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## **RELATIONSHIP BETWEEN SPIRITUAL LEADERSHIP AND TEAM CONSOLIDATION IN SUPERIOR LEAGUE TEAMS OF HAMEDAN'S PROVINCE FOOTBALL**

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### **ABSTRACT**

This research aim to determine relationship between spiritual leadership and collective consolidation of present terms in Hamedan province's superior league. The method to present research is of descriptive Correlative research type which has taken place in field method. This researches statistical society includes all players at superior league (250 ones) in 2012-2013 seasons that were selected randomly through morgan table (152 one). Tools of this research include two standard questionnaires: spiritual leadership of Fry *et al.*, (2005) including 25 questions, and group consolidation GEQ of Karon *et al.*, (1985) including 18 questions. After verifying the admissibility by professors and expert in sporting management, durability was achieved by use of Kronbach Alpha ( $\alpha=0.89$ ) and ( $\alpha=0.73$ ) which Distributed among respondents. In order to understand the relationship between components of spiritual leadership (organizational perspective, belief in work, love to humanity, meaningfulness in working, membership in organization, organizational commitment and performance's feedback) and group consolidation and with regards to data naturality (which was cleared by kolmogroph Smirnof exam), Pierson correlative. Test was used and step by step regression exam was employed to determine the portion of variables with predictive ability of group consolidation. Results indicated the presence of a meaningful positive relation between all components of spiritual leadership and group consolidation and two parameters concerning meaningfulness in job and love to humanity with ( $p<0.01$ ) had the ability to predict variable of group consolidation.

**Keyword:** *Spiritual Leadership, Group Consolidation, Hamedan Province's Football Superior League*

### **INTRODUCTION**

Present era in course of information explosion, dominance of science power over beliefs and mere materialism in this era rivalry is the first determinant and sciences' borders become more expanded and more complicated every day. But it seems that organizations' leadership issue attracts attentions of management sciences research more than before. Gerald wrote that: attention to spirituality in organizations is a newly emerged phenomenon. Many of experts in management and organization consider spirituality as n stable resource for organizations that could assist them in turbulence and chaos and remove contradiction and irregularity and, be able in needing situation, employ change and stability as eternal need of organization.

Fry (2003) believes that author look to spirituality from different point of views and present various definitions, so as one could state that there was no definition of spirituality that everybody compromises with. The term black box is a topic mostly attributed to spirituality but it is neglected at models or theories. Since these terms are not clearly defined (Freshman 1999). Spirituality is the persons internal and unique experience in search for the most proper individual expansion by help of an ultra human existence, that always include a complete superior belonging sense and a sense of proper success when reaching that (Delbecq, 1999). spirituality means to find the ultimate aim of life and to live on that basis (Kakabadse *et al.*, 2003) spirituality is an attempt towards breeding sensitivity to the self, others and natural and metaphysic environment, that this triumph continuously searches for solidarity and unity to these sensitivities and giving direction towards prosperity for becoming a proper human (Hinnells, 1995).

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Group consolidation was presented for the first time by Festiner (1950); Hunton *et al.*, (2001) and means a degree or level of attraction of individuals to each other and also the more coordination between group aims and individual aims the more consolidation will be inside the group (Robin; 1993). Collective consolidation includes members insight and behavior about the group in which they are affiliated.

Insights resulted from a good collective consolidation causes the Severe intention of a member for remaining a member of group and fidelity to group and display of identity may occur (Fried, 2003) assuring of cooperation and friendship among members also shows a high level of collective consolidation. Successful sporting Teams usually have a prominent property which distinguishes them from unsuccessful team, and that is the consolidation among team member (Morady *et al.*, 2004). Collective consolidation is a searching process which is reflected in group tendency to keep unity for reaching fruitful goals and provide the group with affectionate needs (Marcus *et al.*, 2010). A group which is at high level of correlation and consolidation, may feel less tensions and it's member enjoy less misunderstanding and hostility to each other compared with groups which are not in the same way. Researchers' results show that consolidated groups, a have more output compared to groups with less consolidation (Stonen *et al.*, 2010).

Collective consolidation includes two dimensions: (1) social consolidation and (2) task consolidation, these two aspects of cohesion are independent from each other. That is, a player may be committed to team goals but it is possible that he has no correlative feeling to other players (Woods and Barbara, 2006). Katrine (2002) in a research investigated the relationship between coaches' leadership dimensions with collective cohesion and number of victories of university football teams. She found out that there is a meaning full relationship between collective cohesion of successful teams and unsuccessful ones, and coaches that employ behavior styles of educative, democratic, social support and positive feedback, are more cohered teams.

Clude (2003) in his researches concluded that, intellectual work place puts a direct effect on organization' success, since it leads to increase in rehabilitation and following that, decrease in displacement, fatigueness and being absent of employees from the job. Yaghubi *et al.*, (2010) in a research titled "relationship between intellectual management and rehabilitation of employees at education office of 3rd region in Tabriz city concluded that there is a positive, meaningful relationship between intellectual management and employees' rehabilitation Friman (2011) in a study under the title of " investigation of spiritual leadership dimension that causes individuals more potential, showed that doing good and benefaction and high values is hoping towards goals with leads to perseverance, courage and humanity as a essence of a proper human. Morady *et al.*, (2006) in a research under title of "relationship of coaches' leadership style with players collective cohesion in basketball teams of lands superior league clubs", concluded that there is a positive, meaningful relationship between leadership style with collective consolidation (social cohesion, task cohesion and total cohesion) excepted for imperative style.

Golemi *et al.*, (2012) investigated the relationship between spiritual leadership and occupational content of Isfahan university employees.

Ultimately they concluded that there was a meaningful relationship between spiritual leadership and employees' occupational content. Therefore with regards to above-mentioned issues it is inferred that intellectuality can be placed under attention as a stimulant motor and a factor towards integration of every organization. In this way a spiritual leader by motivating employees with use of intellectual perspective and generating cultural grounds and based on humanistic values will try to educate active, high efficient committed motivated and ultimately powerful resources, till in the mould of unite group which aims to an exalted goal, consider other team fellows' problems as their own problems and enact to resolve those difficulties.

They therefore move towards the goal in corporately and cohesively. After executed considerations on research literature, there was not found a research which evaluate the relationship of two parameters, spiritual leadership and collective cohesion generally and particularly on sport. Thus the research is after responding to this question that whether there was a relation between intellectual leadership and collective cohesion of football players working in Hamedan province's superior league.

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**MATERIALS AND METHODS**

**Methodology**

Method of research regarding issues and goals is of descriptive correlative research type and has an applied essence which has taken place in the form of field and by use of standard questionnaires. In this research, statistical society includes all players working at Hamedan province's football superior league in 2012-2013 seasons which based on presented statically by Hamedan province's football assembly totally (n=250) persons were reported. According to statistical sample also based on Morgan table (n=152) was determined which this number of people were selected randomly. Tools for measurement in the research are two standard questionnaires of fry spiritual leadership (2005) having 25 questions which each of spiritual leadership dimensions are pointed via a number of questions, and Karan's GEQ collective cohesion questionnaire (1985) including 18 questions that have evaluated group cohesion on two dimensions of social and task cohesion. Questionnaires' content admissibility was verified by 8-15 professors and doctoral students in major of sporting management by investigating and scaling the conceptions. Kronbach alpha coefficient was used to scale questionnaires' durability level. Therefore 30-50 versions of responses were collected and Kronbach alpha coefficient for questionnaire of spiritual leadership ( $\alpha=0.89$ ) and for questionnaire of group cohesion ( $\alpha=0.73$ ) were achieved. In descriptive statistical section, central indices and statistical scattering associated with tables and diagrams were used (table 1). In inferential statistics section, multi variable regression and Pierson's correlative statistical methods were used step by step. Also Smirnof –clomograph exam was used to test the data naturalness.

**Table 1: Description of demographic properties of research sample**

variable	limitation	Abundance percent
age	16-21 years	29
	22-27years	44
	28-33years	26
	34-39years	1
Play profile	1-5years	41
	6-10years	41
	11-15years	10
	16-20years	7
Education level	21-25years	1
	Diploma	62
	Associate degree	16
Marital status	Bachelor	18
	Master in art	4
Education major	Single	77
	married	23
	Physical education	22
	Other majors	78

Average spiritual leadership status is 92.03 and standard deviation 13.92 and status of group cohesion in football players shows averages of 71.39 and standard deviation of 8.61. based on Smirnof- colmograph test and achieved values, all variables' level of meaningfulness were more than 0.05, therefore all data of research variables were natural, so the parametric exams to test the researcher's assumptions were used.

**Table 3: Investigation of relationship between 2 variables in research assumptions**

	n	r	sig
Spiritual leadership /group cohesion	152	0.37	0.0001
Organizational perspective /group -cohesion	152	0.29	0.0001
Belief in work /group cohesion	152	0.32	0.0001

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Love to humanity/ group cohesion	152	0.34	0.0001
Meaningfulness in working/group cohesion	152	0.569	0.001
Membership in organization/group cohesion	152	0.22	0.006
Organizational commitment/group cohesion	152	0.23	0.005
Performance feedback/group	152	0.23	0.006

Results from Pierson's correlative test indicated that, for achieved meaningfulness level of less than 0.01, there is a meaningful relationship among all parameters with group cohesion, regarding gained results, multi variable regression analyzing test was used to predict the issue that, which of spiritual leadership dimensions could be effective in prediction of collective cohesion.

**Table 4: Summary of predictive variable of regression analysis results (group cohesion) of intellectual leadership in Hamedan province's superior league teams**

model	variable	R	R2	AR2	SE
1	Meaningfulness in working	0.34	0.12	0.11	8.1
2	Meaningfulness work, love to humanity	0.41	0.17	0.16	7.89

It is proved on this basis that, two parameters of meaningfulness in work and love to humanity has arrived at step by step regression analyzis and other parameters are omitted meaning that two above parameter are capable of predicting group consolidation.

**CONCLUSION**

**Discussion and Conclusion**

Result from research showed that there was a meaningful relationship between spiritual leadership with group cohesion of present teams in Hamedan province's football superior league. Test result indicate that existence of a positive, meaningful relationship between those two variables ( $r=0.37$  and sig 0.0001) which is consistent with shields *et al.*, (1997), Shamsaee *et al.*, (2009), Ziaee *et al.*, (2008), Ramezani *et al.*, (2010), Katrin (2002), Fry and Slussem (2008), Shen (2010) findings in and is not Compromized with pees and Koozab (1996) and Klarich (2004) research findings.

Shields *et al.*, (1997) studied the relationship between coaches' leadership behavior dimensions with group cohesion in team sports. In this research 189 baseball players, 118 softball players from high school teams and 23 coaches participated. Results from the research showed that there was a poor relation between leadership dimension and group cohesion. Above- mentioned findings are similar and consistent with result from present research, since available relationship between spiritual leadership and group cohesion also shows a medium limit. Also both cases of investigating team sports and reason to weakness of relationship could be cause of existence of players' annual contracts to teams or the place of each team in the schedule and level of obtaining their results effective on group cohesion. This issue is observed in Katrin orange research (2002) that investigated the relationship between coaches' leadership dimensions with group cohesion and number of victories of university teams, while having consistency with present research showed that there was a meaningful difference between group cohesion of successful teams and unsuccessful ones. Shamsaee *et al.*, (2009) that considered the relationship between coaches' leadership behavior dimensions with group cohesion and performance of teams present in young adults football superior league matches, and also Ramezaninezhad *et al.*, research (2010) which considered the relationship of coaches' leadership styles and group cohesion of Iran's superior league football teams, similar result were seen. in first research from the point of view of players, coaches were using mostly the positive feedback behavior and education. They rarely exploited imperative behavior and there was a meaningful positive relationship between group cohesion and leadership behaviors. Also second research showed that group cohesion with leadership styles of education and exercise democracy, social support and positive feedback shows a positive meaningful relationship and a negative, meaningful relationship with imperative style. Both of those two researches two performed on football teams and apart from their

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results showing consistency with present research, in spiritual leadership, either the leader away from dictatorial behavior, tries to do his best in generating a friendly periphery and tries by motivating and stimulating employees, with use of spiritual perspective and development of cultural grounds based on humanistic values, to enable and motivate players. This issues was considered by Bakhshi (2013) in a research titled "role of spiritual leadership in enabling employees of Hamadan provinces youth and sports organization. He, then Concluded that all dimensions of intellectual leadership have a positive, meaningful relation with employees rehabilitation. These results are consistent with achieved result from this research, since if in a group, everybody knows his duty and understands them before reminding the task, the cohesion also will be generated. Shen (2010) in his thesis titled "investigation of coache's leadership behavior and team cohesion among basketball players of student league (2008-2009) showed that, coaches using education and exercise, social support and democracy styles, among leadership behaviors, have higher group cohesion. Result of this research is consistent with general aim of the research. Following results are noticeable in consideration of the relation of spiritual leadership component to group cohesion:

There is a positive, meaningful relationship between component of organizational perspective and group cohesion of football teams. This result is compromised with Ziaee *et al.*, (2008), Bakhshi (2013), Fry and Slussem findings. With regard to the test results of this theory, one can say that organizational perspective and teams' group cohesion are related to each other, as the more increase in organizational perspective, the more will be level of group cohesion. In fact organizational perspective includes commitment to organization's perspective, betterment of organizational affairs because of existence of perspective and ... and this could improve the group cohesion to an extent about the poor correlative coefficient of the theory, one can consider lack of a flourishing future to players working at towns' teams that causes the correlation coefficient to be low. There is a positive, meaningful relationship between component of believe in work and group cohesion of football teams, that is consistent with results from Ziaee *et al.*, (2008), Bakhshi (2013), Fry and Slussem researches. Regarding test result of this theory, one can say that believe in work and teams' group cohesion are related to each other, so that, the more believe in work, the more increase will be in group cohesion. Believe in work, is in fact believing in occupational goals, trying to get success and excessive trial and efforts for the organization is because of believing in organizational ideals, that medium figure of present correlation can be as a reason of lack of a certain definition from club idea and lack of possibilities of football clubs in the level of Hamedan province. Since believe in work by developing a sense inside the individuals will lead to neglect the difficulties and remove the problems by increasing triumphs. They hence surrender to organization's challenging goals. Clubs which have developed such feeling are very scarce, and this issue is clear, out of leaving the team in last days of league by players of teams with less luck towards obtaining a position. There is a positive, meaningful relationship between component of love to humanity and group cohesion of football teams which is consistent with results from Ziaee *et al.*, (2004), Bakhshi (2013), Fry and Slussem's researches. Regarding exam results of the theory one can say that love to humanity and group cohesion are related to each other, and change in the rate of one of them will effect on the second variable's values. Love to humanity is in fact attributed to management kindness to employees, high levels of faithfulness to a secret and fidelity within organization, leader's frankness and ....that can increase the level of teams group cohesion. Love to humanity will be generated through sympathy and unity among employees of the organization. There is a positive, meaningful relationship between component of meaningfulness in working and, group cohesion of football teams which is consistent with results from Ziaee *et al.*, (2008) and Ist (2005) researches, but is contradicted with results from Ahmadi *et al.*, (2011) researches. Therefore with regards to test results of the theory, one can say that, meaningfulness in working and teams' group cohesion are related to each other so that changes in rate of meaningfulness in working, will obviously effect on teams' group cohesion value. Meaningfulness in working includes importance of performed job for employees, meaningfulness of occupational tasks and .... Meaningfulness in working is a pleasant feeling and in the society also, everybody interested in presentation of an activity verifiable for the self person and others, may become content of this feeling internally. But the reason to inconsistency

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of the research results with results of Ahmadi *et al.*, (2011) could be the hard working situation and lack of individuals' interest in their jobs within Kerman province's health care insurance general office. There is a positive, meaningful relationship between component of affiliation in organization and collective cohesion of football teams which is consistent with results of Ziaee *et al.*, (2008) researches but is contradictory to the results of Ahmadi *et al.*, (2011) researches. Thus by noticing exam results of the theory one could say that affiliation in organization and teams group cohesion possesses a meaningful and positive relationship to each other, so that, increase in affiliation to organization may cause increase in rate of teams' group cohesion. Membership within organization includes feeling of employees' being understood by organization, adoring them by management, managements' attention to employees occupational functionality and ....

Management acknowledgement and employees' being understood by organization will cause occupational content. However the achieved correlation coefficient is poor and reason to that could be materiel or semi-vocational conditions of Hamedan province's clubs that may cause mutual misunderstanding between clubs' managers and players upon each other.

There is a positive, meaningful relationship between component of organizational commitment and group cohesion of football teams, which is consistent with findings of Ahmadi *et al.*, (2011) and Fry *et al.*, (2005) and is contradictory to results from Ziaee *et al.*, (2008) researches. Therefore, regarding test results of this theory, we could say that organizational commitment has a positive, meaningful relationship with teams' group cohesion, so that increase in one's values will cause increase in the other's values. Organizational commitment includes, being proud of employees over organization, continuous activity within organization and...

Organizational commitment, by development of a strong bond among employees and organization that causes individual never leaving the organization in the worst conditions and consider it as a part of his or her own family. but because of being amateur or semi-vocational of Hamedan province's football superior league that each player goes after growth and promoting to better teams and in very hard situations may prefer his own interests over the organization's interest, since if this player does not present a good display will be put aside from the team's combination. Maybe the more rate of difference in this negative note leads to contradiction of Ziaee *et al.*, (2008) researches with this research's results.

There is a positive, meaningful relationship between component of function's feedback and group cohesion of football teams which is consistent with research findings of Ahmadi *et al.*, (2011) and Gibonz (2001), but is contradictory to the research results of ziaee *et al.*, (2008). Which respect to test results of the theory one could say that functionality feedback and teams' group cohesion are related to each other, so that the more rate of performance's feedback, the more will be the teams' group cohesion. Players usually weight their functionality feedback and that of their clubs, they became aware of their performance cons and boost the pros and cover weaknesses. but lack of hardware suitable possibilities like exercise field, ball, cloth, honorarium and.....is a reason to weakening of this component, among football players of Hamedan province football superior league - It seems that, it is the most important factor to poorness of correlation coefficient among 2 above mentioned variables. But the reason of contradiction between research results of Ziaee *et al.*, (2008) and present research, could be the existence of a few clubs that provide players with the possibilities compared to other clubs and there is higher stability in coaches and clubs' managers cadre of such clubs. Alternative theory of the research moved towards the investigation of prediction possibility of group cohesion through spiritual leadership. To gain the output, step by step regression method was used and ultimately only two predicting variables of meaningfulness in work and love to humanity entered the step by step regression analysis that are meaningfully able to predict group cohesion in present teams of Hamedan province superior league. Namely of the most important predictions on group cohesion according to present research was love to humanity component which is consistent with the most performed researches. Since it is likely that, if there is sense of devotion and a mutual friendship and interest in a team, members may tolerate the deficiencies for each other's sake. They will try to do the best for each other. In Hamedan province which football held non- professionally, it seems logic that two above categories are the most important factors

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to keep team members by the side of each other and keeps the group individuals hopeful to the future with respect to all mentioned issues and result from all theories, one could state that, spiritual leadership method may play an effective role on development and keep of group cohesion of football teams and in a wider area in sporting teams. Level of this relationship on two components of love to humanity and meaningfulness in work is seen to be more.

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