | ,019 | 3 | ,006 | ,481 | ,697 |
| | Lenient | ,037 | 3 | ,012 | ,629 | |
| | Dictatorial | 47,452 | 1 | 47,452 | | |
| | Democratic | 966,825 | 1 | 966,825 | 74773,352 | ,600 |
| | Lenient | 294,951 | 1 | 294,951 | 15172,424 | |
| Qualification | Dictatorial | ,000 | 2 | ,000 | | |
| | Democratic | 0,016 | 2 | ,002 | ,148 | ,863 |
| | Lenient | 0,005 | 2 | ,017 | ,895 | |
| Experience | Dictatorial | ,000 | 1 | ,000 | | |
| | Democratic | ,004 | 1 | ,016 | 1,210 | ,277 |
| | Lenient | 0,005 | 1 | ,005 | ,251 | |

| | | | | | | |
|---------------|-------------|----------|----|------|--|--|
| False | Dictatorial | ,000 | 50 | ,000 | | |
| | Democratic | ,647 | 50 | ,013 | | |
| | Lenient | ,972 | 50 | 0,19 | | |
| Total | Dictatorial | 54,000 | 54 | | | |
| | Democratic | 1103,184 | 54 | | | |
| | Lenient | 337,082 | 54 | | | |
| Correct total | Dictatorial | ,000 | 53 | | | |
| | Democratic | ,665 | 53 | | | |
| | Lenient | 1,009 | 53 | | | |

Table (4) shows that there are no statistically significant differences between leadership styles (dictatorial, democratic, and lenient) according to the variable of experience, educational qualification and the incentive system used by the Football Association of Jordan.

The researcher explains that the for sample of the study with different educational degrees (below the bachelor's and diploma), as well as with different experiences (over 10 years and less than 10 years), the democratic style followed by the lenient and dictatorship, respectively, are the most appropriate application of the incentive system because the democratic style of leadership allows employees to participate in the development of the incentive system that suits them and makes leaders more aware and responsible towards providing them with suitable material conditions to show them how to do their work better. The democratic style deals with employees at a level that is professional because it respects and appreciates their capabilities. This conforms to Daft (Richard) (2001) statement, which asserts that providing a positive work environment helps to measure results and knowledge continuously and makes the measurement process easier as the workers themselves contribute to the creation of healthy and correct feedback.

4. Conclusions and Recommendations

1. The sample of the study agrees that there is a strong correlation between the democratic style and the incentive system used in the Football Association in Jordan.
2. The sample of the study agrees that there is a negative relationship between the dictatorial style and the incentive system used in the Football Association.

The researcher recommended to Arrange advanced administrative courses to qualify the administrative decision maker in the Football Association in order to develop their administrative abilities in the leadership of their subordinates properly, and he emphasized that there is a need to adopt internal regulations developed and renewed from time to time and which keep up with recent developments for a clear and easy distribution of incentives in the Football Association in Jordan.

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